

SUSTAINABILITY REPORT

THE JOURNEY
CONTINUES



 **Bleckmann**

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CORPORATE IDENTITY



Executive summary

At Bleckmann, we know that sustainability is not a checkbox, it's a journey. And like any meaningful journey, it comes with missteps, tough lessons and moments of reflection. But we believe that progress is only possible if we're willing to move forward, even when the path isn't clear or perfect. It's better to take the step, fail and learn, than stand still and wait for ideal conditions.

The 2024 Sustainability Report represents both our progress and our challenges. It shows where we're succeeding and where we still have a long way to go. But more importantly, it reflects our mindset: one of transparency, responsibility and continuous improvement.

Our Environmental Journey

We've made tangible progress, reducing CO₂ emissions by 20% under the Lean & Green program and powering over half of our facilities with renewable energy. Our circular fulfillment center in Almelo is proof that logistics infrastructure can be both innovative and responsible. Yet, we know that decarbonizing a complex global logistics network isn't easy or fast. Some emissions are harder to track and some solutions take longer to scale. But we're investing in the right tools, like our ISO 14083-aligned carbon dashboard, to help us and our clients,

make smarter, more sustainable choices.

Our work with The Renewal Workshop and brands like COS, Otrium and Karl Lagerfeld shows the power of circularity, but we're also aware that scaling these pilots across the industry will require deeper collaboration and time.

Our Social Commitment

People are at the heart of what we do, both our strength and our shared responsibility. That means not just delivering for our clients but creating a workplace where our 6,500+ team members feel safe, respected and empowered. We're proud that over 50% of our workforce identifies as female and that we represent more than 70 nationalities across our global operations. This diversity enriches our culture and drives innovation, but we also recognise that inclusion isn't a project, it's a daily practice. We're actively working to build a workplace where everyone feels valued, respected and empowered to grow. Our eNPS and upcoming Culture Survey help us understand where we need to improve. Our diversity and well-being programs are steps in the right direction, though we acknowledge inclusion is not something you "achieve", it's something you continue to build, day after day.

From supporting Birmingham Children's Hospital to reducing workplace injuries, we're working to extend our impact beyond business and into the communities we serve.

Governance and Growth with Integrity

We've embedded ESG into our strategy and governance frameworks. Our dashboards help monitor key metrics and our policies on anti-harassment, whistleblowing and data protection reflect our commitment to accountability. But governance isn't just about compliance, it's about culture. We're still learning how to create a company-wide mindset that fully integrates sustainability into every decision.

Innovation remains a key enabler. Automation, robotics and smarter packaging are helping us reduce errors and emissions, but not every solution works the first time. And that's okay. We test, we adjust and we try again.

Looking Ahead

This report isn't a declaration of perfection, it's a snapshot of where we are, where we've been and where we want to go. We've won awards this year and we're proud of that recognition. But we also know the real work happens in our warehouses, in our transport plans, in our community partnerships and in the choices we make each day.

Sustainability at Bleckmann is a shared effort. And while we don't have all the answers, we're not afraid to ask hard questions. We'll keep listening, learning and improving because the only failure would be not trying.

Sincerely,

Ron Thijssen
Manager CSR, Bleckmann

SPECIAL THANKS TO BUSRA, CORLIA AND GERARD.



Our continued sustainability journey

At Bleckmann, we do more than move products. We push boundaries. As we continue our sustainability journey, I am proud to share the progress we have made and the actions we are taking to create a more responsible future for logistics.

Since our beginnings in 1862 as a transportation company, we have grown into a global supply chain leader in fashion and lifestyle logistics. Our evolution has always been guided by innovation and purpose. Today, with over 6,500 team members, a unified global IT platform and operations across Europe, the United States and Asia, we are well-positioned to deliver solutions that are both world-class and future-ready.

Our commitment to sustainability is fully integrated into our infrastructure and operations. This is reflected in our circular logistics facility in Almelo, which was constructed using modular, recycled materials and includes digital passports to support reuse. Initiatives such as Bleckmann's

Renewal Workshop, developed in collaboration with several brands, extend the life of returned garments and enhance transparency through product passports. We have also made advances in smart warehousing, reduced packaging waste and introduced tools such as the CO₂ Dashboard, which is aligned with ISO 14083 and helps clients monitor and reduce their emissions.

Our expanding ESG dashboarding capabilities will play an important role as our clients prepare for regulations such as the Corporate Sustainability Reporting Directive. We are proud to support them not only as a logistics service provider but also as a strategic partner. Sustainability is not a fixed goal. It is a continuous, shared journey. Through collaboration, innovation and accountability, we are committed to leading with impact and integrity.

Kurt
Kurt Pierloot
CEO



Core values

Entrepreneurship: At Bleckmann, every team member embodies the entrepreneurial spirit: taking initiative, embracing challenges and driving innovation. We empower our people with the freedom to think differently, take risks and learn from experience. This mindset fuels progress and keeps us ahead in a dynamic industry.



Engagement: Passion and dedication define us. With over 6,500 team members deeply connected to the brands we serve, we go beyond logistics; we build partnerships. Our commitment extends to our communities, where we actively support local initiatives and those in need. Engagement is not just what we do - it's who we are.



Excellence: At Bleckmann, we embrace a continuous drive for innovation, adaptability and a commitment to improve. Our teams challenge the status quo, optimize operations and leverage business intelligence to deliver the best for our partners. We don't settle for good; we strive for great.



Expertise: With over 160 years of experience, we are pioneers in logistics for fashion and lifestyle brands. Our expertise in end-to-end solutions is built on knowledge-sharing, collaboration and a relentless drive to improve. We grow together with our clients, ensuring they benefit from our insights, experience and unwavering dedication.



Our purpose and impact

Bleckmann specializes in providing integrated, end-to-end logistics solutions tailored to the fashion and lifestyle industries. Our services include warehousing, fulfilment, distribution and reverse logistics—designed to meet the specific needs of our clients and support their growth across multiple countries through efficient, reliable supply chain management.

Our mission is to deliver on the promises that our clients make to their customers by combining operational excellence with data-driven, scalable logistics solutions that ensure consistency, flexibility and responsiveness in every link of the supply chain.

Our vision is to enable sustainable business growth of fashion & lifestyle brands through data-driven supply chain solutions and intelligent, technology-enabled logistics services. Sustainability is a core pillar of our strategy. We are committed to achieving net-zero emissions in alignment with the Paris Climate Agreement by adopting innovative technologies, green energy solutions and environmentally-conscious logistics practices.

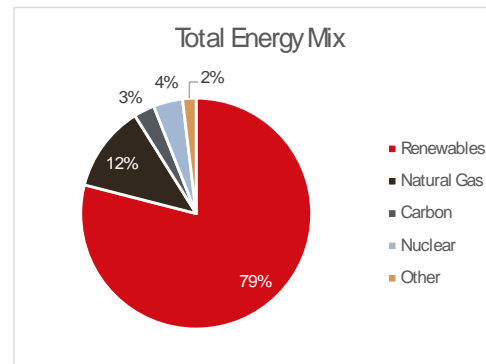
We believe that **transparency and accountability are key to driving meaningful progress** in sustainability and responsible business practices. The indicators presented on this page reflect the core areas where our environmental, social and governance (ESG) efforts have the greatest impact—and where we are focused on making measurable improvements.

22

facilities powered by 100 % renewable energy

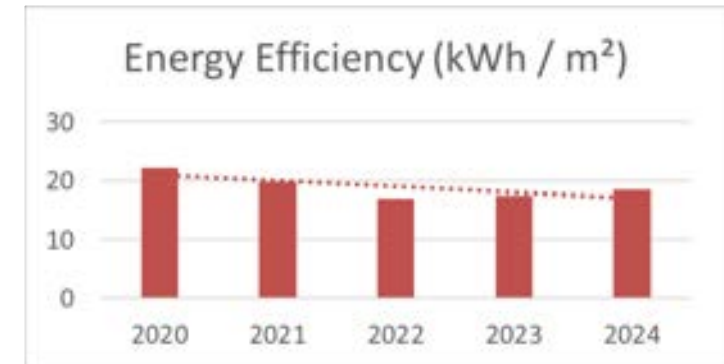
79%

of all energy is coming from renewable sources



Energy Mix & Renewable Energy:

These indicators show how we source our energy and our progress toward cleaner, more sustainable energy solutions. Reducing dependence on fossil fuels is essential to lowering our operational carbon footprint.

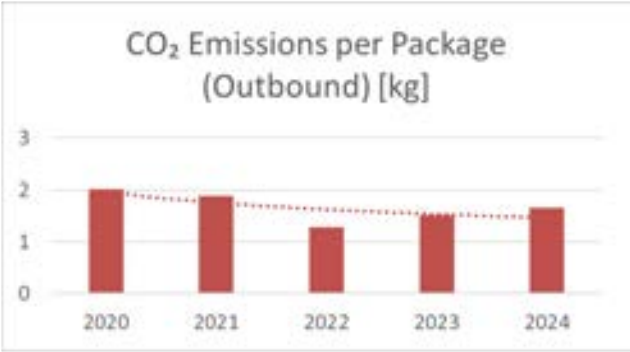


Energy Efficiency:

Monitoring how efficiently we use energy across our operations helps us identify opportunities to reduce waste, lower costs and cut emissions.

18,5 kWh

Electricity used per m2 operational space

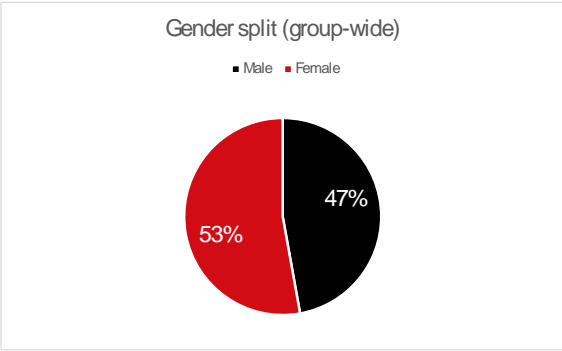


CO₂e Emissions per Parcel:

As a logistics provider, transport emissions are a major part of our environmental impact. Tracking emissions per parcel allows us to assess the effectiveness of our reduction strategies and supports transparent reporting to clients and stakeholders.

6,500

People employed on average daily basis

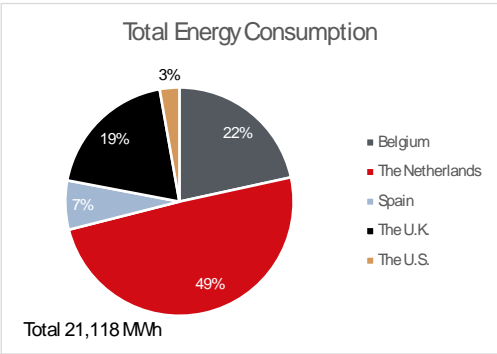


Gender Split:

Diversity and inclusion are integral to our company culture and social responsibility. Presenting our gender split helps track progress on equality and informs actions to create a more inclusive work environment.

1 Star

Lean and Green



Together, these ESG highlights give a balanced view of our sustainability performance—environmental responsibility, employee wellbeing and social equity—and help us stay aligned with both internal goals and external stakeholder expectations.

Operational footprint

The Netherlands

Almelo, Amsterdam, Bergen op Zoom, Oldenzaal, Eindhoven, Enschede, Sevenum, Venlo



The United Kingdom

Burton-on-Trent, Bury St Edmunds, Corby, Lutterworth, Swindon



The United States

Columbus (Ohio)



Belgium

Belsele, Beveren Leie, Desteldonk, Grobbendonk, Herentals, Kruisem, Rieme, Waregem

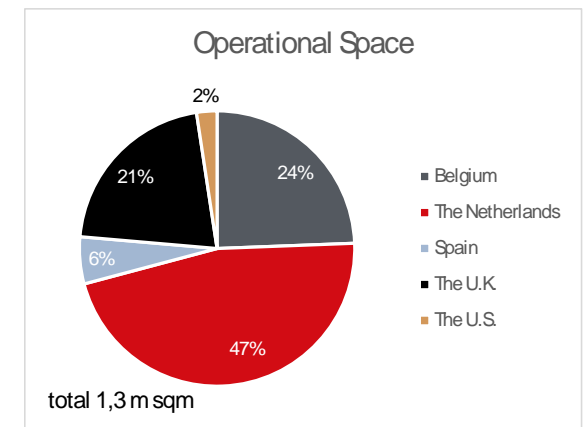


Spain

Aloevera, Cabanillas, Franquesa, Laracha, Leon, Massanes, Zaragoza



Combined operational footprint



Navigating the green transition

New regulatory frameworks in the EU are driving companies to adopt more rigorous approaches to sustainability reporting and due diligence.

The EU's Corporate Sustainability Reporting Directive (CSRD) and the forthcoming Corporate Sustainability Due Diligence Directive require business to disclose and manage environmental, social and governance (ESG) risks across their value chains.

These regulations are part of the EU Green Deal, the EU's overarching strategy to achieve a climate-neutral, sustainable and resource-efficient economy by 2050. It explicitly promotes the green transition through a comprehensive set of policies that target both climate change and biodiversity protection.

Simply offsetting emissions will not be enough, as companies will need to make all their operations more sustainable. For Bleckmann, this means integrating emerging sustainability standards into our logistics operations, ensuring full transparency in our practices and maintaining accountability for our environmental and social impact across the entire supply chain.

With a focus on double materiality – assessing both our financial performance and our environmental and social impact – we are committed to meeting these evolving regulations while supporting our clients in navigating the complexities of responsible supply chain management and ensuring compliance across their operations.



How we create value for retail and E-commerce

We understand that meeting your customers' expectations is essential to your success. Timely, reliable and flawless product delivery is at the heart of our retail operations.

We provide end-to-end logistics solutions, managing every step of your supply chain from the moment your products leave the supplier to their arrival at your customers' doorsteps. Our expertise allows us to effectively navigate peak demand periods, such as Black Friday, ensuring smooth and dependable delivery every time.

Through our integrated logistics services, we enable brands to focus on growing their business while we take care of the complexities of logistics – providing consistent reliability, efficiency and on-time performance.

We create value for:

Our people: A dynamic work environment that fosters growth, empowerment and a sense of belonging.

Our clients: We provide tailored logistics solutions that enhance efficiency, scalability and market responsiveness.

Society: We contribute to local economies, create jobs and engage in initiatives that support social well-being.

The planet: Committed to sustainable logistics, we reduce environmental impact through innovation and responsible practices.

Shareholders: Delivering long-term value through operational excellence, strategic growth and financial performance.

We depend on:

Purpose-driven people: Our success is built on passionate, entrepreneurial individuals.

Our brand: A trusted name in fashion and lifestyle logistics, we are recognised for reliability, expertise and forward-thinking.

Stakeholder relationships: Strong partnerships with customers, suppliers and communities enable shared success.

End-to-end delivery network: A seamless global logistics network that ensures efficiency, speed and flexibility.

Technology and innovation: Data-driven insights that optimize operations and enhance customer experience



Evolving retail supply chains: Steps towards sustainability

In recent years, the retail supply chain landscape has undergone significant shifts driven by key megatrends such as changing consumer expectations, an increased focus on sustainability and geopolitical challenges. Technology has been central to these transformations, enabling smarter and more agile logistics operations.

While the post-pandemic disruptions have largely eased, global supply chains still face challenges that impact the movement of goods, particularly affecting the fashion and lifestyle sectors.

Evolving retail trends

In the wake of the COVID-19 pandemic, there has been a widespread strategic realignment across the retail and logistics industries. The pandemic highlighted the importance of resilient supply chains that can swiftly adapt to unforeseen disruptions, whether caused by supply shortages,

transportation delays, or sudden shifts in demand.

As consumer preferences increasingly moved toward e-commerce and digital shopping, we quickly adapted to meet the rising demand for fast, adapted deliveries. The post-pandemic era has also seen a heightened awareness of sustainability, with both consumers and brands prioritizing lower-impact logistics and circular solutions to minimise waste. We've played a crucial role in helping our clients navigate these changes, leveraging our global logistics network and technology-driven solutions to ensure seamless operations during peak periods and beyond.

As retail trends continue to evolve, we remain committed to providing scalable, sustainable and flexible logistics solutions that keep pace with both global challenges and ever-changing consumer expectations.

Responding to geopolitical challenges

While Western Europe has remained relatively stable, global geopolitical tensions still have a significant impact on our logistics operations.

Trade disputes, regulatory changes and ongoing conflicts in other parts of the world can create ripple effects that impact the movement of goods across borders.

In response to these challenges, we continue to focus on building resilient and flexible supply chains. Our approach includes increasing the use of regional logistics solutions to help clients mitigate risks from global disruptions. By offering local warehousing, efficient last-mile delivery and agile fulfillment, we ensure that our clients remain adaptable in a shifting global landscape.

We also recognise that geopolitical uncertainties, such as fluctuations in fuel prices and issues with energy supply, are driving up costs. Therefore, we work continuously to optimize our operations, minimise costs and reduce our carbon footprint.

We are committed to delivering sustainable, cost-effective solutions that can withstand the pressures of a volatile global environment while maintaining high standards of service and reliability.



Leveraging technology for sustainable retail logistics

Data serves as a powerful enabler of sustainable logistics. For third-party logistics providers and fashion brands committed to transforming their supply chains, comprehensive data collection and transparent sharing are fundamental to progress. Through rapid data exchange and robust network collaboration, we can optimize logistics processes, improve operational efficiency, control costs and maintain clear visibility over our emission levels. This creates smarter supply chains that deliver both business value and environmental benefits.

A significant portion of supply chains are now becoming increasingly digitized to improve sustainability, reliability and responsiveness to disruptions. These advancements have brought data ethics and the impact of automation and technology to the forefront.

Investments in e-commerce technology remained strong throughout the year, driven by increasing demand for seamless omni-channel experiences and digitally integrated supply chains that connect online and offline retail operations.

These trends are central to our approach as we continue to enhance our logistics capabilities to meet the evolving needs of the retail and fashion sectors, while prioritizing transparency and sustainability across the supply chain.



ESG STRATEGY AND GOVERNANCE



CSRD disclosure and regulatory compliance

As a global company, we recognise our responsibility toward the society and environment in which we operate. This commitment has been fundamental to our values since our inception. However, the scope and expectations of corporate responsibility have evolved significantly over time. Today, addressing environmental, social and governance

(ESG) risks through strategic, measurable action is not just good practice – it is a baseline expectation from our clients, investors, employees, regulators and the broader stakeholder community.

We have redefined our approach to sustainability reporting, ensuring alignment with the European Sustainability Reporting

Standards (ESRS) through standardized definitions, measurement methods and calculations that enable us to track progress internally and provide transparent, comparable reporting to external stakeholders.

We are in the process of embedding ESG principles at the core of our business purpose and strategy. Our key commit-

ments, supported by measurable KPIs and ambitious targets, focus on areas where we can deliver the most significant positive impact while driving long-term business value and stakeholder success.



Corporate carbon accounting



The European Climate Law legally obligates the European Union to reduce its net greenhouse gas emissions by at least 55% below 1990 levels by 2030, with the ultimate goal of achieving net zero emissions by 2050. To support this transition and ensure accountability, the European Union has introduced comprehensive regulations requiring companies to provide transparent, verifiable sustainability reporting that demonstrates measurable progress toward these climate targets.

A key driver of this shift is the new Emissions Trading Scheme (ETS2), which is set to take effect in 2027. ETS2 will cap and price CO₂ emissions from buildings, road transportation and additional fuels not covered by the original ETS. Reliable and accurate CO₂ reporting will, therefore, become essential to ensure that companies are held accountable for their own emissions and pay the appropriate carbon price.

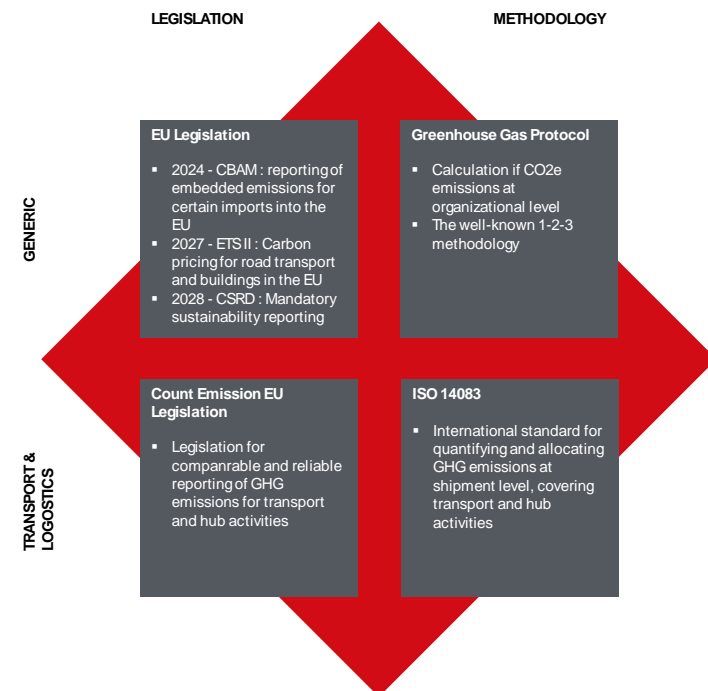
To standardise carbon footprint calculations in passenger and freight transport

chains, ISO 14083 was introduced as the international standard in 2023. This standard streamlines emissions reporting by building on established frameworks, including EN 16258, the GLEC Framework and COFRET application guidelines. Furthermore, the upcoming CountEmissionsEU legislation proposes to make the use of ISO 14083 mandatory for carbon emissions reporting, thereby ensuring consistency and comparability across the industry.

At Bleckmann, carbon accounting serves as a critical tool for reducing emissions, managing climate-related risks and optimizing operational efficiency across our global network. As transparency becomes increasingly important to investors, consumers and regulatory bodies, we recognise that openly disclosing our environmental impact not only strengthens our brand reputation and builds stakeholder trust, but also positions us to attract sustainable investments and partnerships.

That is why we have invested significantly in our Business Intelligence

unit to develop a comprehensive carbon accounting methodology. In early 2024, this methodology was successfully verified against the ISO 14083 standard, ensuring our emissions data meets the highest international standards for accuracy and reliability.



Double materiality assessment

In accordance with the Corporate Sustainability Reporting Directive (CSRD), we carried out a double materiality assessment (DMA) to determine the environmental, social and governance topics most relevant to our business and stakeholders. This analysis considers two dimensions:

Impact materiality: Assesses how our activities affect people and the planet.

Financial materiality: Considers how sustainability-related risks and opportunities may influence our business performance. We began by defining the scope

of our operations, covering our full value chain. Using international frameworks such as the European Sustainability Reporting Standards (ESRS), we identified a wide range of potential ESRS topics. We then engaged with internal teams and external stakeholders, including clients, suppliers and NGOs, to gather valuable insights into current and emerging sustainability concerns.

Each topic was evaluated for both its societal and environmental impact, as well as its financial relevance. The results were plotted on a materiality matrix to determine

which topics were of highest importance. These outcomes now guide our reporting, strategic decision-making and risk management efforts. Through this structured process, we identified six ESRS topics as material to our operations and value chain:

E1 Climate change: Climate-related risks, greenhouse gas (GHG) emissions and adaptation measures.

E2 Pollution: Air, water and soil pollution, including hazardous substances and waste.

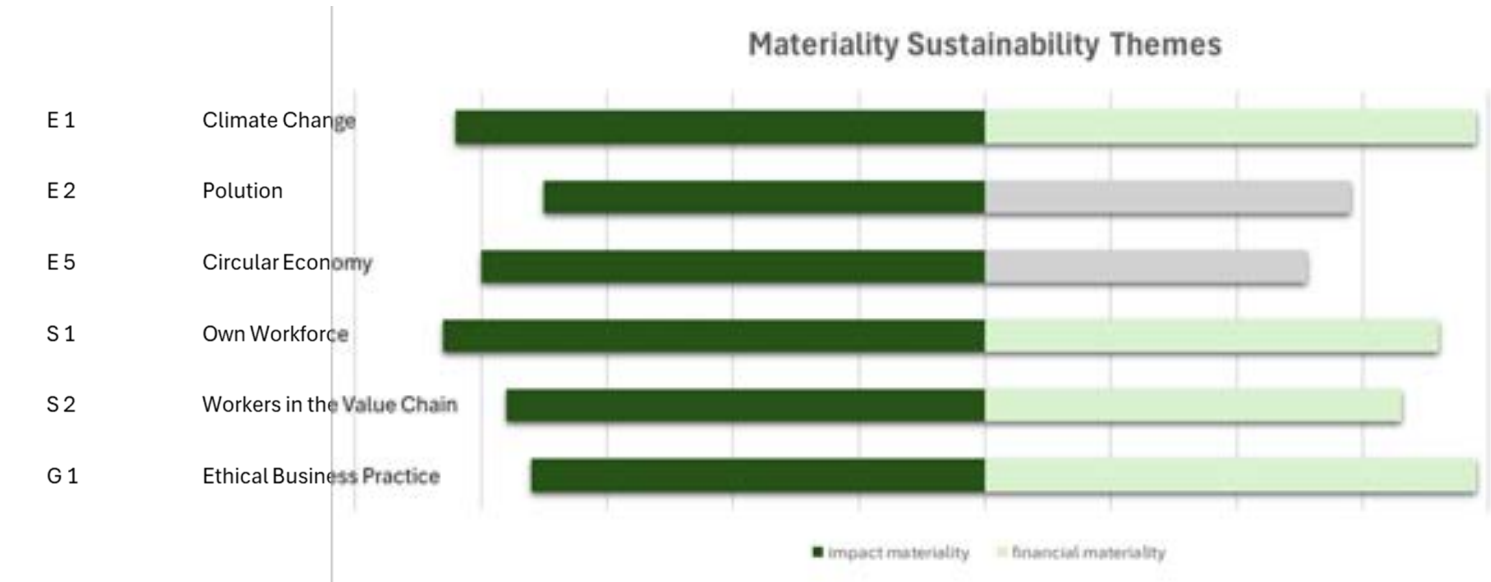
E5 Use and circular economy: Resource efficiency, waste reduction and circular economy initiatives.

S1 Own workforce: Working conditions, diversity, equal opportunities and employee well-being.

S2 Workers in the value chain: Labor rights and conditions across the supply chain.

G1 Business conduct: Corporate governance, anti-corruption policies and ethical business practices.

These topics represent our key sustainability priorities. Addressing them ensures alignment with evolving regulatory expectations while demonstrating our commitment to transparency, responsible business conduct and working to build a more sustainable logistics sector for the future.





Sustainability blueprint

As a major logistics provider in the fashion and lifestyle market, we recognise our unique position to drive substantial sustainability impact across the wider industry. We are therefore concentrating our efforts on goals where we can deliver the most meaningful change and create lasting value for our clients and stakeholders. As part of our strategic commitment to sustainability, we have identified five priority ESG categories – as defined by the United Nations Sustainable Development Goals (SDGs) – where we can generate the greatest positive impact.

SDG 8: Decent work and economic growth

We prioritise safe, secure working conditions and we promote employee well-being and professional development across our global workforce.

SDG 9: Industry, innovation and infrastructure

Through innovative logistics solutions and sustainable supply chain practices, we

drive operational efficiency while advancing sustainable infrastructure development.

SDG 12: Responsible consumption and production

We actively reduce waste, improve resource efficiency and promote circular economy principles throughout our operations and client partnerships.

SDG 13: Climate action

We are setting science-based decarbonisation targets aligned with the Science Based Targets initiative to minimise our carbon footprint and build climate resilience.

SDG 17: Partnerships for the goals

We collaborate with clients, suppliers, regulators and industry partners to drive collective progress toward shared sustainability objectives and systemic change.



ESG PROGRESS



Environmental approach

Failure to decarbonise at a pace that aligns with the expectations of our clients, regulators and investors represents a significant strategic risk to our business. Our environmental strategy focuses on four key areas: reducing carbon emissions across our operations, minimising waste output, accelerating the transition to renewable energy sources and minimising resource consumption.

In addition to lowering our environmental impact, we are committed to enhancing circularity by optimizing material use, increasing reuse and recycling efforts and working toward a zero-waste future. This commitment extends beyond our own operations to the ways in which we support our clients on their own journeys. By integrating sustainability into our growth strategy, we aim to build a more responsible and resilient supply chain.



Lean & Green

The Lean & Green program is a reputable European initiative designed to drive CO₂ emissions reduction in logistics. Through the Lean & Green CO₂ Action Plan, companies are encouraged to adopt a systematic approach to sustainability, focusing on energy efficiency, innovative logistics solutions and sustainable practices that minimise environmental impact.

The program is not just a voluntary initiative. It holds companies accountable for their emissions reduction efforts by providing transparent reporting and third-party verification of progress. This ensures that each Lean & Green "Star" achieved (companies' progress is measured according to a 5-Star framework) is backed by rigorous standards, making it a credible and legitimate form of recognition in the eyes of customers, regulators and stakeholders. Being awarded a Lean & Green star signals a company's genuine commitment to sustainability, setting it apart in a marketplace where environmental responsibility is increasingly valued.

We are proud to have earned Star 1, having achieved a 20% CO₂ reduction within five years, we are well on track to achieve Star 2. This accomplishment reflects our ongoing commitment to reducing our environmental impact through continuous improvement and innovation in logistics.



Climate change

We recognise the urgency of addressing climate change and our responsibility to reduce greenhouse gas (GHG) emissions across our operations. With this in mind, we have adopted materiality as a guiding principle in our sustainability journey. Our approach focuses on targeting the most significant emission sources across Scopes 1, 2 and 3, allowing us to drive the greatest impact with the resources and data currently available.

Scope 1 emissions refer to direct emissions from sources that are owned or controlled by us, such as emissions from our company-owned facilities. We are focused on improving energy efficiency and transitioning to cleaner energy sources in our operations to reduce these emissions.

Scope 2 emissions account for indirect emissions including the generation of purchased electricity, heating and cooling that we consume in our operations. We are actively pursuing energy efficiency measures and shifting towards renewable energy to decrease our environmental impact in this area.

Scope 3 emissions include all other indirect emissions that occur in our value chain, such as those from third-party transportation of goods, the production of

purchased goods and waste disposal. These emissions are more challenging to control and we work closely with our suppliers and partners to encourage sustainable practices and reduce emissions across our entire supply chain.

The availability of complete emissions data remains a challenge, especially across complex supply chains. However, inaction is not an option. To move forward, we are strategically leveraging available data – including validated estimates, industry-standard proxies and credible assumptions – to identify key emission hotspots across our operations and prioritise targeted reduction initiatives. This enables us to make meaningful progress today, while allowing for refinements as better data becomes available. Our goal is to use the Science Based Targets initiative (SBTi) methodolo-

gy, ensuring our decarbonisation pathway is grounded in the latest climate science. At the same time, we recognise the need to balance ambition with the practical realities of a growing business and evolving data availability. This ensures that our strategy is both achievable and impactful.

Stakeholder engagement is a fundamental element of our sustainability strategy. We are committed to transparent communication, fostering collaboration and building trust by focusing on meaningful progress and measurable impact rather than waiting until data precision is perfect to take necessary action. We are creating a robust GHG inventory, setting realistic yet science-aligned targets and designing a roadmap that ensures our climate actions are both actionable and effective. By focusing on the areas that matter most,

Bleckmann is taking decisive steps to drive responsible business practices and build long-term operational resilience.

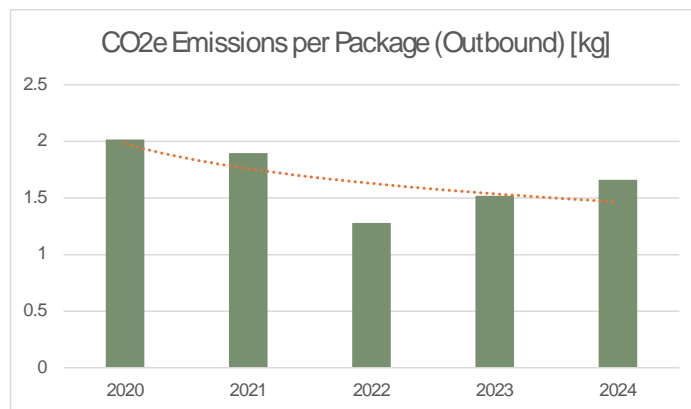
To address the challenge of monitoring and reducing CO₂ emissions from our outbound transport operations, we colla-

bo- rated closely with our Business Intelligence and Transport teams. Drawing on data from over 80 carriers, we developed a scalable emissions dashboard – accounting for variations in formats and data quality.

This solution integrates both primary and secondary data sources, including warehouse management system (WMS) volume data and industry benchmarks, enabling us to accurately calculate CO₂ emissions per parcel. The result is a comprehensive dashboard that not only provides clear insights into our carbon footprint but also supports our customers in meeting their own sustainability reporting needs. By integrating carbon footprint metrics into our carrier selection process, we are actively working to reduce our environmental impact.

Our methodology earned Bleckmann a place in the standards review group, a recognition that preceded formal verification, further reinforcing the credibility of our approach. This recognition provides our customers with greater confidence in the accuracy and reliability of the data we provide.

Transportation is a major contributor to our carbon footprint, with our Local Hero parcel carrier network playing a key role. The rise of e-commerce has signifi-



cantly increased parcel shipments from our distribution centers to end consumers, making last-mile delivery a critical focus area for emission reduction. Many of our established parcel carriers have already set ambitious sustainability goals. In parallel, we actively collaborate with emerging players that are sustainable by design, ensuring that environmental responsibility is embedded in our transport strategy from the outset.

As larger carriers face limitations in rapidly transitioning to hydrogen or fully electrifying their fleets, Bleckmann establishes partnerships with innovators that prioritise low-emission logistics. By integrating these sustainable alternatives with linehaul optimisation and a diversified, lower-impact carrier mix, we continue working toward reducing carbon emissions per parcel and lowering our overall transport-related carbon footprint.

While the long-term trend is downward, we have recently observed an increase in CO₂ emissions per parcel. This uptick is largely driven by the effects of international trade, which contributes to higher CO₂ emissions because goods are often transported over long distances by ships, trucks or planes that rely on fossil fuels.

This underscores the importance

of closely monitoring emissions trends. Ongoing data collection and analysis are critical – not only to track changes in our performance but also to identify where we need to adapt our strategies to achieve our reduction targets. As data quality improves, so does our ability to gain deeper insights and make more informed decisions to drive reductions. Through transparent emissions reporting and actionable reduction strategies, we remain committed to supporting our clients in achieving their climate goals while advancing our own sustainability journey.

“This project is not a final destination, but a journey. With every step, we improve our insights and possibilities. Together with our carriers and clients, we are building an even more sustainable logistics network.”

*- Volkwin van Herreweghe |
Transport Director*



Environment and ecosystems

Sustainability has become a top strategic priority for fashion brands. Over half of supply chain executives now cite it as their number-one objective and 72% of companies have set clear emission reduction targets.⁽¹⁾ ESG expertise is also rising at the top, with almost all leading European fashion brands including it at the executive level.⁽²⁾

However, many challenges remain, particularly overproduction. Since 2000, global fashion output has doubled, leading to over 5 million tonnes of textile waste annually in the EU, the equivalent of 12 kg per person per year.⁽³⁾ Material production alone accounts for 40% of the sector's emissions, putting the industry on track to go twice over its 2030 climate target.

At the same time, circular solutions are gaining momentum. Two-thirds of consumers now rank sustainability among their top five purchasing criteria, up up 16% since 2021.⁽⁴⁾ Repair and reuse are also rising, with small actions like fixing a cotton t-shirt rather than replacing it resulting in a potential saving of 7.5 kg of CO₂e.⁽⁵⁾

EU policy is catching up, with programs like the Sustainable Products Initiative and Circular Economy Action Plan set to mandate product durability, recyclability and extended producer responsibility. These frameworks are reshaping the future of sustainable fashion logistics.



60% of the accelerated abatement potential in the fashion industry lies in decarbonizing upstream operations, 20% lies in brands' own operations and 20% relies on encouraging sustainable consumer behaviors. The potential for renewal to make a meaningful difference in the climate crisis is real. Research demonstrates that brands can achieve an average reduction of 51.5% in carbon emissions by renewing an existing product instead of producing a new one.

- 2020 Fashion on Climate Report | McKinsey & Company

Enhancing biodiversity

Biodiversity is essential to the health and resilience of ecosystems, yet it is frequently overlooked in commercial operations. However, as demonstrated by Bleckmann's Bergen op Zoom and Rieme facilities, industrial areas can also support thriving ecosystems. These facilities demonstrate how logistics operations can coexist with and enhance

local biodiversity. Among other initiatives, we have created a butterfly garden with carefully selected greenery, including a wall of branches designed to provide shelter, breeding and wintering spaces for various species. Additional features such as flower strips and insect hotels further contribute to supporting local wildlife.

To expand these efforts, we also built a low wall made from natural residual materials to offer a safe habitat for insects, reptiles and birds. Special attention has been given to promoting bee welfare, ensuring the surrounding greenery is both attractive and beneficial to pollinators.

Through these initiatives, Bleckmann is demonstrating that industrial operations can actively enhance rather than compromise local ecosystems, ensuring that environmental stewardship and business success can advance together.



"As an organization, we believe in actively contributing to our surroundings and fostering a stronger connection with our immediate environment. We are committed to supporting the ongoing transformation of the business park into a more biodiverse and sustainable space."

- Ron Thijssen | Manager CSR

Bleckmann's reverse logistics

Our reverse logistics solutions ensure that returns are managed efficiently, cost-effectively and sustainably. As e-commerce grows, so do return volumes, making a well-structured reverse logistics process essential for optimizing costs, minimising waste and enhancing the customer experience. We

handle the entire returns process, from inbound receipt through quality control, refurbishment, repackaging and returning products to stock or disposing of them in a sustainable manner. To simplify the returns process, we offer a fully customizable white label returns portal that provides a seamless experience for both brands and their

customers. The portal provides streamlined integration with existing systems, carriers and third parties, ensuring complete visibility and tracking of returned products. With multiple return and reimbursement options, it is designed to be flexible for both direct-to-consumer (D2C) and business-to-business (B2B) return chan-

nels. Leveraging our extensive European distribution network, we facilitate fast and efficient returns while minimising transportation distances for customers.



"Returns management is a significant business issue for clients, both financially and environmentally. With the Renewal Workshop by Bleckmann we offer a new, advanced way of managing returns, leading to higher added value for all parties involved, including the end-consumers. By increasing the percentage of merchandise redirected to recommerce channels or repurposed by upcycling and recycling, we all build towards a better circular tomorrow."

- Jurrie-Jan Tap | Chief Business Development Officer

Circularity

Circular fashion focuses on extending product life cycles and minimising waste through reuse, recycling and responsible resource management. We are committed to circular logistics, ensuring that unsold, returned, or damaged items are responsibly processed to recover their highest possible value for our clients.

By integrating reselling, reconditioning and recycling into our logistics solutions we help brands reduce waste, optimize costs and meet evolving sustainability regulations. Implementing circular solutions also brings business benefits, including growth through second-life product sales, improved customer experience with a seamless returns process and cost and time and cost-time efficiency through optimized reverse logistics.

Additionally, reselling, repurposing, or recycling returned goods contributes to sustainability goals, regulatory compliance and enhanced customer engagement. Through our reverse logistics services, returned products that cannot be resold as new can still re-enter the supply chain.

Our approach includes efficient warehousing and sorting, reconditioning and repair to extend product life and recycling to prevent textiles from ending up in landfills. This not only reduces waste but also conserves resources and meets the increasing consumer demand for sustainable fashion.

With the Renewal Workshop, our team of circular experts delivers an end-to-end solution for revalorizing apparel and textiles. By reconditioning and reselling returned items, we support brands in their transition toward a fully circular business model, minimizing environmental impact while maximizing product longevity.



The Renewal Workshop

Our Renewal Workshop provides a complete set of circular solutions to extend the life cycle of apparel and textile products. By reworking unsellable items into second-life inventory, we help brands recover value while reducing waste and environmental impact. Our services support trade-in programs to minimise returns, renewal processes to restore

products to a sellable condition and resale solutions to offer renewed items through online or physical stores.

At our specialised facilities, we manage the entire renewal process, from collection and sorting to cleaning, repairing, quality assurance and resale. Items that cannot be resold are responsibly recycled, upcycled,

or downcycled with the aim of achieving a zero-waste approach. This not only generates new revenue opportunities for brands but also mitigates carbon emissions by reducing reliance on new production.

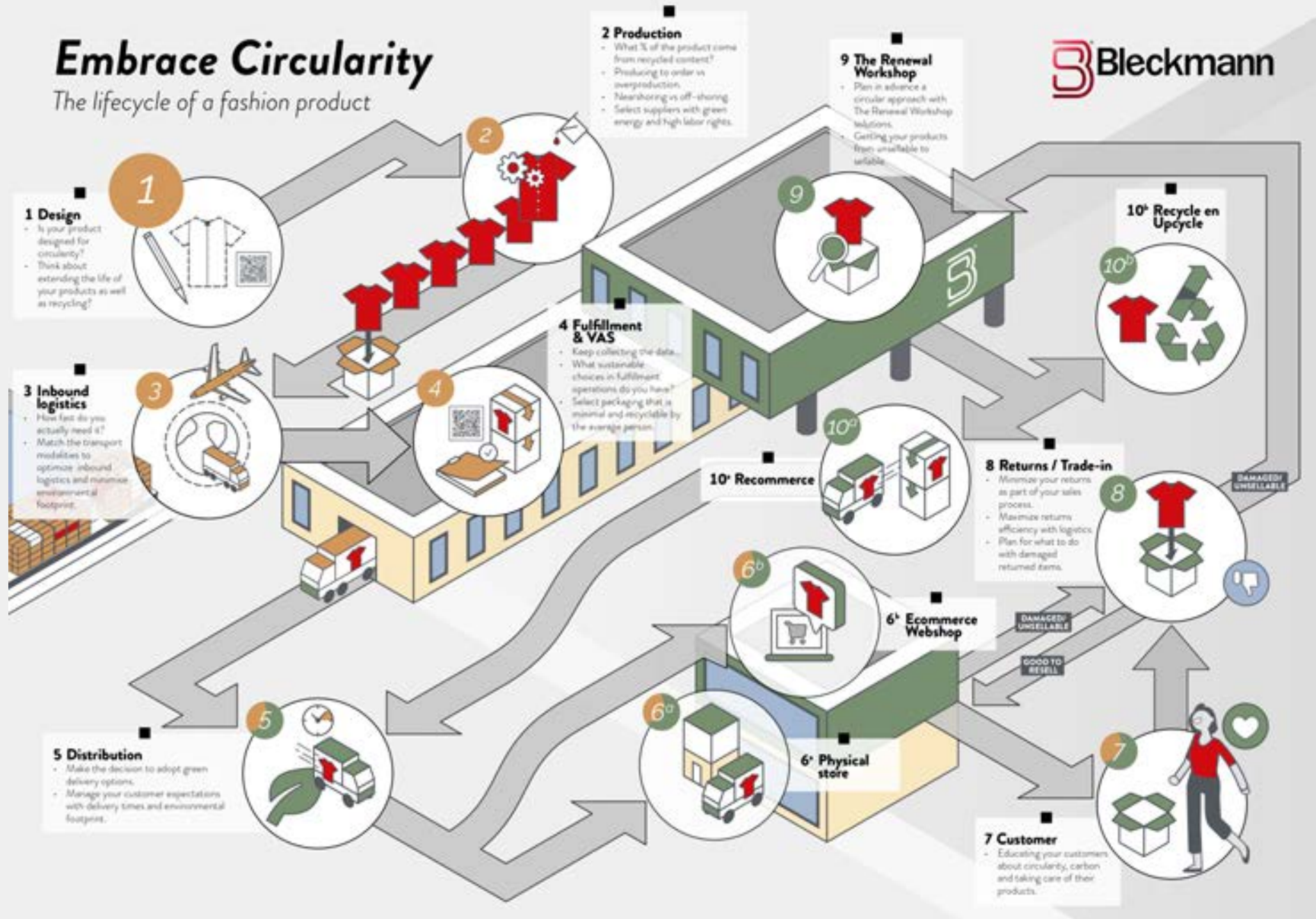
With the EU's forthcoming strategy for sustainable and circular textiles, policy measures are being introduced to lower

the environmental footprint of the European textile industry. These regulations will impact producers, brands and logistics providers, making circular solutions essential for future-proofing business operations. By helping brands embrace circularity now, Bleckmann supports them in meeting both current sustainability goals and evolving legislative requirements.



"The future of fashion is circular and it's within reach. We've proven it works. Now it is time to move beyond pilots and scale real solutions. With the right mindset, collaboration and commitment, transformation is not only possible – it's inevitable."

- Hans Robben | Program Manager at The Renewal Workshop



Repair Atelier pilot

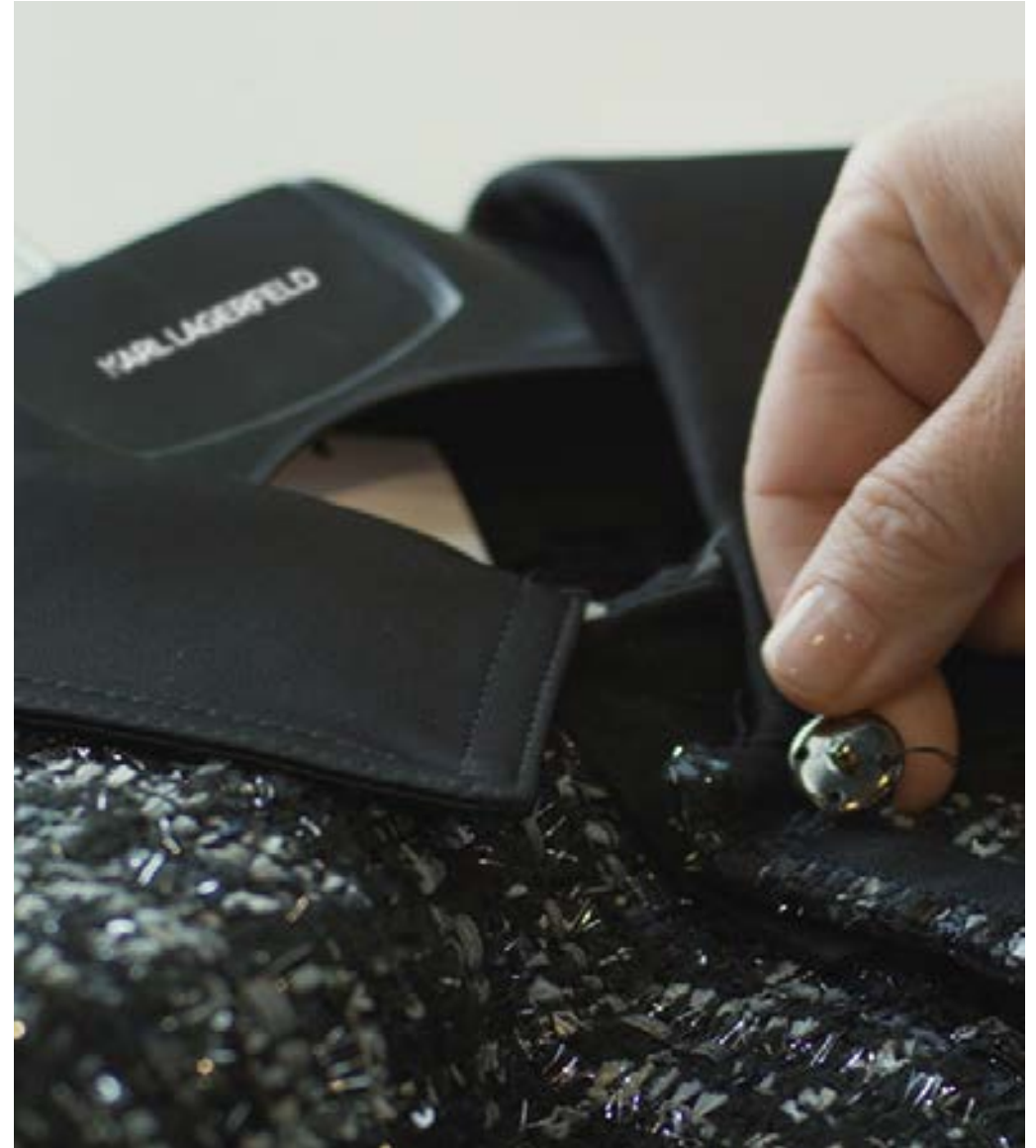
In 2024, Karl Lagerfeld partnered with Bleckmann's circular fashion experts: The Renewal Workshop (TRW) to launch the Repair Atelier pilot, a circular initiative aimed at reducing garment waste. The project focuses on renewing damaged pre-consumer clothing – items that have never been worn – repairing them for resale.

A dedicated repair station was established at Bleckmann's Almelo warehouse in the Netherlands, where 100 B- and C-grade pre-consumer items were assessed for renewal potential. Through the Renewal Workshop's proprietary process, 57 of the 100 items were restored to grade A

standard and made available for sale at the Batavia Stadt fashion outlet in The Netherlands during Earth Month in April.

Garment repair presents a significant sustainability opportunity, with the Ellen MacArthur Foundation estimating that repair models can reduce greenhouse gas emissions by up to 31% compared to traditional linear fashion models.

Bleckmann had already been supporting Karl Lagerfeld with warehousing and global fulfilment. This initiative, as part of the brand's sustainability strategy, represents an exciting step in our partnership.



KARL LAGERFELD

"Developing this initiative alongside Bleckmann and the Renewal Workshop has been a truly collaborative journey. Bleckmann has proven to be a highly reliable and valued partner in the renewal process."

*- Rudy Boogaard | Senior Director, Operations & Supply Chain
at Karl Lagerfeld*

Restore program

The COS Restore program, supporting the fashion brand's omnicircular strategy by extending the life cycle of its garments and reducing clothing waste. The COS Restore program offers customers the opportunity to purchase pre-loved garments that have been restored to like-new condition at a discounted price.

The process begins when pre-loved clothing is collected from stores across Europe and sent to a COS distribution center. From there, the garments are sorted and shipped to Bleckmann's renewal facility in Almelo, the Netherlands, where they undergo a proprietary renewal process. This ensures each item is restored to optimal condition, ready for a second life.

The response to the program has been highly positive, with customers and COS colleagues alike thrilled by the quality of the restored garments. The initiative has successfully raised awareness about the environmental impact of fashion choices, with the pre-loved clothing gaining increasing popularity. The program's first-year pilot resulted in strong sales and positive customer feedback, leading COS to extend the project beyond its pilot phase.

This collaboration exemplifies how Bleckmann supports brands like COS in their sustainability efforts, ensuring that clothing can be enjoyed for longer while minimising its environmental impact.

COS



Reducing the impact of returns

Another example of Bleckmann's work with clients to deliver workable circular solutions is our partnership with the online designer outlet platform Otrium. The goal of this collaboration was to address a key challenge: reducing the environmental impact of returns while supporting the company's mission to ensure that more garments are worn rather than going to waste. Otrium aimed to repair a significant number of damaged garments in 2024 and needed an efficient solution capable of handling a wide range of high-end labels.

Bleckmann provided a streamlined and scalable repair process, starting with a three-month pilot at our Almelo facility in the Netherlands. The program sub-

sequently to include a broader range of repairs, with the process being optimized through data-driven insights. During the pilot, the Renewal Workshop team refurbished over 1,000 garments, shoes and accessories each month.

Through this collaboration, Bleckmann's advanced stock tracking systems enabled the sale of 70% of renewed stock within just seven weeks. Additionally, carbon-tracking software from Vaayu showed that each refurbished garment sold avoided an average of 2.76 kg of carbon emissions and 69 g of waste.

Otrium



Powering ahead: Bleckmann's global energy transition

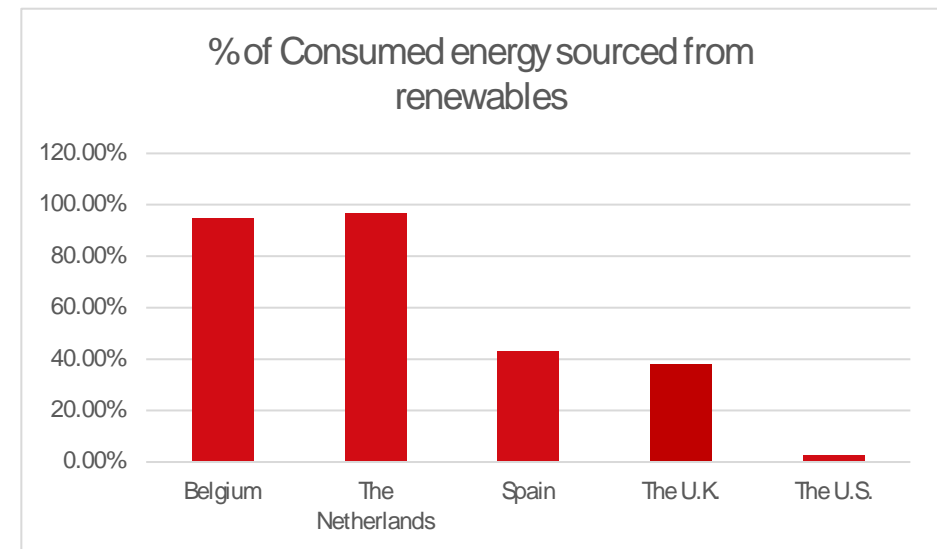
Energy is more than a resource - it's a foundation for a future-proof business. As part of our commitment to sustainable logistics, we are embarking on a large-scale energy transition across our operations in the Netherlands, Belgium, the United Kingdom, Spain and the United States.

This transformation is being driven by urgent and interconnected pressures: growing congestion on energy grids, the fast-approaching shift to 100% electric fleets and stringent national and EU-wide legislation.

At the same time, we are seizing the opportunity to leverage available subsidy schemes, reduce long-term energy costs and increase resilience across all locations. While the road to renewable energy is a journey taken step by step, we are proud to share that our sites in Belgium and the Netherlands are already prepared to support electric vehicle infrastructure and operate on renewable energy. These sites serve as blueprints for rollout across our other regions, where preparations are

now underway to implement the same approach.

This program includes investments in EV charging infrastructure, LED lighting and energy backup systems to enhance grid stability and support operational continuity. It also involves future-focused energy sourcing strategies that favor renewables such as solar, wind and biomass. Through these efforts, we aim to reduce our dependence on fossil fuels, lower greenhouse gas emissions and improve long-term energy security. Our energy transition also reflects the broader values of sustainable development: protecting the environment, supporting economic performance and contributing to a more equitable society. Every action we take moves us closer to a zero-carbon future. Beyond helping us meet regulatory requirements, this initiative will deliver measurable savings in both capital (CAPEX) and operational (OPEX) expenditures. Most importantly, it strengthens Bleckmann's role as a responsible logistics leader - one that is fully equipped to thrive in a rapidly evolving energy landscape.



"In every region we operate, we are seeing the same signals - grid congestion, legal shifts and rising energy needs. This transition is not optional; it is the blueprint for a resilient Bleckmann."

— Fanny Gimenez, Energy Transition Director

Plastic consumption

Reducing plastic consumption is a clear priority as part of our commitment to sustainability. To accelerate this transition, we are investing in advanced packaging technologies and collaborating with our suppliers to develop innovative, lower-impact alternatives. A primary focus is eliminating plastic from e-commerce shipments, a crucial step toward reducing overall material use and emissions.

Beyond packaging, we are also re-evaluating the materials used throughout our operations to offer comprehensive, plastic-free solutions for our clients. As part of these efforts, our operational teams actively separate different types of plastic before pressing them into bales for efficient recycling. This process not only improves recyclability but also reduces transport-related costs and CO₂ emissions by making plastic waste more compact. In parallel, we are actively preparing for upcoming EU legislation on packaging and packaging waste, which will enforce stricter limits on plastic use, improved recyclability and extended producer responsibility. These regulations reinforce the urgency of our efforts and guide our transition toward more circular, compliant supply chains.

Through these combined initiatives, we are taking significant steps toward a more sustainable and responsible supply chain.



Waste management

We are committed to minimising waste and maximizing resource efficiency. Currently, Bleckmann's overall recycling rate stands at 79%, with Belgium reaching 90.2% and the Netherlands leading at 93.6%. With the ultimate ambition of establishing a zero-waste system, we continue to enhance our waste management practices.

In December 2020, we launched a pilot program in December 2020 to optimize waste processing at four sites in the Netherlands and Belgium. Following its success, we expanded the initiative, successfully rolling it out to all our sites in these regions by the end of 2021.

A significant proportion of the waste generated in our warehouses results from unpacking and repacking of products. As part of our continuous improvement efforts, we piloted enhanced waste management strategies at our sites in Rieme, Grobbendonk, Almelo and Venlo. The results were highly encouraging.

By optimizing waste separation at the source, we have streamlined the waste management process, increased recycling rates and begun reusing materials such as cardboard and pallets to further reduce resource consumption.

"Improving waste management is a crucial step in our ongoing journey toward greater sustainability. Collaborating with expert partners brings us closer to our goals by guiding us in efficiently collecting waste and optimizing recovery processes."

- Ron Thijssen | Manager CSR



Social approach

Fostering a safe, inclusive and empowering work environment is essential to our long-term success. We recognise that our people are central to delivering quality service and driving innovation, which is why our social strategy focuses on employee well-being, diversity and inclusion, fair labor practices and continuous development.

We are committed to creating a workplace where everyone feels respected, valued and supported in their growth. Through transparent communication, strong health, safety standards and targeted training initiatives. We strive to cultivate a positive employee experience across all levels of our organisation.



Our people

Our people are at the heart of everything we do. They play a vital role in delivering on our service commitments to clients and contribute meaningfully to our environmental, social and governance (ESG) efforts. As a people-centric organisation, we are committed to creating a work environment that supports personal growth, well-being and professional development.

We aim to provide a workplace where employees feel valued and empowered to develop their skills, pursue career opportunities and contribute to a responsible and forward-thinking business. This includes building the confidence and knowledge within our teams to engage in key topics such as supply chain decarbonisation and sustainable business practices.

Our commitment extends beyond the workplace. We remain closely connected to the communities in which we operate and actively share our time, expertise and resources to support individuals who face barriers to employment. Although we do not follow a fixed strategy, our focus on diversity and inclusion has naturally influenced the way we attract, retain and develop talent.

We understand that a skilled and motivated workforce is essential to our long-term success. That's why we continue to invest in training, encourage initiative and promote a mindset of continuous improvement. These efforts help us build a resilient organisation that can adapt and innovate in a changing world.

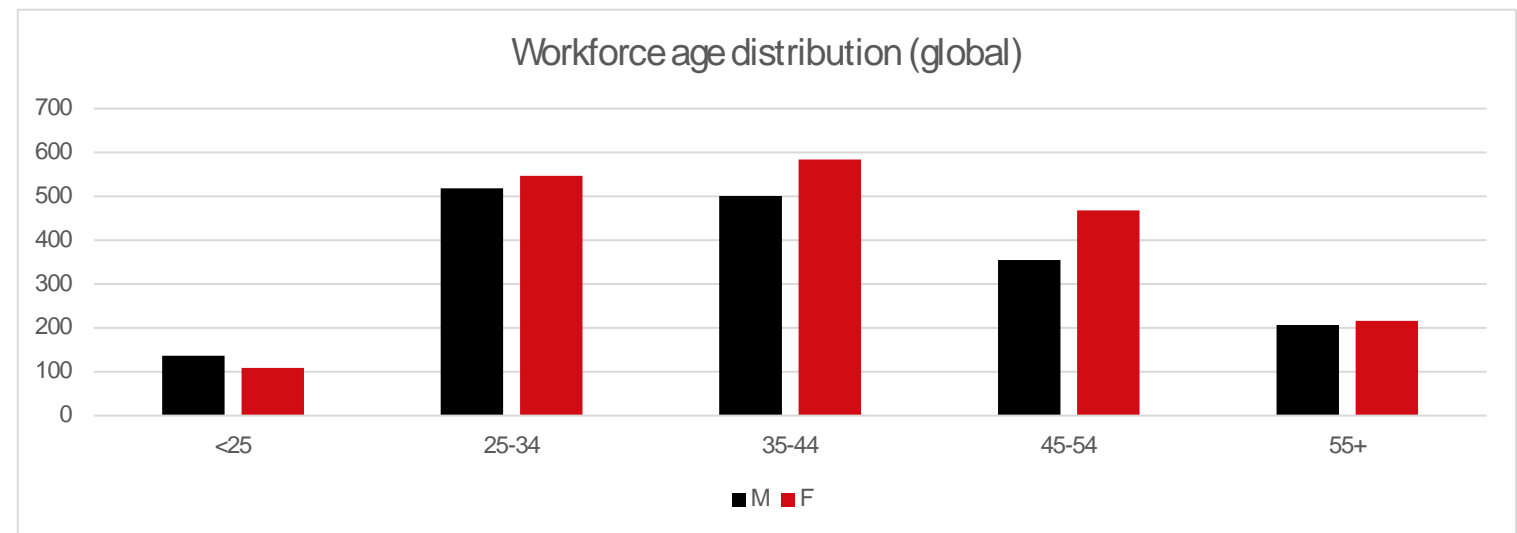
We also recognise that employee engagement is a critical area for growth. While we are making steady progress, we are aware that we are not yet where we

want to be. Since 2023, we have conducted an Employee Net Promoter Score (eNPS) survey twice a year among employees and agency workers who have been with us for at least 75 days. The survey includes both a rating question and an open-ended feedback option, giving us a clearer view of satisfaction levels and areas for improvement.

In 2025, as part of our efforts to better understand and support our people, we introduced a more comprehensive Culture

Survey in place of the May eNPS. This updated survey retains the NPS questions but offers deeper insights into the employee experience. It also marks the first time our colleagues in Spain took part in the survey.

We remain committed to listening, learning and improving step by step so that we can continue to be a workplace where people feel engaged, respected and able to thrive.

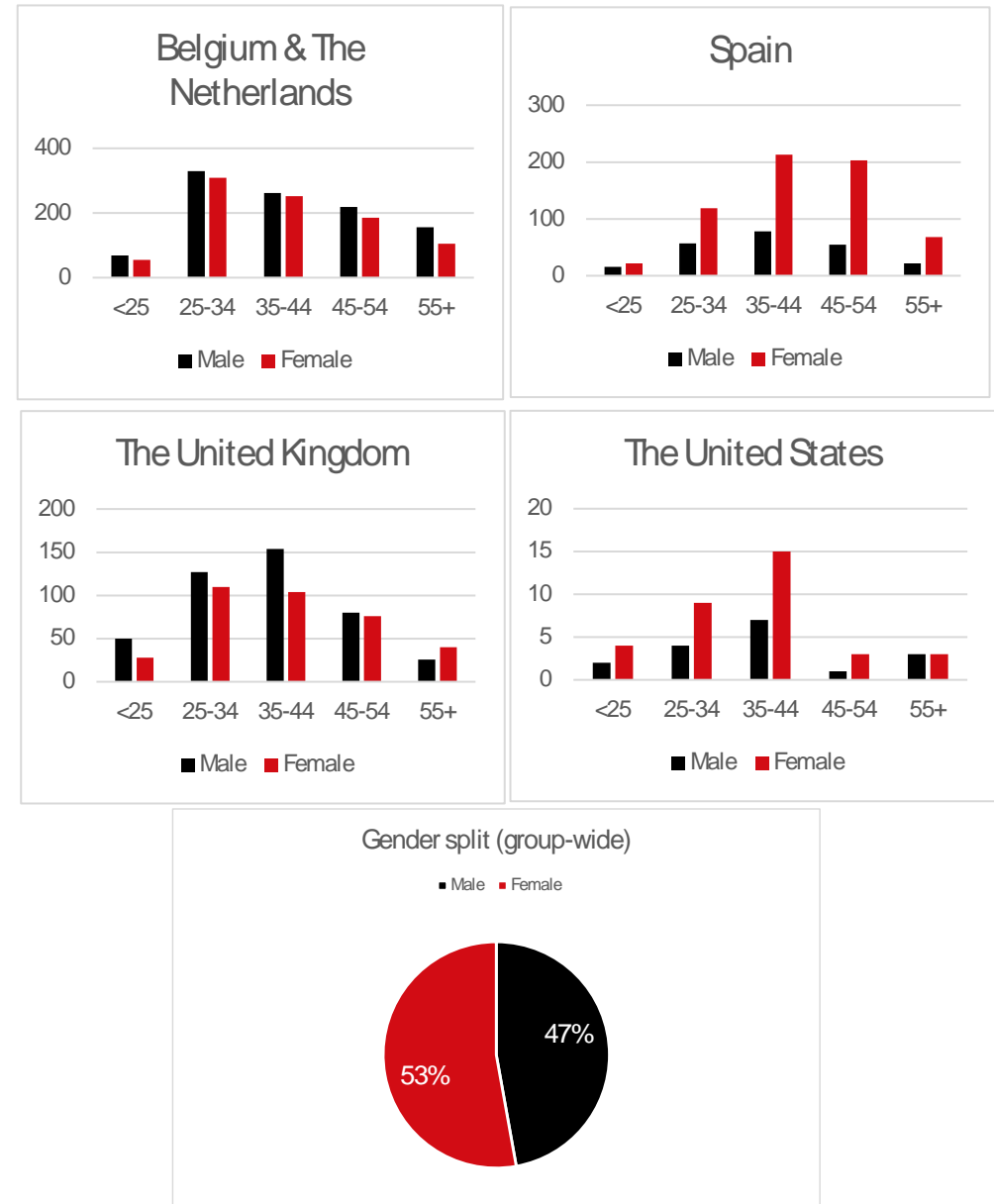


Diversity, equity and inclusion

At Bleckmann, we believe that non-discrimination is a core value and a fundamental responsibility. Discrimination limits potential and fosters inequality, while diversity of thought drives innovation and business growth. By creating an inclusive culture where all employees feel valued and treated fairly, we can access a larger, more diverse talent pool.

Our commitment to diversity, equity and inclusion focuses on fostering an environment where everyone can bring their authentic selves to work. We are actively improving how we recruit, retain and support the professional development of individuals from different backgrounds, including those with disabilities.

As part of our efforts, we have joined the UK's Disability Confident scheme, which helps employers support and retain disabled people in the workforce. We are proud to have received the Level 1 'Disability Confident Committed' accreditation, demonstrating our dedication to removing barriers and creating equal opportunities for all.



Safety and well-being

Safety and well-being are fundamental human rights and it is our duty to protect our team members and everyone operating at our sites.

In 2021, we restructured our Health & Safety department to reinforce our commitment to maintaining a safe and healthy work environment. In addition to providing expert guidance, we take a proactive role in supporting our operational teams, enabling them to focus on their goals while keeping safety at the forefront.

As Robin Maunder-Cockram, Global Health & Safety Director explains :: “The trust our clients place in Bleckmann has enabled us to significantly expand our operations. That growth demanded a new approach to health and safety - one grounded in standardisation and data. We built a new framework led by an expanded team of experts who brought fresh knowledge and insights to the organisation.” Our initiatives include standardised emergency response services across our operations in the Netherlands, Belgium, the UK and the US, alongside strict compliance with leading industry and legal safety standards. These actions are designed to prevent workplace accidents and embed a culture of safety excellence across the business. Beyond physical safety, we prioritise job satisfaction and well-being by fostering an inclusive, supportive work environment where employees feel valued and connected. Our well-being program enables us to address workforce challenges and enhance the overall employee experience to each other and the wider organisation.

We actively encourage all colleagues to participate in safety reporting, voice concerns and suggest improvements. By cultivating a transparent and inclusive culture, we strive to create a physically and psychologically safe workplace where everyone is empowered to speak up and contribute to continuous improvement.



Community engagement

Giving back is more than a corporate responsibility. It is a core part of who we are. We believe that true impact begins at the community level and we are proud to share one of our most meaningful initiatives to date, a year-long commitment to support the incredible work of Birmingham Children's Hospital (BCH). This partnership is not just a charitable gesture but a shared journey with a hospital that touches the lives of over 90,000 children and young people every year.

A place of hope, resilience and healing BCH has a long history of pioneering care. From the UK's first successful separation of twins conjoined at the spine to specialised neonatal intensive care units and a trailblazing community mental health service, the hospital continues to break

new ground in children's healthcare.

In 2024, we partnered with BCH through the Changemaker program, beginning with a £7,500 donation that contributed to essential hospital developments, including a new £1.5 million MRI suite. Inspired by this cause, our UK teams raised an additional £5,000 and generously volunteered their time for hands-on activities such as gardening, maintenance and festive celebrations.

This initiative reinforced our company's sense of purpose and led to the formation of a dedicated UK fundraising committee to drive future charitable efforts. Previous initiatives include a €30,000 donation to childhood cancer charity KiKa in 2017. Together with BCH, we aim to create lasting, positive change where it is needed most.

"We want to directly help children in need, strengthen our community, help advance research, give support to families and generally make a real difference."

- Gary Henderson | Site Manager



Training and development

At Bleckmann, we believe that one of the best ways to empower our people is through training, learning and development. We recognise that investing in our people is fundamental to building a resilient, responsible and future-focused organisation. As part of our commitment to social responsibility, we continue to prioritise the growth and development of our employees at every level.

In 2024, we delivered a total of 715 formal training days, spread across 285 training sessions. Our approach blends centrally organised programs, depart-

ment-specific learning and tailored individual development. Training is delivered both internally and through external partners to ensure high standards and relevance. We focus on two core categories of training:

Safety training: This includes ongoing education for our company's first aiders, regular instruction on the use of material handling equipment (MHE) and specialised training in the safe handling of dangerous goods.

Other training: This category covers a broad spectrum of skills, from everyday

competencies like Microsoft Excel to more advanced areas such as data visualisation with Tableau and customs management software. Leadership development is also a key component.

As a people-centric organisation, we see leadership as a vital part of our CSR mission. In 2024, we continued our training program designed to strengthen leadership capabilities and support managers in positively shaping team dynamics. We promote individuals not only for their technical expertise but also for their people-management skills - ensuring our

teams are led by well-rounded, empathetic leaders.

We also continue to invest in our program for young professionals, offering early-career talent the opportunity to explore diverse roles, build key competencies and advance their careers within the organisation. By embedding continuous learning into our culture, we empower our employees to thrive - strengthening both their futures and ours.



Governance approach

Strong governance is the foundation of responsible business conduct. We are committed to upholding high standards of ethics, transparency and accountability across our operations and decision-making processes. Our governance approach ensures that sustainability is integrated into our strategic direction, risk management and stakeholder engagement.

We actively monitor regulatory developments, adhere to compliance obligations and maintain oversight through clear roles, responsibilities and internal controls. By promoting ethical behavior, data integrity and continuous improvement we aim to build and maintain trust with our stakeholders and drive long-term value creation.



Innovation

Innovation is a strategic enabler of sustainable and future-proof logistics solutions. By embracing technology and fostering a culture of continuous improvement, we enhance efficiency, reduce environmental impact and deliver greater value to our customers and stakeholders.

We are committed to the digitalisation and automation of our operations. By implementing advanced technologies such as robotics, artificial intelligence and blockchain, we optimize our logistics processes, reduce errors and accelerate response times. These innovations not only improve

service quality but also contribute to more sustainable practices through better resource management.

Innovation at Bleckmann is deeply collaborative. We work closely with our clients to co-develop tailored solutions that align

with their unique logistics and sustainability goals. This partnership-based approach ensures flexibility, scalability and long-term value creation in a rapidly evolving marketplace.



"Innovation is not just about the latest technology but creating smarter, more sustainable solutions that serve our clients, empower our people and protect our planet. We are constantly reimagining logistics to meet the demands of tomorrow."

- Kevin Paindeville | Warehouse Solutions Design and Innovation Director

Automation

Bleckmann has upgraded its warehouses at selected locations by introducing high-speed robots. These robots move along a three-dimensional grid system, quickly retrieving storage bins and delivering them to ergonomic picking stations. Thanks to this automation, each product is handled by just one person from arrival to dispatch. This reduces order fulfillment time by up to 60%. As a result, Bleckmann can operate more efficiently and better meet the increasing demands of its clients and their customers.

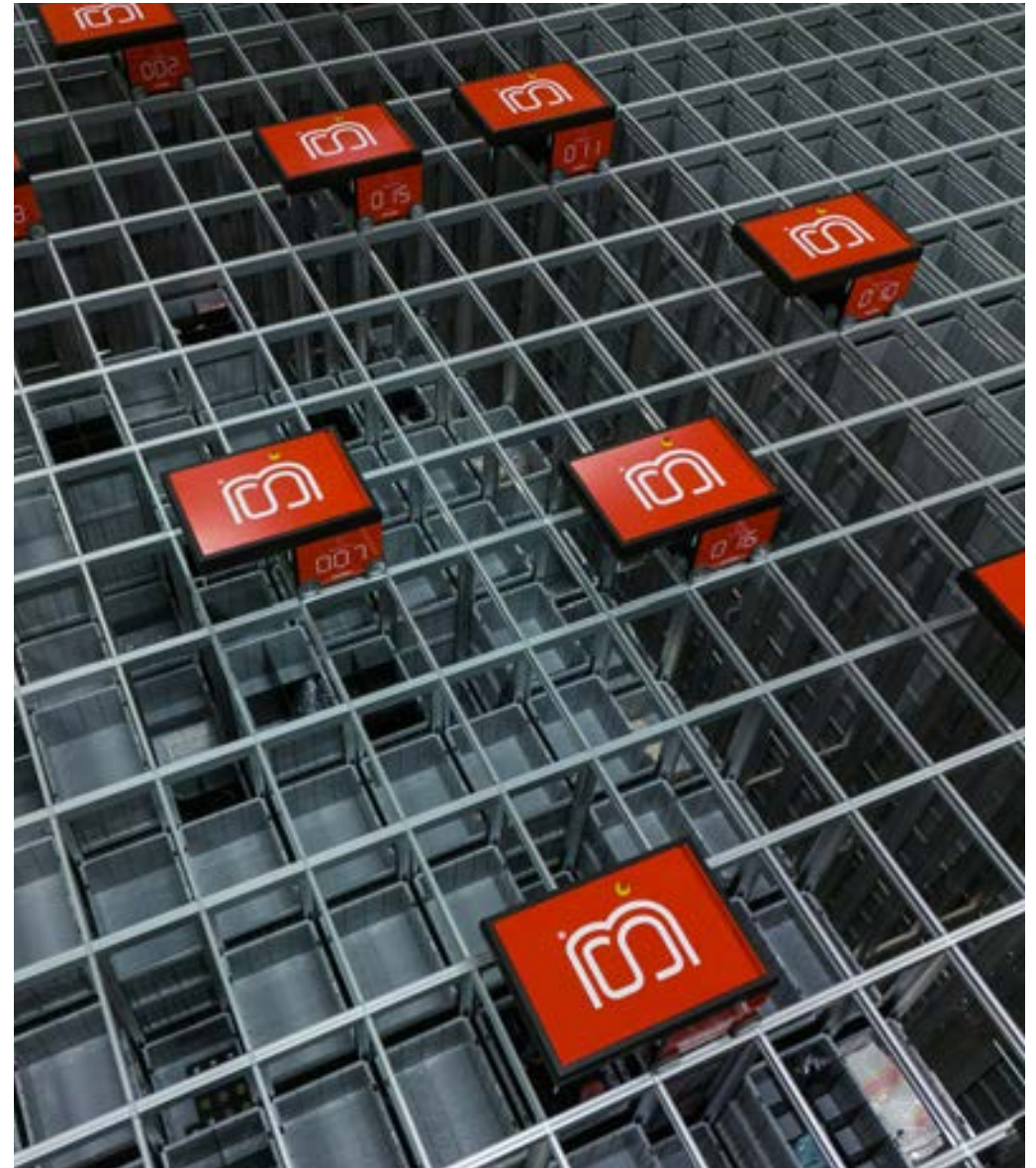
The system's design prioritises scalability and flexibility, allowing Bleckmann to adapt to seasonal peaks and fluctuating demand without disruption. By improving space usage by a factor of 7, more SKUs from multiple customers can be stored simultaneously, reducing the risk of stock shortages. During peak periods, the system

optimises performance by making high-demand SKUs more accessible, ensuring rapid fulfillment even under high pressure.

In addition, the energy-efficient system operates on renewable power, with ten robots consuming only as much energy as a single vacuum cleaner. This low consumption helps minimise Bleckmann's carbon footprint while maintaining a high level of performance.

By streamlining the picking process, significantly reducing manual labor and improving overall operational efficiency, the system also enables later cut-off times for next-day delivery.

With this technology, Bleckmann has achieved a significant reduction in picking errors, further enhancing the accuracy and efficiency of its operations. The modular design allows for seamless scalability, ensuring Bleckmann can continue to expand without disrupting ongoing operations.



Performance monitoring and policies

What gets measured gets managed is a principle that underpins our corporate social responsibility (CSR) strategy. Consistent monitoring and evaluation are necessary to achieve our sustainability ambitions because reliable data is essential for charting our progress and steering our efforts in the right direction.

To support our CSR strategy, Bleckmann is committed to mapping the CO₂ emissions associated with our operations. This data-driven approach not only guides the implementation of targeted sustainability measures but also enables us to provide transparent, actionable insights to

our customers and partners.

To this end, we have developed a suite of dashboards that track key sustainability metrics:

Energy Consumption Dashboard:

Monitors and analyses energy usage across our operations.

Waste & Recycling Dashboard:

Tracks waste generation and recycling performance.

Carbon Footprint Dashboard:

Measures the environmental impact of outbound transport.

These tools provide enhanced visibility into performance trends, help identify irregularities, and enable us to evaluate the tangible outcomes of our sustainability initiatives.

Transparency and accountability are not only crucial to our environmental efforts but are also foundational to maintaining a safe, ethical and inclusive workplace. At Bleckmann, we are committed to fostering a culture that embraces diversity, equity and inclusion. Our Anti-Harassment Policy underscores our dedication to a respectful and safe work environment. It outlines preventive measures and clear procedures for investigating and resolving

any incidents of bullying or harassment, ensuring all employees are treated with dignity and fairness.

In addition, our Whistleblowing Policy provides a confidential and structured channel for employees to report any concerns about misconduct. We recognise the courage it takes to speak up and are committed to handling all reports with care, discretion, and the appropriate support.

These policies are firmly embedded within our Code of Conduct, reflecting our dedication to strong governance, ethical business practices and the overall well-being of our people.



Real estate

As part of our long-term sustainability strategy, Bleckmann proudly opened the largest demonstrably circular fulfilment center in the Netherlands, located in Almelo in the Twente region.

This 45,600 m² facility represents a major milestone in sustainable logistics, showcasing how functionality and environmental responsibility can go hand in hand when guided by strategic vision and strong partnerships. More than just a building, this distribution center serves as a proof of concept – showing that logistics infrastructure can truly be developed in a circular way. Its construction offers valuable insights and inspiration for industries such as logistics, construction, real estate, and public policy.

The Almelo site was developed with a strong focus on minimising environmental impact. One key design feature is its

15.2-meter internal free height, which allows for vertical storage. This maximises space efficiency and reduces the building's physical footprint on limited land resources.

Waste was minimised at every stage of the project, with a strong emphasis on sustainable materials and responsible resource management. Materials were carefully selected to be non-toxic, naturally sourced, and entirely dismountable, ensuring high levels of reusability and recyclability.

To support transparency and continuous improvement, all materials and design data were documented in a comprehensive Building Passport, which includes validated values for Material Circularity Indicator (MCI), Loosening Index (LI) and Environmental Performance of Buildings (MPG).

Bleckmann also invested in a wide range of energy-efficient technologies

to reduce the facility's carbon footprint. These include heat pumps, low-cement flooring and advanced roof and wall insulation panels. The building has achieved BREEAM certification and has been formally recognised by the Netherlands Enterprise Agency (RVO) as meeting all criteria for a proven circular building. These distinctions underscore our commitment to responsible and future-oriented construction practices.

With this fulfilment center, Bleckmann is not only meeting today's sustainability standards but is setting new ones. This development underscores our belief that every step forward in growth must also be a step forward for the planet.

Developments in the UK

Bleckmann has signed a new lease for its 54,596 m² MPC 3 unit at Magna Park

Corby, one of the largest buildings in our portfolio. This state-of-the-art facility incorporates a wide range of innovations, sustainable technologies and intelligent logistical solutions. Features include rain-water harvesting, two secure service yards spanning 50 meters each, an 18-meter clear eaves height and energy-saving LED lighting.

Designed to meet net-zero carbon construction standards, the building incorporates recycled and recyclable materials throughout. It has achieved both BREEAM certification and an EPC A+ rating, demonstrating a strong commitment to sustainability. Additionally, the design thoughtfully enhances local biodiversity.

"With our circular fulfilment center in Almelo, we're not just building for today, we're building for the future. We not only engineer and execute circular supply chains for our customers, but we also include the fulfillment centers in which we operate for our customers in our sustainable and circular philosophy."

- Mark van Onna | Director Real estate and facilities



Security and data protection

At Bleckmann, security measures are in place to safeguard operations, employees and customers from unforeseen incidents. Our security department focuses on preventing material and intangible damage. Ensuring business continuity, integrity and protecting employees, visitors and customers.

Access to warehouses, offices and high-risk areas is controlled via identity cards, while all sites are equipped with surveillance cameras and alarm systems. Regular security checks are conducted by both internal teams and external contractors to enhance security measures. Meanwhile, a clean desk policy and restrictions on personal belongings in warehouses help maintain strict security standards by reducing the risk of unauthorised access to sensitive information and minimising potential security breaches.

In line with sustainability efforts, outdated security equipment is gradually

modernised to extend its lifespan, reducing waste and unnecessary replacements. Recent improvements include a remote-access camera system that minimises travel needs for security staff.

The digitalisation of global supply chains is elevating the importance of data ethics, as customers expect partners to uphold the highest ethical standards. At Bleckmann, we are committed to ensuring that our customers, business partners and employees can trust us to protect and respect their data.

Bleckmann operates an Information Security Management System (ISMS) aligned with ISO/IEC 27001 standards and continuously enhances security measures using the CIS framework.

Key focus areas include raising employee awareness of security best practices through mandatory training, alongside educating staff on privacy policies, regulations and data breach response procedures and implementing strict guidelines for data protection and the use of company assets.



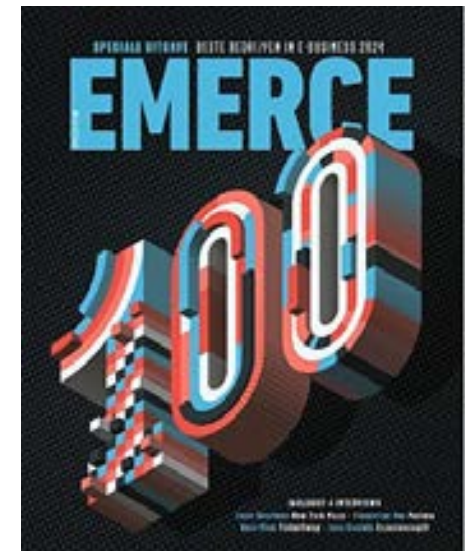
Recognition

Bleckmann was honored with the 2024 Acquisition International CSR Award for Best Circular Logistics Solutions Company in the Netherlands. This award recognises trailblazers in corporate social responsibility (CSR) and sustainable business practices, celebrating companies that make a meaningful impact. The win highlights Bleckmann's commitment to sustainability, ethical operations and circular logistics, underlining the fact that responsible business practices not only benefit society but also drive operational success.

Bleckmann was also named Overall Logistics Solution Provider of the Year at the 2024 SupplyTech Breakthrough Awards. This award recognises leading companies driving innovation in supply chain and logistics technology. The awards program conducts a comprehensive industry evaluation, attracting thousands of nominations from over 15 countries worldwide. Bleckmann's use of automation and robotics enhances productivity, optimises workforce efficiency and delivers greater value to clients, solidifying its position as a top logistics solutions provider.

Bleckmann U.S. LLC has been awarded the US Re-X Before Recycling Prize for its commitment to advancing circularity in the apparel and textile industry. The team is developing a closed-loop supply chain that enables collection, repair, refurbishment and resale, ensuring materials are kept at their highest value for as long as possible. The Re-X Before Recycling Prize recognises innovative projects that enhance recovery and reuse rates, reducing carbon footprints, strengthening regional production and minimising environmental impact from waste and resource extraction.

In the 2024 Emerce 100 annual quality and reputation survey, Bleckmann was ranked 5th in the Fulfillment Warehousing category, achieving a 4.5-star rating. This places it in the top 10 companies. Emerce 100 recognises the best companies in e-business and Bleckmann continues to focus on innovation and improvement to meet the evolving needs of our e-commerce and omnichannel customers.



Beyond Threads

At Bleckmann, innovation is not just about operations: it also extends to how we communicate and engage with stakeholders. Our Beyond Threads podcast and webinar series, launched in 2024, supports our corporate communication, brand strategy and stakeholder engagement efforts, offering a platform for both external partners and Bleckmann employees to share insights and discuss key industry trends.

Beyond Threads not only provides a space for industry discussions but also empowers employees by giving them a platform to engage with a broader audience and strengthen their industry profile. It fosters employee engagement, knowl-

edge sharing and community building, reinforcing a culture of open dialogue and continuous learning.

The series explores a wide range of topics shaping the logistics and fashion industries, from the role of software and automation in warehousing to the impact of robotics and circular fashion.

Guests have included experts from companies such as Optioryx, Kardex, and Karl Lagerfeld, discussing innovative solutions such as Karl Lagerfeld's Repair Atelier and Bleckmann's Bscale solution. These are just a few examples of the in-depth conversations featured, as the podcast continues to expand its scope with new perspectives and emerging trends.



Citations

Environment and ecosystems

- (1): Sustainable reboot: supply chains strategies in the technology sector | Maersk
- (2): How Sustainability Became a Path to Fashion's C-Suite | BoF
- (3): Textiles strategy - European Commission
- (4): 2022 Global Sustainability Study: The Environmental Growth Potential
- (5): Displacement Rates Untangled | WRAP - The Waste and Resources Action Program



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