



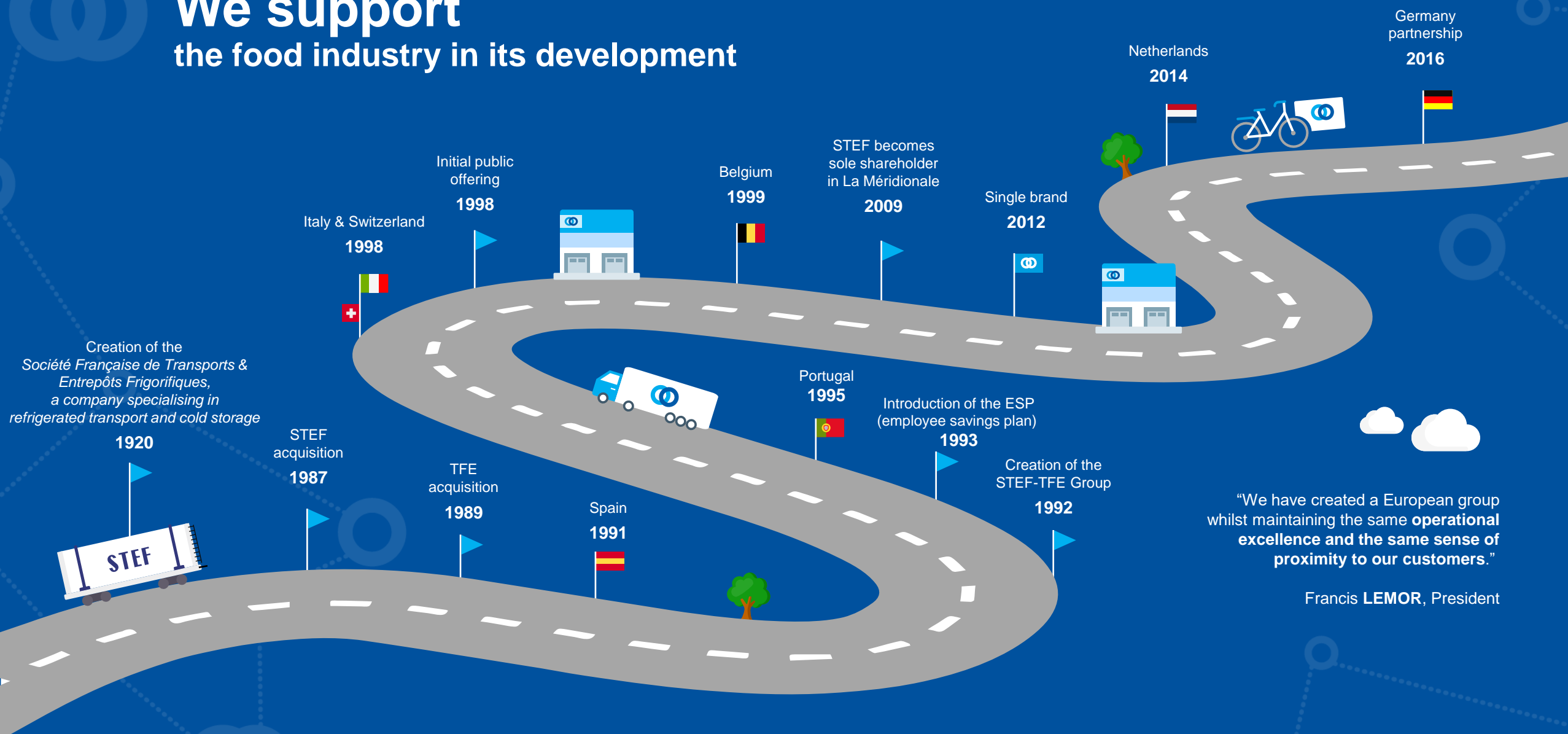
How can logistic companies support food companies in their export strategies



www.stef.com



We support the food industry in its development



"We have created a European group whilst maintaining the same **operational excellence** and the same sense of **proximity** to our customers."

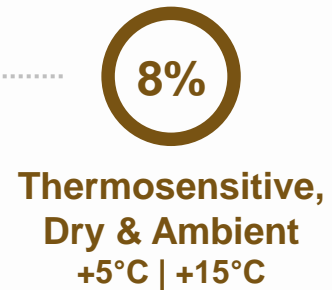
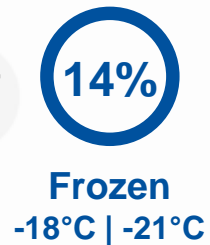
Francis LEMOR, President

A pure-player in the food industry

over 10,000
customers in Europe

Food Industry / Food Service / Retailers

Breakdown of the group's Transport & Logistics activities
by temperature range



€3,3bn
turnover



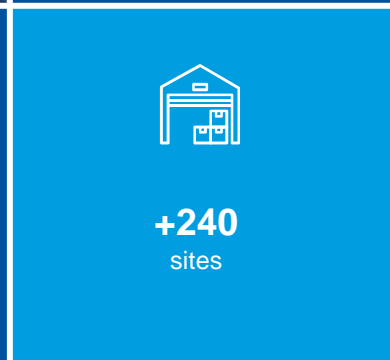
100,000
deliveries
per day



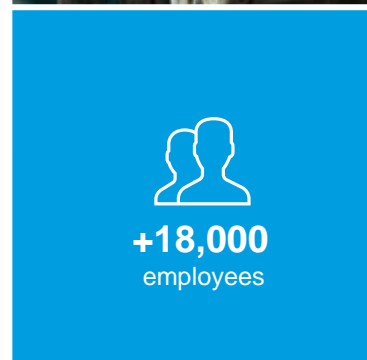
7
European countries



+4,000
vehicles



+240
sites

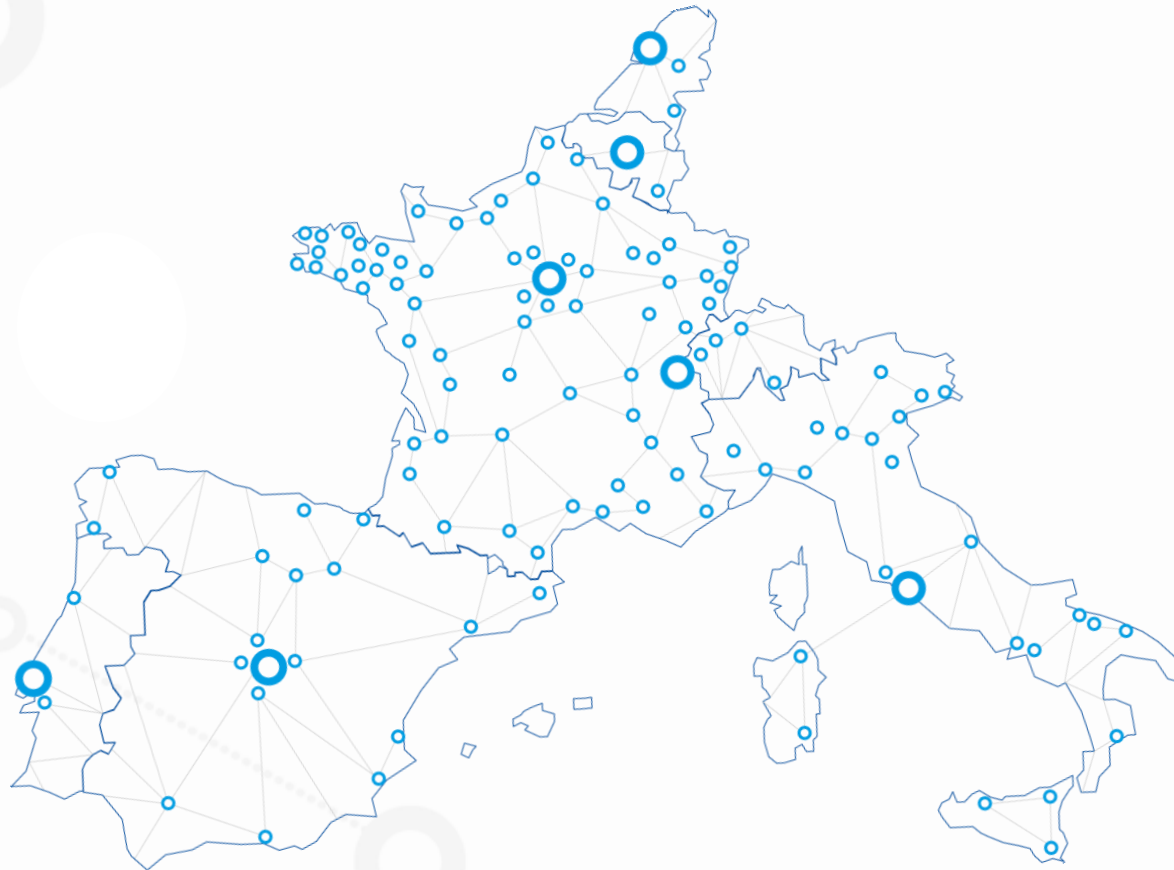


+18,000
employees



IMPORT | EXPORT
to **15**
European countries

Our presence in the South of Europe



France

169 platforms
14,300 employees

Italy

36 platforms
835 employees

Spain

21 platforms
1,685 employees

Belgium

4 platforms
380 employees

Portugal

4 platforms
540 employees

The Netherlands

3 platforms
350 employees

Switzerland

5 platforms
110 employees

Our core values

**ENTHUSIASM
RESPECT
RELIABILITY
PERFORMANCE**



Our 4 cornerstones



Specialisation

6 core markets

Solutions specific
to each segment



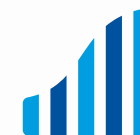
Leadership

Technical and technological

Environmental

Managerial

Social



Growth

2009 | 2018

+4.98%

Group annual
growth rate

+3.35%

France

+9.09%

Other
European countries



Independence

Capital

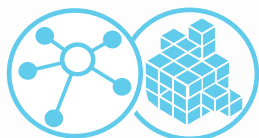
Property

Sales & Marketing

Offering tailored solutions

that reflect our customers' positioning within their markets

AGRI-FOOD INDUSTRY
CHILLED



AGRI-FOOD INDUSTRY
FROZEN



AGRI-FOOD INDUSTRY
TEMPERATE / DRY



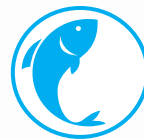
LARGE-SCALE RETAILERS
ECOMMERCE



OOH



SEAFOOD



Specialisation

6

core
markets

Leadership

Tailored solutions that reflect our customers' positioning within their markets



A network-based structure

that puts our subsidiaries at the heart of our economic activity



Certified network and sites

IFS, ISO 9001, ISO 14001, ISO 50001, etc.



Innovative solutions that set us apart

from services for manufacturers to local deliveries



A robust and innovative **integrated information systems hub** to support the digitalisation process (IoT, robotics, AI, chatbots, etc.)



A centre for property expertise

to support the group's development



Internal promotion

Career developmental opportunities for both men and women

Personnel transfer / subcontracting / customer outsourcing
Dedicated training centre for jobs in the cold industry
Shareholding



Leadership

Technical and technological

Environmental

Managerial

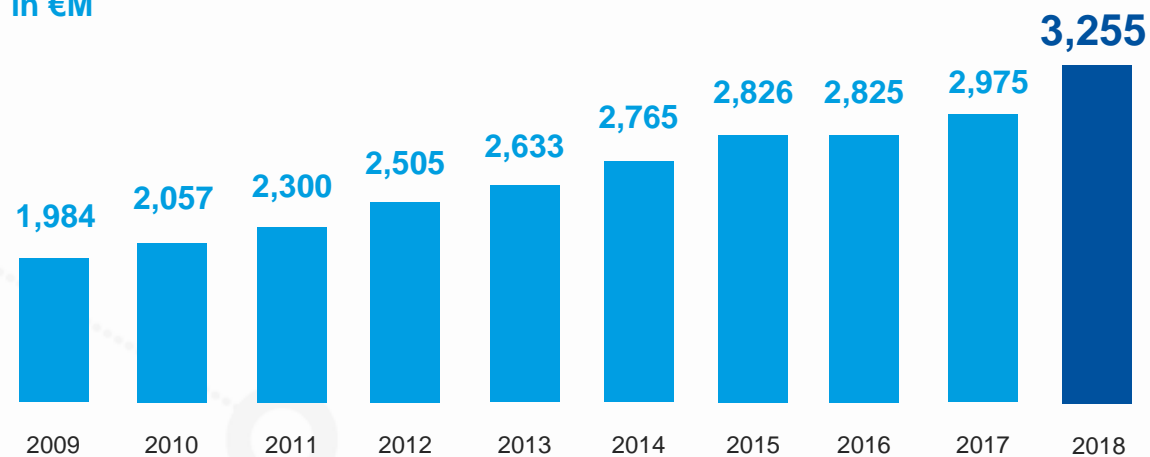
Social

Growth

Steady development thanks to the trust of our customers

PROGRESSION IN TURNOVER

in €M



Growth

2009 | 2018

+4.98%

Average annual growth in turnover across the group

+3.35%

France

+9.09%

Other European countries

Independence

at the core of our DNA



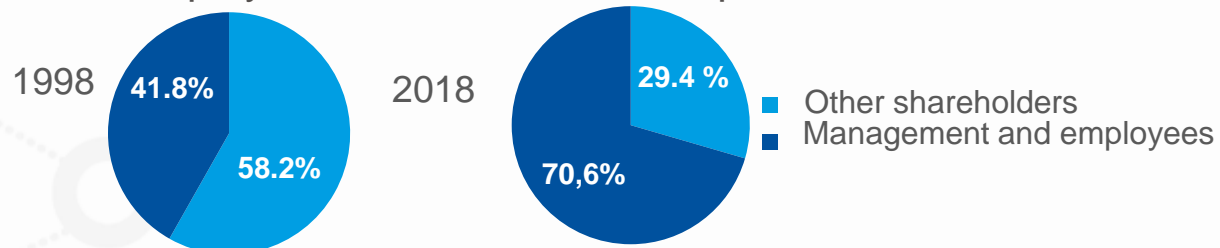
Protecting our commercial independence

10,000 customers (turnover below 10% per customer)



70% of the group owned by its management team and employees

Over 10,800 employee shareholders in Europe



Full control over real estate sites, 95% of which are owned by the group

Over €170M invested in the network every year



Independence

Capital

Property

Sales & Marketing

Building tomorrow

SOCIAL & SOCIETAL

Investing in men and women,
Supporting associations and the solidarity economy.

6 awards

ISICA Foundation Award
'Actionnariat Salarié' Award (x3)
'Il Logistico dell'Anno' Award
'Maintien dans l'Emploi' Award

4.4%

Rate of employment of
individuals with a disability

2014 | 2017

7 awards

'Handicap' Award (x4)
'Emprendedores & Empleo' Award (x2)
'Incorpora de la Caixa' Award



ENVIRONMENTAL

Reducing our impact
on the planet

-20%

CO₂ emissions
2010 to 2017

2014 | 2017

4 awards

'Trophée Co2' Award from ADEME
European Logistics Association Award
'Il Logistico dell'Anno' Award
'Défis RSE 2016' Award |
Environment category





STEF in Belgium



Connecting Food Market Players

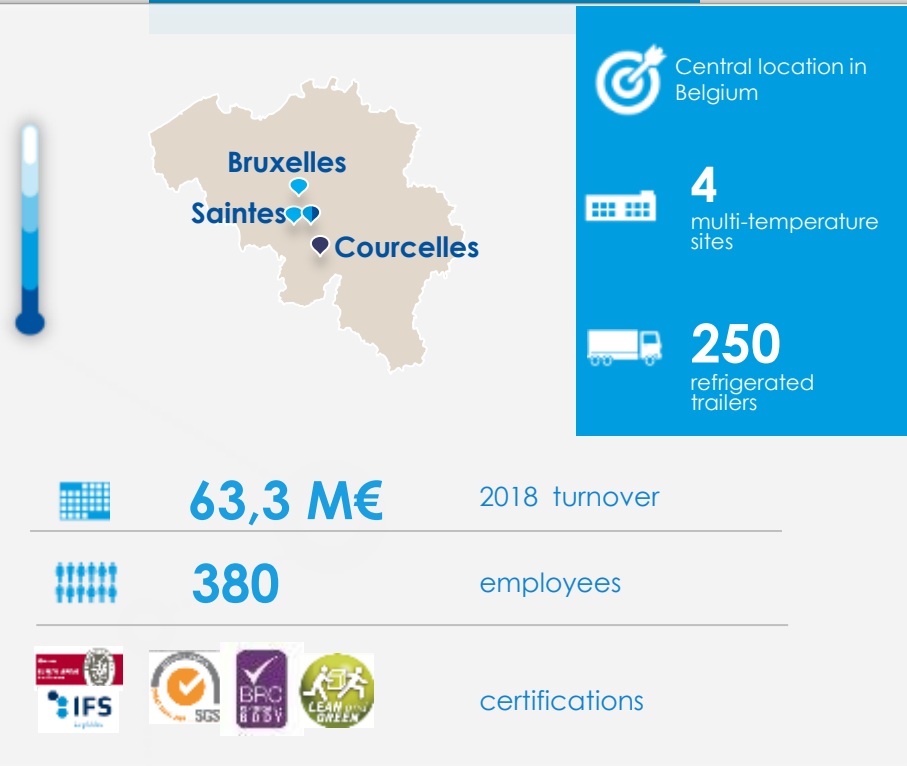


Our presence in Belgium

+3,3%

Turnover growth 2018 vs. 2017

A unique temperature controlled infrastructure



Activity

Under controlled temperature

Transport & Logistics Services

under controlled temperature

Multi temperatures

Experience and capabilities

Frozen
Chilled
Ambient

A key supply chain partner for food supply-chain

Food industries
Retailers
Food service

Food supply chain dedicated offer



Food Industry

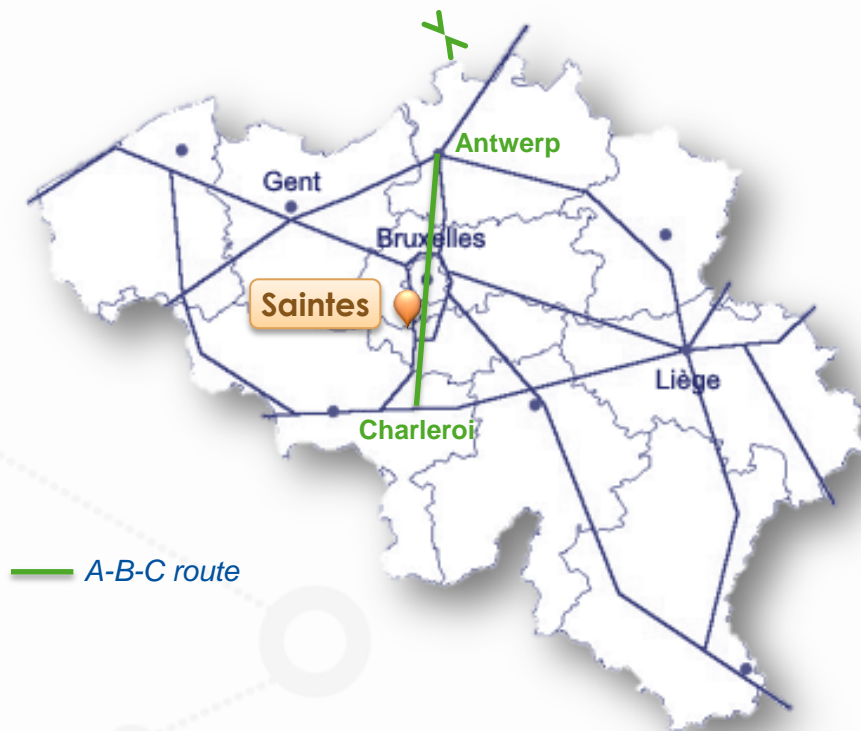


Retail



Food Service

Saintes



“

Important player on the fresh
retail market

”

Ideal location

- Situated on the **A-B-C route** (Antwerp, Brussels, Charleroi)

Optimized delivery

- **Daily deliveries to 100% of retailers'** platforms
- All types of consignees (Retailers, foodservice & Wholesalers)

Co-packing solutions

- **Assembling and Co-packing Services** (packing, shrink-wrapping, etc.)
- **Pre-retail Services** (labeling, POS display, folding,...)



STEF TRANSPORT SAINTES



150 people
at your service

Temperature controlled deliveries :

- Retail & wholesaler platforms
- Point of Sales

Activities

- European Groupage
- Domestic groupage
- Dedicated deliveries



127 Refrigerated Trailers
with

Euro 5/6
norm



7.500 m² of
CHILLED
cross-dock + advanced
storage



400T/day dispatched
across **Europe**

500T/day delivered
Locally



STEF LOGISTICS SAINTES



CO-PACKING

- Shrink-wrapping
- Creation of displays

130 employees

Reception, storage,
picking and dispatch
under controlled
temperature

WMS STEF

Certifications



FROZEN
CHILLED
AMBIENT



16.000
Pallet locations



15.000 m²
of warehousing capacities



STEF LOGISTICS COURCELLES



100 employees

Our services

- Storage
- Order picking
- Co-packing
- WMS / TMS / Infoquai
- Traceability and continuous monitoring of transport orders



**CHILLED
AMBIENT**

4 000 m² of
warehousing capacities



→ 2500 M² CHILLED
STORAGE

→ 1500 M² AMBIENT
STORAGE



45 000 T



STEF BRUSSELS CITY



150 M² chilled cross-dock



Delivery of the last mile :

- Center of Brussels
- 6am – 3pm

Deliveries to :

- Restaurants
- Small shops / stores
- Wholesalers



CHILLED



Adapted vehicles

Euro 5/6



6 transport rides per day

= 210 T delivered/day



How can logistic companies support food companies in their export strategies?



Environment in the food supply chain market

CONSUMERS

- Less product fidelity
- Open market (consumer compares products)
- New sourcing (e-commerce)
- Origin of products (carbon footprint, organic, food safety)
- Pressure on prices

Opportunities for new entrants

Environment in the food supply chain market

MARKET FOR PRODUCERS WITH A LOT OF UNCERTAINTIES

- Less value of historical contracts
- Difficulty on previsions
- Impact of investment funds on major international food producers
- Retail suffers – pressure on the market
- Complex political context (Brexit, import taxes)
- Less growth – need to expand to new markets
- By-passing actors in the chain (Brokers)

Need for reliable partner in transport & Logistics

Environment in the food supply chain market

HOW DID THE RELATIONSHIP BETWEEN LSP AND PRODUCERS EVOLVE

- Transport is a key element in obtaining a business
- Increasing demands of customers (time-slot, booking, DESADV,...)
- Time to deliver is decreasing (JIT, zero stock,...)
- Proximity with local market is essential
- Track & trace is essential (temperature, Food safety standards,...)
- Certification is mandatory (IFS,...)

From transactional to partnership

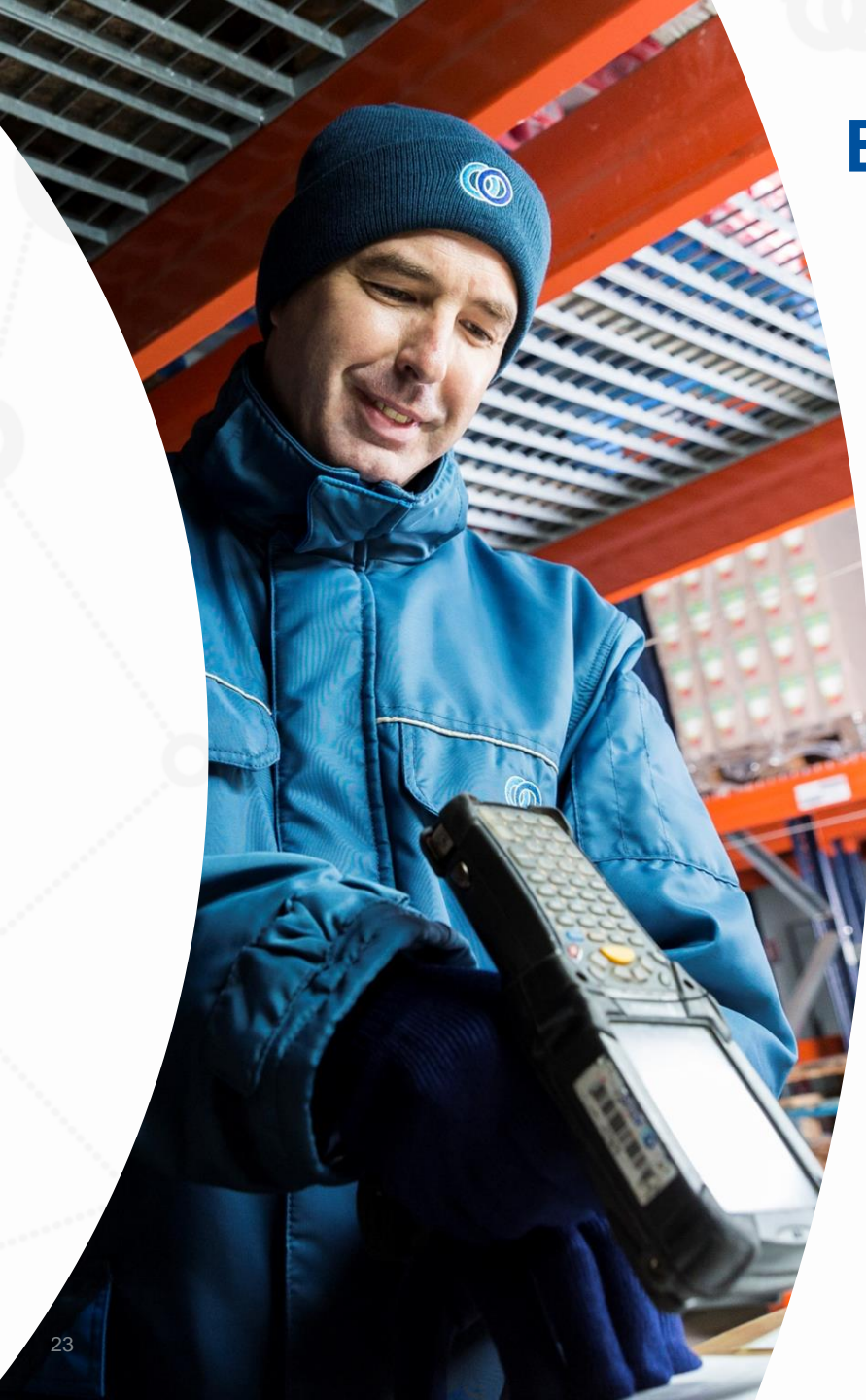
Environment in the food supply chain market

WHAT ARE THE TRENDS IN TRANSPORT AND LOGISTIC MARKET

- Scarcity of human capital (drivers, warehouse employees,..)
- Difficulty on distribution is increasing (accessibility cities, congestion, ...)
- Decrease in regulatory constraints in export but increase in regulatory constraints on local distribution level
- Higher increase of transport cost vs. warehousing costs
- Local distribution centers

Local distribution will become more difficult





Environment in the food supply chain market

HOW STEF IS RESPONDING TO THIS MARKET CHANGE

- Build strong partnership with clients
- Build an European offer
- Specialization of our activities
- Increase track & trace through portal
- Help the customer in designing the best logistic solution
- Increase of value added activities for clients(4 PL, CS)
- New platforms for city delivery



BUSINESS CASES



Thank you for your attention



Connecting Food Market Players



www.stef.com