

2025

Corporate Sustainability & ESG Report

**Our Commitments.
Our Actions. Our Future.
Driven by Purpose.
Powered by Action.**

An in-depth report on our environmental impact, social responsibility, and corporate governance over the past year.

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Leading with Purpose, Building for Tomorrow

In today's rapidly changing world, sustainability is no longer optional—it's essential. At Neele-Vat, we've embraced ESG principles as core to how we operate, grow, and create value.

This year, we've made meaningful progress: lowering emissions, improving resource efficiency, and expanding community impact. But more importantly, we've strengthened the mindset that real change begins from within—with purpose, accountability, and long-term vision.

Looking ahead to 2050, we remain focused on ambitious goals: achieving net-zero operations, advancing diversity and equity, and ensuring transparency in everything we do. Sustainability is not a destination but a continuous journey—and we're proud to walk it together with you.



Cuno Vat
CEO of Neele-Vat

“To our employees, partners, and stakeholders: thank you for walking this path with us. Together, we'll shape a better, more sustainable tomorrow.”



About This Report

At Neele-Vat, we believe that sustainability is not merely a responsibility—it is a strategic imperative. As a leading logistics service provider with deep roots in the European transport and warehousing sector, we are acutely aware of the environmental and societal impact of our operations. That awareness drives us to take meaningful, measurable steps toward a more sustainable future.

This Environmental, Social, and Governance (ESG) report outlines the progress we have made over the past year and highlights our ongoing commitment to creating long-term value for our customers, employees, partners, and society at large. It provides a transparent overview of our sustainability strategy, our key achievements in emissions reduction, energy transition, and social responsibility, as well as our approach to strong governance and ethical leadership.

The report also showcases how sustainability is embedded in the core of our business—through innovation, operational excellence, employee empowerment, and stakeholder collaboration. By aligning our efforts with internationally recognized standards and the United Nations Sustainable Development Goals (SDGs), we reinforce our ambition to contribute positively to both the logistics sector and the world around us.

With this report, we reaffirm our commitment to making responsible decisions today that shape a sustainable tomorrow.

Company Overview

Founded in 1975, Neele-Vat is a family-owned logistics company headquartered in the Netherlands. With over four decades of experience, we provide a full spectrum of logistics services, including European distribution, air freight, ocean freight, warehousing, and customs solutions. Operating from strategic locations across Europe and beyond, we serve a wide range of industries with tailored, reliable, and efficient logistics solutions.

What sets us apart is our people-centric philosophy. To us, logistics is about more than just transport—it is about the people behind every shipment, the customers we support, and the employees who drive our success. Our local presence in key markets allows us to understand regional dynamics while offering global reach. This combination enables us to deliver pragmatic, flexible, and sustainable solutions that support our clients' goals.

As a trusted logistics partner, we are committed to continuous improvement, operational excellence, and forward-thinking innovation. Our ESG strategy reflects these values, as we aim to be not only a leader in logistics, but also a positive force in the transition to a greener and more socially responsible economy.

Results of the Past Year

Over the past year, Neele-Vat has made significant progress in various areas, taking clear steps toward further sustainability in its logistics services. Neele-Vat has put its first fully electric truck on the road, marking an important step in making its fleet more sustainable. In addition, the company is actively using HVO100, a fossil-free fuel that can easily be deployed in existing diesel engines.

Thanks to a commitment with Shell, a fixed stock of 30,000 liters of HVO100 is guaranteed. HVO100 enables up to a 90% reduction in CO₂ emissions compared to conventional diesel. Customers who choose HVO100 transport receive certificates



from Neele-Vat showing the exact amount of emissions reduced.

Through the combined effects of alternative fuels, the deployment of electric vehicles, and the ongoing optimization of transport and logistics processes, Neele-Vat has succeeded in reducing its CO₂ emissions in 2024 by 14.7% compared to 1990. This measurable decrease serves as a strong validation of the company's sustainability strategy and its ability to implement effective, results-driven measures.

Building on this achievement, Neele-Vat has also successfully obtained the ISO 14001 certification, an internationally recognized standard for environmental management systems.

This certification confirms that sustainability practices are not only present but systematically integrated into every layer of the organization, from daily operations to strategic decision-making. It further reflects the company's dedication to continuous improvement and compliance with global environmental standards.

Neele-Vat's sustainability efforts have also contributed to its broader market success. In the prestigious Logistics Service Provider Top 100 ranking, the company has advanced from position 16 to 12, demonstrating both organizational growth and the increasing recognition of its sustainable logistics solutions within the industry. This upward movement underscores the link between environmental responsibility, operational excellence, and market leadership.

Another highlight of the year was the opening of the new City Terminal, strategically located in close proximity to both rail and maritime connections. This state-of-the-art facility allows Neele-Vat to expand its intermodal transport capabilities significantly. By shifting more freight from road to rail and combining transport modes more efficiently, the company is able to further reduce CO₂ emissions, minimize congestion, and provide customers with faster, more sustainable logistics options.

Sustainability at Neele-Vat is not limited to investments in vehicles or infrastructure; it is also deeply embedded in the company's overall culture and day-to-day operations. The organization-wide Green Awareness program has played a pivotal role in fostering an environmentally conscious mindset among employees across all departments and hierarchical levels. Through a well-coordinated mix of targeted internal communication, interactive webinars, structured e-learning modules, and practical sustainability tips regularly shared via the monthly internal newsletter, employees are consistently encouraged to integrate green practices into their daily work routines. This multifaceted initiative is designed not only to raise awareness, but also to build long-term engagement, personal responsibility, and a sense of ownership among staff.

By systematically monitoring employee involvement, collecting feedback, and using insights to adjust its efforts, Neele-Vat ensures that the program remains dynamic, relevant, and aligned with both the evolving needs of its workforce and the broader strategic goals of the company. The continuous emphasis on education, participation, and behavioural change strengthens the internal foundation for sustainable growth and makes environmental responsibility an integral and authentic part of the organizational identity.

With these tangible achievements, Neele-Vat has clearly demonstrated that sustainability is not a side project or a marketing initiative, but rather a fundamental pillar of its business model. The strategic combination of technological innovation, operational optimization, and cultural engagement reflects a comprehensive and structured approach to reducing emissions, improving resource efficiency, and delivering greener, more responsible logistics solutions. By focusing on measurable results, transparent communication, and a mindset of continuous improvement, the company is actively positioning itself as a driving force in shaping a more sustainable and future-proof logistics sector.



2024



Our ESG Approach

We consider it essential to act responsibly regarding the impact of our activities on people, the environment, and society as a whole. As a logistics company operating both locally and globally, we recognize the importance of integrating sustainability into every facet of our operations. By focusing on environmental stewardship, social responsibility, and sound governance, we not only contribute to the broader community but also strengthen our position as a healthy, resilient, and future-proof organization.

To effectively shape our ESG strategy, we partnered with a specialized consulting firm that brought expertise and external insight to the process. Through a series of structured and collaborative sessions, we identified the topics most relevant to our business and its long-term impact. This strategic evaluation considered the nature of our operations, the evolving expectations of our stakeholders, and key developments and risks within the logistics sector. The outcome is a clear roadmap that aligns with our organizational values and ambitions. Our Main ESG Prio

Our Main ESG Priorities

- Environmental Stewardship
- Social Responsibility
- Ethical Governance
- Circular Innovation
- Climate Action

These priorities are visually represented in the accompanying illustration, which connects each of the three ESG pillars—Environment, Social, and Governance—to the topics most critical to our continued success. Within Environment, the emphasis is on addressing climate change and mitigating pollution; under Social, we focus on the well-being, safety, and rights of employees and workers throughout the value chain; and in Governance, our commitment centers around maintaining high standards of business ethics, compliance, and integrity.

These core focus areas form the foundation of our ESG policy and serve as a compass for the actions and decisions we will take in the coming years. With this structured and forward-thinking approach, we aim to make a responsible and measurable contribution to people, the planet, and society. At the same time, we are committed to continuously evaluating, refining, and improving our business practices to ensure they align with our long-term sustainability objectives and the needs of our stakeholders.



Alignment with the United Nations Sustainable Development Goals (SDGs)

In the context of our commitment to corporate social responsibility (CSR) and environmental, social, and governance (ESG) principles, we have identified a specific set of the United Nations Sustainable Development Goals (SDGs) that guide our activities. This selection is not arbitrary; it is the result of a thorough analysis of our entire value chain, from procurement to end-use. Through this methodical approach, we have determined the areas where we can create the greatest positive impact while mitigating risks.

The goals we have chosen are divided across the three ESG pillars:

Environmental

Our environmentally-focused efforts are centered on the foundation of a sustainable future. We strive to reduce our ecological footprint and protect the planet for future generations. The main goals in this area are:



SDG 7 - AFFORDABLE AND CLEAN ENERGY:

We invest in efficient energy technologies and the transition to renewable energy sources to lower our operational impact.



SDG 12 - RESPONSIBLE CONSUMPTION AND PRODUCTION:

optimize our processes to minimize waste and promote a circular economy through reuse and recycling.



SDG 13 - CLIMATE ACTION:

We are working to reduce our greenhouse gas emissions in line with global climate targets.



SDG 15 - LIFE ON LAND:

We are committed to the preservation of ecosystems and the protection of biodiversity, which is essential for a healthy environment.

Social

A healthy society is at the core of our social mission. We ensure a positive contribution to the people we work with and the communities in which we operate. The social goals we embrace are:



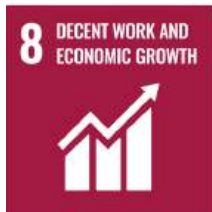
SDG 3 - GOOD HEALTH AND WELL-BEING:

The health and safety of our employees and the communities we operate in are our highest priority.



SDG 5 - GENDER EQUALITY:

We strive for an inclusive work environment where everyone, regardless of gender, receives equal opportunities and respect.



SDG 8 - DECENT WORK AND ECONOMIC GROWTH:

We create fair jobs and promote sustainable economic growth, respecting labor rights and fair wages.



SDG 10 - REDUCED INEQUALITIES:

We address inequality within our company and in the value chain by striving for equal treatment and opportunities for all.

Governance

Governance forms the basis that supports all our efforts. By focusing on the right governance principles, we ensure that our sustainability ambitions are pursued in a responsible and transparent manner. This includes, among other things:



SDG 16 - PEACE, JUSTICE AND STRONG INSTITUTIONS:

We maintain robust ethical business practices, fight corruption, and ensure transparency and fairness in all our processes. Through strong leadership and clear structures, we are building an organization that is both integral and trustworthy.

Driving Positive Climate Action

We are fully aware that our daily transport and warehousing activities have a direct impact on the environment. Transporting and storing goods consumes energy and generates emissions. In addition, we rely on various raw materials such as packaging materials (cardboard, plastic film, and pallets), fuels, cleaning products, and IT equipment. These resources are used not only in our warehouses but also in our office facilities. We consider it essential to handle these materials with care, as their production, use, and

disposal contribute to environmental pollution and the depletion of natural resources. By closely monitoring our consumption, choosing more sustainable alternatives, and reducing or recycling waste wherever possible, we aim to systematically minimize our ecological footprint. This approach not only reflects our corporate social responsibility but also ensures we remain a future-proof organization in an industry where sustainability is becoming increasingly critical.

01 Energy Use and Conservation

Reducing energy use and making our supply more sustainable are top priorities at Neele-Vat. Seven locations now feature 10,636 solar panels, producing 4 GWh of renewable power annually. In the coming years, four additional solar parks will add 2.6 GWh. We also invest in energy-efficient measures like LED lighting, solar-powered heating, and smart building systems, with several warehouses meeting strict BREEAM standards. This consistent focus delivers measurable reductions in energy use and a greener overall profile.

02 CO₂ Reduction and Sustainable Mobility

We recognize our responsibility to reduce CO₂ emissions from logistics. In partnership with customers, suppliers, and partners, we aim to cut emissions by 30% by 2030. To achieve this, we are optimizing transport flows, using alternative fuels like HVO100, and investing in more efficient vehicles. We also promote electric transport and intermodal solutions, such as daily train and barge services. Smart route planning and fleet management help reduce mileage and lower our ecological footprint.

Together with TU Delft, Neele-Vat studied the electrification potential of the Oostvogels fleet in Breda. The study found that a 75% electric fleet by 2030 is feasible. Electric trucks can already handle about 90% of daily routes. While their Total Cost of Ownership is currently slightly higher than diesel, it's expected to be 3.3% lower by 2030. Neele-Vat is taking a phased approach and has begun using electric trucks to build experience and prepare for future advances.

03 Waste Reduction and Circularity

Minimizing waste and promoting circularity are core components of our operations. In all our warehouses, waste streams are strictly separated, and every effort is made to maximize reuse and recycling. By digitizing processes, we are significantly reducing paper usage, while the adoption of reusable pallets and packaging materials lowers overall waste generation. Equipment and materials that no longer meet operational requirements are repurposed whenever possible, extending their lifecycle.

As a result of this approach, residual waste per employee is decreasing annually, while the percentage of recycled operational waste is steadily increasing. With this circular business model, we are actively contributing to closing material loops and reducing environmental impact.

Health, Safety and integrity

Sustainability begins with conscious choices at the very start of our supply chain. We actively collaborate with suppliers who can demonstrate sustainable operations and place sustainability criteria at the core of our purchasing and tender processes. For example, we prioritize green electricity, recycled materials, and energy-efficient products. Through this approach, we help drive the sustainability of the entire logistics chain and, together with our partners, amplify the impact of our sustainability policy.

Our sustainability ambitions are translated into tangible projects and ongoing innovation. We deploy electric vehicles (AGVs) for internal transport and are working toward the complete capture of chemical emissions when filling liquids at our RBF locations. In the field of reverse logistics, we run pilot programs with customers to minimize empty trips and save fuel.

Additionally, we aim to further certify our policies with standards such as ISO-14001 and Ecovadis, and we implement advanced software to accurately calculate our Scope 3 emissions. Through these initiatives, we are taking concrete steps toward a sustainable, future-proof logistics sector.

In the coming years, Neele-Vat will continue to focus on further reducing the environmental impact across all logistics activities. We will keep investing in renewable energy, including expanding our solar panel capacity and exploring wind energy and energy storage solutions.

Our goal is to structurally reduce dependence on fossil fuels and to further lower our CO₂ emissions and air pollutants (NO_x, SO_x, particulate matter)—with the ambition of cutting emissions by 30% by 2030.

Empowering People, Building a Sustainable Future Together

Innovation remains at the forefront, for example through transport electrification, route optimization, and collaboration with supply chain partners to develop sustainable solutions. Furthermore, we aim to increase circularity in our warehouses by further reducing waste streams, expanding recycling efforts, and implementing reusable packaging and materials wherever possible.

Employees are the heart of the company, and their well-being, engagement, and growth are vital to sustainable progress. In a sector built on collaboration, reliability, and safety, we take responsibility for providing a safe, inclusive, and motivating workplace where everyone can thrive.

By investing in vitality, personal growth, diversity, and work-life balance, we create motivated teams and build lasting relationships with customers, partners, and the wider community.

Social policy is a key pillar of our strategy and contributes directly to our societal goals. We aim for a caring, safe workplace where everyone feels valued. Neele-Vat supports a healthy lifestyle, promotes work-life balance, and offers help with personal challenges through company psychologists or financial coaches.

Sporting activities and events such as the Easter breakfast, Christmas party, and herring celebration strengthen our family spirit and connection. All employees have access to internal and external training tailored to individual needs. Many programs are available online for flexible learning. Through the Neele-Vat Academy, we offer scholarships for colleagues' children in vocational, college, or university programs.

Young talent can join the Triple P Program, where they develop skills through courses or business plans, ensuring a future-ready organization.

Health, Safety and integrity

Employee Health and Safety

We strive for an environment where everyone feels welcome, regardless of background or belief. Recruitment emphasizes diversity and equal opportunities while preventing discrimination. Training on culture and inclusivity and a strict zero-tolerance policy for misconduct support this goal. Internal and external confidential advisors are accessible to all.

Health, safety, and integrity are embedded in our culture. Clear procedures and codes of conduct are outlined in our Employee Handbook and Safety Guide. Social safety is a priority, and colleagues are trained to recognize and report unsafe situations. Complaints are handled confidentially to ensure a safe workplace for all.

We actively engage with society through partnerships, local initiatives, and sponsorships. Employees are encouraged to propose ideas that foster an inclusive and socially responsible company culture, contributing to positive impact in our regions.

Our culture is strengthened by tangible actions and personal stories. Employees benefit from profit-sharing, group insurance, and development opportunities. Through newsletters and updates, we share inspiring examples of colleagues driving vitality, education, and inclusion, creating a workplace where everyone enjoys being part of the team.

We will continue to focus on employee well-being, development, and engagement. Our aim is a safe, inclusive workplace where all staff and young talent can grow. We will keep investing in vitality, diversity, equal opportunities, and social protection while fostering an open culture supported by confidential advisors. Listening to colleagues and engaging with our surroundings will remain key to creating social value.



"Feeling respected, safe, and supported at work isn't a bonus—it's essential. At Neele-Vat, I experience a culture where differences are embraced, well-being is prioritized, and everyone is encouraged to grow. That shared commitment makes me proud to be part of this team."

**2024**

Governance & Integrity

Strong governance and transparency are essential for sustainable growth, trust, and responsible decision-making at Neele-Vat. Clear structures, defined responsibilities, and an ethical culture form the foundation of our ESG objectives and societal commitments.

Open communication and strict compliance with laws and regulations reinforce trust among customers, employees, and stakeholders. Governance is deeply embedded in our organization. The Board is responsible for defining, implementing, and reviewing ESG policies built on three pillars: Sustainable Future, Strong Together, and Vitality & Safety. Each policy includes measurable KPIs and applies to all European entities, ensuring sustainability, social responsibility, and safety are fully integrated into daily operations.

Integrity and ethics guide everything we do.

A strict Code of Conduct, zero-tolerance policy for discrimination or misconduct, and an active whistleblower program safeguard an open, safe culture. Confidential advisors and regular training ensure all employees are informed and supported in acting ethically and reporting concerns. We engage stakeholders—including employees, customers, suppliers, and partners—through evaluations, audits, and collaborative projects to ensure policies are effective and widely supported.

Setting our Ambitions

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We believe our success is driven by our people. Employees are the heart of the company, and their well-being, engagement, and growth are vital to sustainable progress. In a sector built on collaboration, reliability, and safety, we take responsibility for providing a safe, inclusive, and motivating workplace where everyone can thrive. By investing in vitality, personal growth, diversity, and work-life balance, we create motivated teams and build lasting relationships with customers, partners, and the wider community. Social policy is a key pillar of our strategy and contributes directly to our societal goals.

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Building Trust for Sustainable Growth

Quality and compliance are independently verified through ISO 14001 certification and adherence to international standards such as BRZO, PGS 15, ADR, and IMDG. We are also preparing for an EcoVadis rating to further underline our commitment to sustainability, ethics, and working conditions.

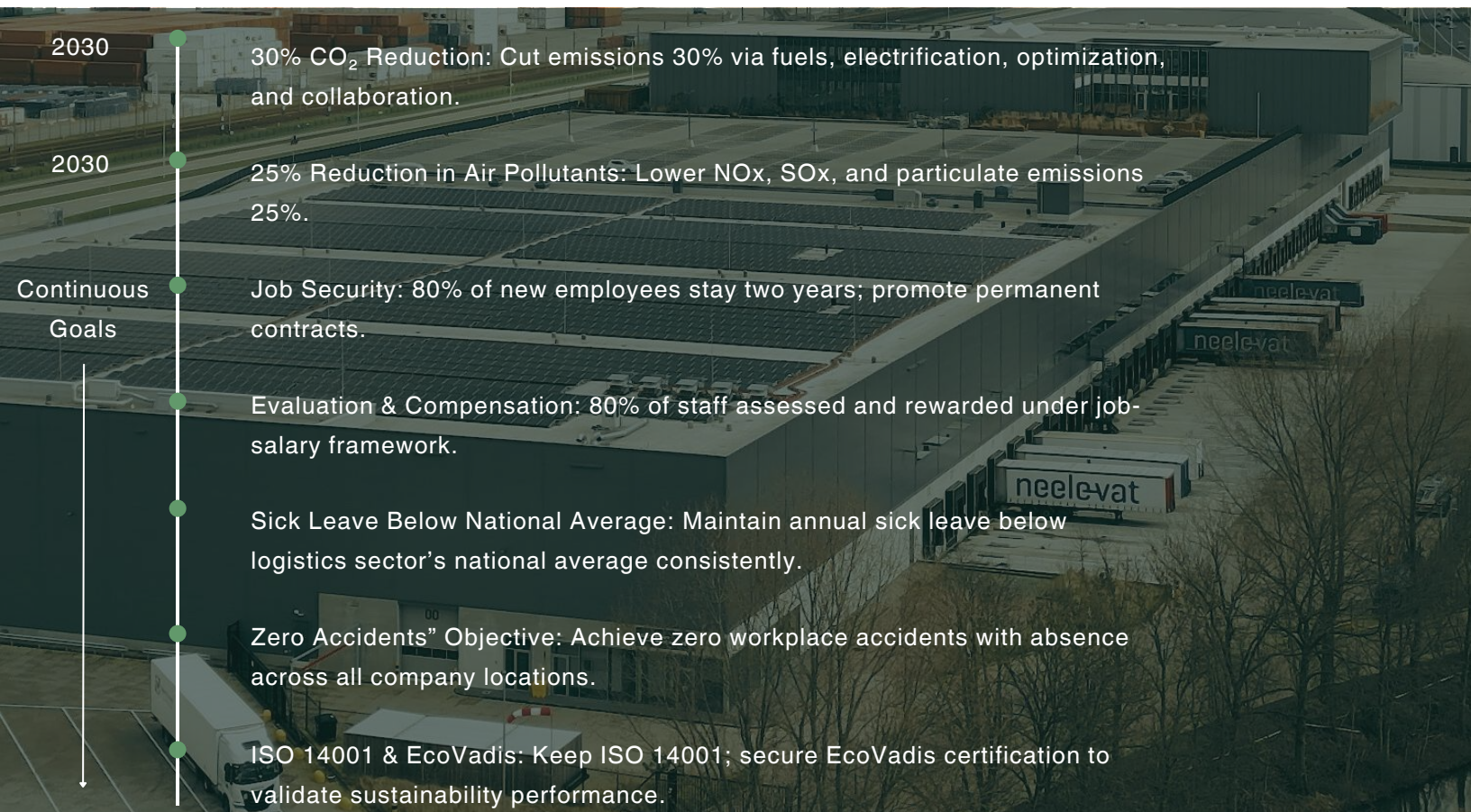
An open culture is central to governance. Employees can report concerns confidentially and without fear, ensuring social safety and integrity throughout the organization. Safety is embedded in our Vitality & Safety policy, promoting healthy, secure, and resilient workplaces.

We will continue to professionalize governance, strengthen transparency, and embed sustainability across all operations. Key priorities include digitalizing monitoring and reporting, achieving further certifications, and expanding stakeholder engagement through regular dialogue and evaluations.

By aligning clear goals with strong accountability, Neele-Vat builds a solid foundation for long-term, sustainable growth and trust. In the years ahead, our focus will be on innovation and sustainability in logistics. We are exploring the installation of a wind turbine at Maasvlakte to boost renewable energy use and reduce grid dependency. A large-scale battery storage system is also being developed at the PPP site to store solar energy and manage peak loads efficiently.

Additional priorities include electrifying our fleet, enhancing warehouse circularity with reusable packaging, and promoting employee vitality, training, and inclusivity.

Renewable energy capacity will grow through new solar parks, expected to generate 2.6 GWh of green electricity. With these initiatives, we are taking concrete steps toward a future-proof, innovative, and socially responsible logistics organization.



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