

NON-FINANCIAL PERFORMANCE
REPORT

2020 CMA CGM Sustainable Development Report



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“I WOULD LIKE TO EXPRESS MY PRIDE TO ALL OUR STAFF MEMBERS AND SALUTE THEIR EXCEPTIONAL COMMITMENT.”

The Covid-19 pandemic marked the year 2020 and continues to disrupt everyone’s daily life. During this crisis, our priority has been to ensure the safety of our staff members. They have shown flawless mobilization for the Group and its customers. And they put all their expertise to transport the essential medical equipment. I would like to express my pride to all our staff members and salute their exceptional commitment.

The crisis we are going through has also strengthened a conviction that is already deep and rooted in our values: that other economic exchanges, more responsible and respectful of people and the planet, are needed. This conviction is reflected in our strategy and is built around three inseparable pillars: Acting For People, Acting For Planet and Acting For Responsible Trade. It inspires each of our actions.

In terms of environment, our objective is to achieve carbon neutrality by 2050. To this end, we have made concrete commitments, choosing to act now by implementing all available solutions.

2020 witnessed the entry into the fleet of the very first 23,000 TEU containership powered by liquefied natural gas. A world premiere which constitutes a major step. By 2022, this pioneering fleet will consist of 32 LNG-powered vessels. At the same time, our Research & Development engineers are already working on other modes of propulsion, such as hydrogen.

In order to accelerate this energy transition, we must mobilize the entire value chain. We have initiated an international coalition made up of 14 committed companies. We are working together on seven ambitious projects which will materialize in the next few months and which will mark a decisive phase in the construction of new sustainable mobility.

I also wished that the CMA CGM Group customers could be associated to these efforts. We have built a specific program for them, ACT +, which enables them to reduce their environmental footprint and offset their carbon emissions. The year 2020 has finally reinforced our desire to develop solidarity initiatives all over the world with the most weakened communities by the crisis. Our corporate Foundation, which has been working on these themes for more than 15 years, has made this its main mission and has been provided with additional resources.

The challenge is huge, but we are ready to meet it. I know that I can count on the unconditional mobilization of the Group’s staff members and on the trust of our customers and partners to build an ever more balanced globalization that respects people and the planet.

RODOLPHE SAADÉ
Chairman and CEO of the CMA CGM Group



01.

Strategy



Our Group

Key figures

21
MILLION TEUS
shipping

363,300
TONS
of air fret transported

566
OPERATED VESSELS

1.08
MILLION TEUS
handled by CEVA Logistics

80,780
EMPLOYEES
WORLDWIDE
with CEVA Logistics
(contractors excluded)

>750
WHAREHOUSES
AROUND THE WORLD
representing 8.5 million m²

USD
31.4
Million in revenue

3
MILLION TEUS
Total fleet capacity of

285
Shipping lines

420
Ports of calls in 136 countries

755
Offices

45
Managed terminals

Brands and Activities

Our Group

CMA CGM
GROUP

MARITIME ACTIVITIES

MERCOSUL LINE APL ANL

CMA CGM CNC CONTAINERSHIPS

INLAND & LOGICTICS ACTIVITIES

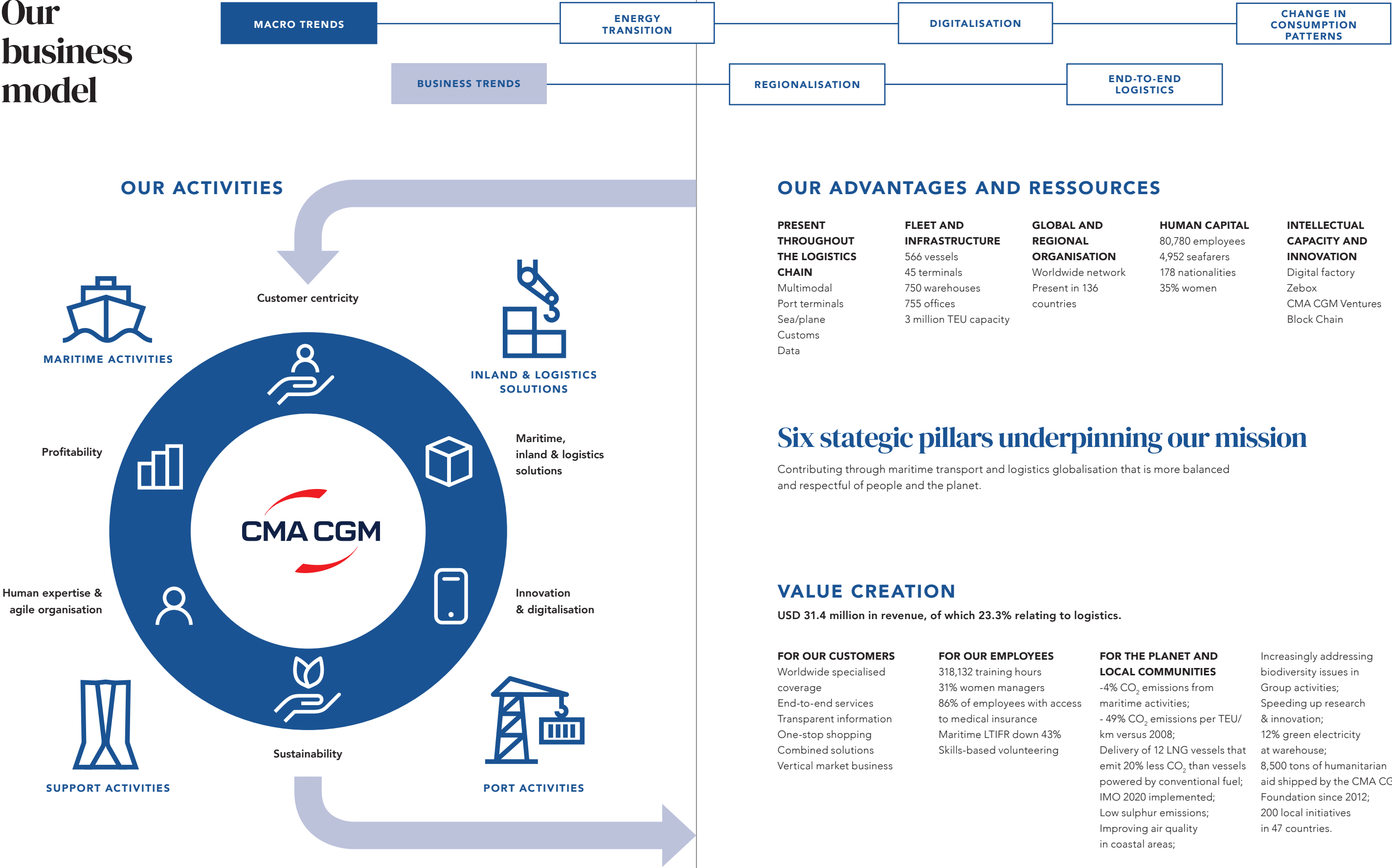
CEVA
LOGISTICS

PORTS & SUPPORT

CMA SHIPS CMA TERMINALS

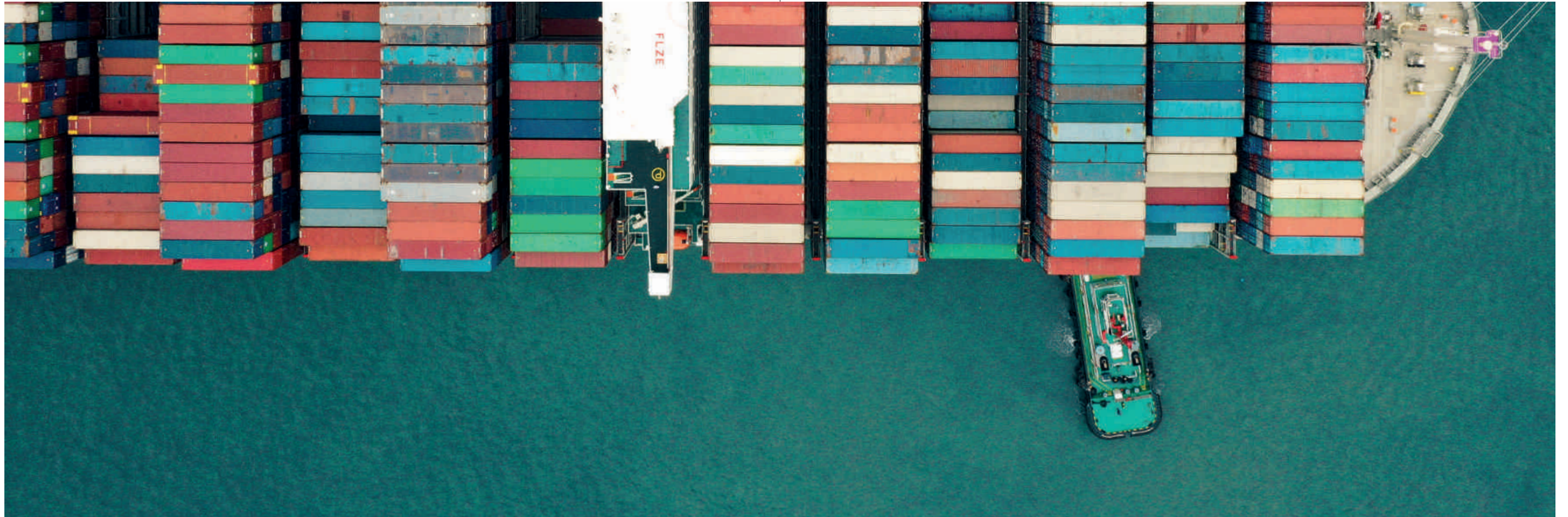
TERMINAL LINK

Our business model





Our sustainability strategy



A new ambition

The health and economic crisis that has been affecting all societies and economies worldwide since 2020 has reinforced global awareness about companies having a major role to play in addressing the main social and environmental challenges.

Through its shipping and logistics activities, CMA CGM plays a key role in the transportation of essential goods, the continuity of international trade and the preservation of ecosystems.

This role comes with a responsibility: guiding our company and our sector into the future, while ensuring its positive impact on people and the planet.

CONVICTIONS ANCHORED IN THE GROUP'S VALUES

A family-owned, international Group, CMA CGM draws from its values the conviction that its economic strategy is inseparable from strong commitments to society and the environment. In 2018, the Group aligned its sustainability approach with the UN's Sustainable Development Goals. Going further than the regulations in force, it decided

the following year to avoid the Northern route.

At COP 25 at the end of 2019, CMA CGM joined the United Nations Global Compact, endorsing the ten principles related to respect for human rights, international labor standards, environmental regulations and the fight against corruption.



A REASSERTED AND STRATEGIC AMBITION

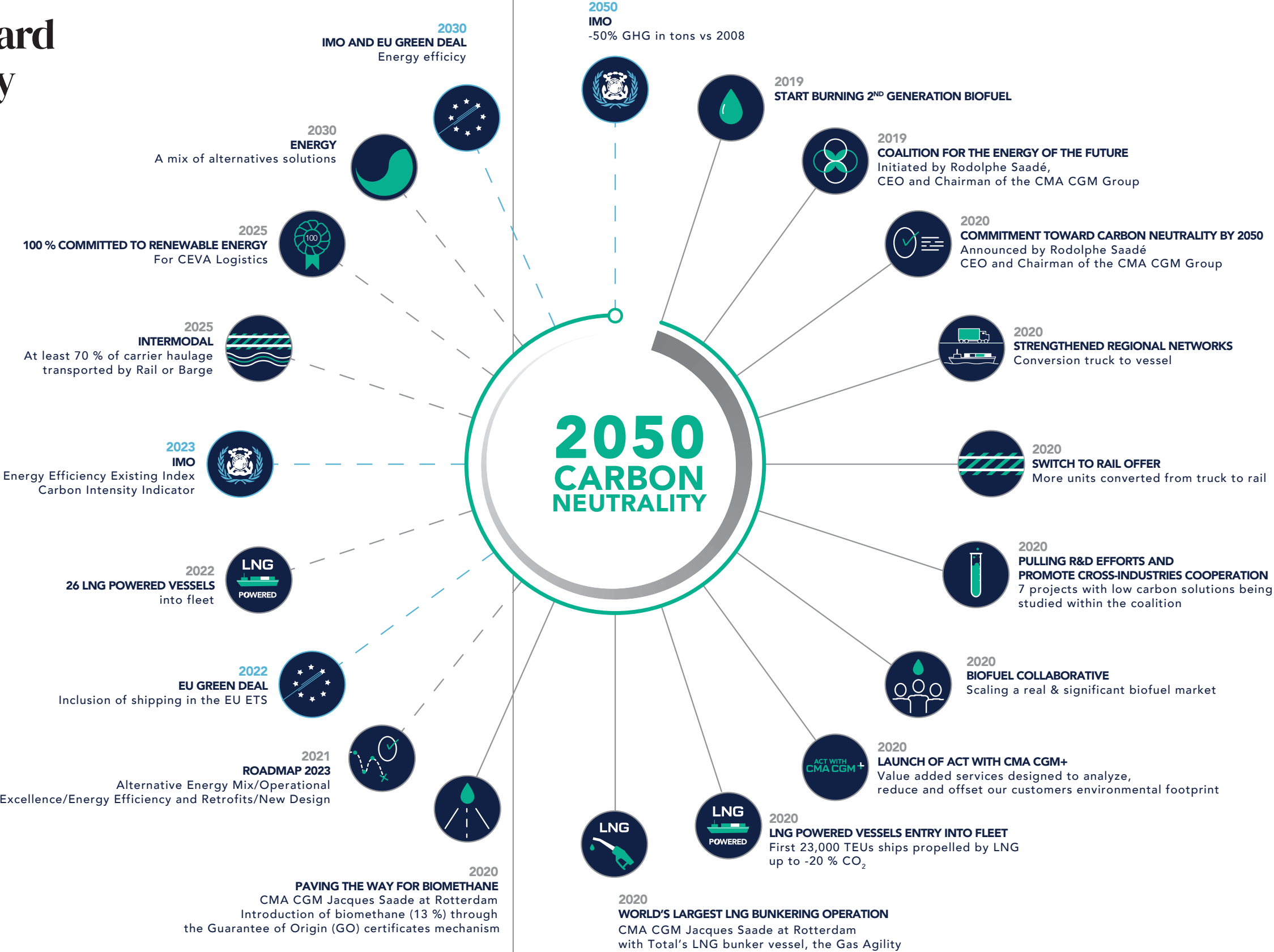
Today, CMA CGM reaffirms its commitment to placing social and environmental responsibility at the heart of its actions, with a clear mission: “to contribute to sustainable globalization through more balanced economic exchanges, enabling both economic and social development, while respecting the integrity of all people and the planet”. This mission is supported by the structuring of the Group’s sustainable development approach around three pillars and the acceleration of its commitments, particularly to reduce the environmental impact of shipping.

In June 2020, the Group announced its goal of achieving carbon neutrality by 2050. From today, the Group starts an unprecedented energy transition of its fleet by choosing LNG (liquefied natural gas) propulsion. CMA CGM is committed to its employees to ensure their protection and professional development, and to support them in the transformation of their skills. Involved in local communities, CMA CGM supports

numerous associations to help the most vulnerable populations, notably through its Foundation.

These initiatives demonstrate CMA CGM’s determination, shared by its teams and partners, to accelerate the transformation of its activities so that they keep creating greater value for its customers, its employees and the planet.

Our journey toward carbon neutrality



— CMA CGM GROUP'S INITIATIVE
- - - REGULATION MILESTONES

3 pillards to address the United Nations Sustainable Development Goals

CMA CGM’s sustainable development approach is structured around 3 pillars: Acting for People, Acting for Planet, Acting for Responsible Trade. These pillars cover 10 areas of improvement, corresponding to the Group’s 13 sustainable priorities.

By making progress in these areas, CMA CGM intends to respond to the global challenges set out in the UN’s 17 Sustainable Development Goals, in 2015.

Acting for humanity

- 1 Our Employees

Working conditions

p. 57
- Diversity

p. 58
- Talent Development

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- 2 Optimal protection

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- 3 Caring for local communities

Local communities & Emergency reliefs

p. 66
- CMA CGM Foundation

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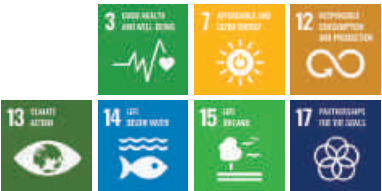
Acting for planet

- 4 Climate change

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- 5 Air quality

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Acting for responsible trade

- 7 Ethics & Compliance

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- 8 Stakeholder dialogue & Sustainable performance

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- 9 Sustainable procurement

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- 10 Sustainable added value products & services

p. 96



Our impact on SDGs’ achievement

We are actively working on:



We are contributing to:



We are promoting:



Acting for people

See our actions and commitments p. 48-49

**PROTECTING
OUR PEOPLE**

The CMA CGM Group has built its lasting success on strong and human values. In a year when the Covid-19 pandemic affected all industries, we mobilized all our energy to ensure, above all, the protection of our employees. We demonstrated agility to give them the best possible working conditions, whether they were at sea, in our offices, terminals or warehouses, or working from home. Because our teams are our primary asset, we are continually strengthening the resources

dedicated to the safety of our employees.

**DEVELOPING
TALENT,
PROMOTING
EQUALITY AND
DIVERSITY**

Despite the difficult conditions in 2020, we have committed to the professional development of our employees. New programs have been set up to adapt their working methods, strengthen their skills and boost their career paths. Because diversity - in terms of gender, nationality, age - is a source of inspiration, innovation

and performance, the Group is committed to offering everyone the same chances of success. We implement all actions to raise the proportion of women in management and we want to accelerate this dynamic even further, up to the top management levels. In an ever-changing context, we work to foster an agile, equal and inclusive work environment, where our teams can flourish and develop their full potential.

**SUPPORTING
LOCAL
COMMUNITIES**

In a world where proximity and commitment are more necessary than ever, we encourage solidarity initiatives around the world. In 2020, more than 200 actions were carried out spontaneously by our employees, with a positive environmental or societal impact on local communities. All are strongly inspired by the CMA CGM Foundation, which, after 14 years of supporting children in need, has made equal access to education its new priority.

During the pandemic, the Foundation mobilized the logistical expertise and international networks of the CMA CGM Group to ship medical equipment to the most fragile populations.



Acting for planet

See our actions and commitments p. 48-49

ACCELERATE THE ENERGY TRANSITION TO FIGHT CLIMATE CHANGE

CMA CGM supports public authorities' willingness to accelerate the agenda towards a low carbon economy, in order to meet the 1.5C ° target. In this context, the International Maritime Organization's (IMO) strategy to reduce ships greenhouse gas emissions, as well as the European Union "Green Deal" are critical for

the shipping industry. CMA CGM intends to provide an active contribution to the design and delivery of the climate agenda and resulting regulations under these frameworks.

Overall, the Group calls for measures to reduce the negative externalities through market-based instruments. This would enable the shipping industry to continue ability to drive global trade flow, according to responsible criteria. In this perspective, CMA CGM views the adoption of a global shipping

ETS system as a critical long-term goal. It involves an enhanced consistency between agendas and European regional standards IMO international standards.

CMA CGM already has a strong track record in proactively addressing climate change. Wishing to play its part in addressing this challenge, the Group has strongly committed to reduce its carbon footprint for several years.





By improving the energy efficiency of our vessels, through their hydrodynamic performance or by optimizing routes and speeds, we have reduced CO₂ emissions per teu-km by 49% between 2008 and 2020. Further to this, during a UN Global Compact conference of the United Nations in June 2020, Rodolphe Saadé announced an ambitious new goal for the Group: to achieve carbon neutrality by 2050.

LNG, FIRST OPERATIONAL SOLUTION TOWARD THE TRANSITION

With the entry into our fleet of the CMA CGM JACQUES SAADE in September 2020, first LNG-powered container ship with a capacity of 23,000 TEUs, we have taken a major step forward and demonstrated our determination to find immediately operational solutions to accelerate the energy transition in our sector. An LNG-powered vessel emits up to 20% less CO₂ than a regular oil-powered system.

LNG propulsion also makes it possible to achieve major reductions in terms of atmospheric pollutants, enabling a 99% reduction in sulfur dioxide. By 2022, 26 vessels equipped with this state-of-the-art technology will have joined our fleet. In the meantime, we continue to work with our industrial partners to reduce the methane slip with an action plan in order to minimize its impact in the short term. In parallel with the development of LNG, in 2019 we initiated the use of second-generation biofuels. Produced from used cooking oil, this is the most promising source of biofuels in terms of

environmental performance. By 2023, alternative fuels will account for at least 10% of our energy mix.

KEEP INVESTING IN RESEARCHING THE ENERGIES OF THE FUTURE

CMA CGM is deploying an ambitious R&D program to move towards “zero emission” solutions for transport and logistics. Our roadmap includes four main areas: energy efficiency; optimization of our network, in particular through data mining and artificial intelligence; a new concept of container ships operating progressively with

zero-carbon energy; and the development of a supply chain for new zero-carbon energies. In order to make adequate technology available to carriers, we call ongoing discussions to design the EU taxonomy enabling more efficient funding flows for the development of less emitting energy sources.

PRESERVING MARINE BIODIVERSITY

The oceans are as much a part of our lives as they are essential to our activity. We are continually working to reduce the impact of our activities on the oceans and preserve biodiversity. To avoid

posing a greater threat to the fragile Arctic environment, we decided as early as 2019 that none of our vessels would use the Northern Sea Route. By joining the Global Compact, we have also joined the Sustainable Ocean Business Action Platform, its technical network dedicated to marine issues, as well as committed to the Sustainable Ocean Principles. In partnership with the Reef Restoration Foundation in Australia, we launched a program in 2021 to help coral regeneration and support the Great Barrier Reef.



FAVORING A PARTNERSHIP APPROACH

The energy transition is a common challenge for all our customers and partners, including major fossil fuel suppliers. In this context where innovation, scalability and accessibility are crucial, collaboration is the key. At the end of 2019, CMA CGM established a "Coalition for the Energy of the Future", composed of 14 clients and partner companies, committed together to accelerate the energy transition of transportation and of the entire supply chain. 2021 will be a crucial year for the coalition, with the deployment of seven concrete projects about green hydrogen, biofuels, carbon-neutral LNG, green electricity, zero-emission vehicles, an eco-calculator of the transport chain and intermodal green hubs.

Over the next two years, CMA CGM will continue to improve the energy efficiency of all its operations. We will have opened our new Fleet Center, equipped with the best technologies and artificial intelligence, we will have increased the number of LNG vessels in our fleet and continued the modernization of our vessels, we will have increased the proportion of alternative fuels in our mix energy and developed our green services offers through our partnerships.

Acting for responsible trade

See our actions and commitments p. 48-49

**BE EXEMPLARY
IN OUR BUSINESS**

The CMA CGM Group is committed to set the standards in ethics and compliance. We are committed to promote responsible international trade through strict compliance with applicable laws and regulations and by encouraging our suppliers and customers to adopt best practices with us.

In order to ensure the integrity of behavior at all levels of our organization, an Ethics Charter serves as a reference document for all our employees and an Ethics hotline was launched in 2019, available 24/7 in different languages.

**DELIVERING
RESILIENT,
INNOVATIVE AND
SUSTAINABLE
SERVICES**

In the context of the pandemic, CMA CGM has demonstrated its front-line role in the delivery of goods, both essential and everyday ones, around the world. With our Continuity Pack, we have adapted our offer, in conditions strongly impacted by the health crisis, and enabled our customers to maintain their activities. New digital functionalities have been implemented to optimize the customer experience while maintaining a continuous transport flow.

In November 2020, we also launched ACT with CMA CGM+ to provide our customers with immediate solutions to decarbonize part of their transport flows, through the purchase of LNG and/or Biofuel solutions, combined with carbon offsetting offers. By capitalizing on the range of our activities, from shipping to logistics thanks to CEVA Logistics, we want to enable our customers to manage their supply chain from end to end, while supporting them in reducing their carbon footprint.





Among the possible ways to accelerate the decarbonization of transport and logistics, we are studying the potential of modal conversion, either from truck to rail and/or barge, or from truck to ship. In the second half of 2020, we launched new intraregional services on the European market and in South America.

CONTRIBUTING TO A RESPONSIBLE VALUE CHAIN

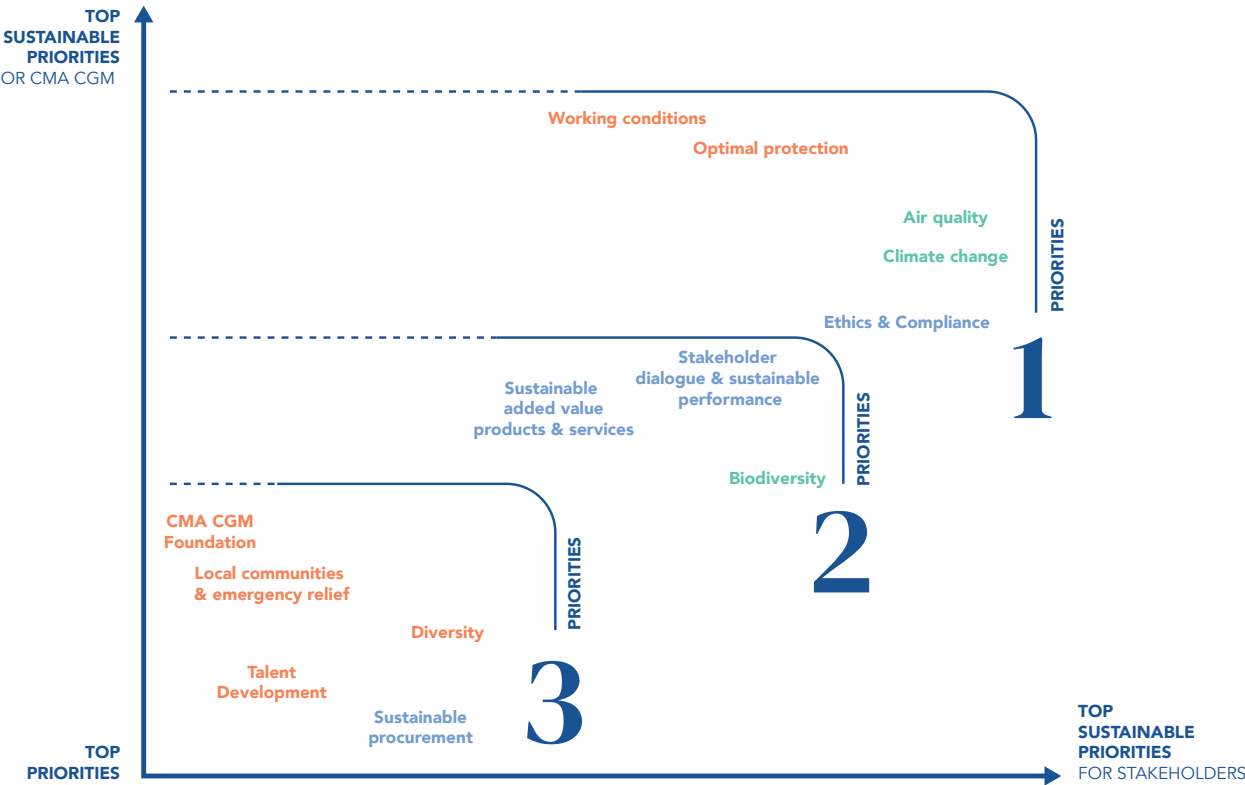
Our commitments can only be sustainable if we involve our stakeholders, starting with our suppliers and partners. We are extending our commitment to the ten principles of the United Nations Global Compact to our entire value chain, which we want to see progress towards the highest standards. In addition to the recognition of our clients, which commits us to continue our efforts and to improve further year after year, our approach in terms of social and environmental responsibility, human rights, ethics and sustainable purchasing was awarded in 2020 with the EcoVadis Platinum Medal.

Material issues and non-financial risks

The Group’s Sustainability priorities, which were adapted to the Covid-19 Pandemic in 2020, determine the Group Sustainability risks and opportunities They directly reflect the activities of CMA CGM & its subsidiaries, including CEVA Logistics. These priorities have been identified with our business entities, subsidiaries & external and internal stakeholders.

They are in line with CMA CGM Group’s contribution towards achieving the 17 United Nations Sustainable Development Goals and our commitment to continuous improvement.

SUSTAINABILITY MATERIALITY MATRIX in a pandemic year



With support from the Group Risk Management department, a Sustainability risk mapping was initiated.

In 2020, identified risks in both the Top Group Risk Map and across all focused-risk mappings were scanned to assess their relation with the 13 priorities listed in the materiality matrix.

This enabled us to determine:

- Any discrepancies between the risk level in the risk mappings and the evaluation performed at materiality matrix level. Differences have been explained & formalized.
- The existence of any challenges for which no risks had been identified. An evaluation of the missing risks is to be performed.

TO DATE, THE FOLLOWING SUSTAINABLE-RELATED RISKS HAVE BEEN IDENTIFIED:

- Risk of non-compliance with “ethics and compliance” regulations, particularly regarding competition, corruption, economic sanctions and personal data protection
- Human rights and working conditions
- Health, Safety & Security
- Climate change and air quality
- Pollution and harm to biodiversity
- Talent development
- Partnerships with our suppliers and subcontractors

A Sustainable Development risk map will be consolidated in 2021 in order to enhance the risk assessment activity mentioned above and to ensure full coverage at a Group level. The following pages detail strategies, objectives & actions implemented in 2020, on the 13 sustainable priorities of the Group.

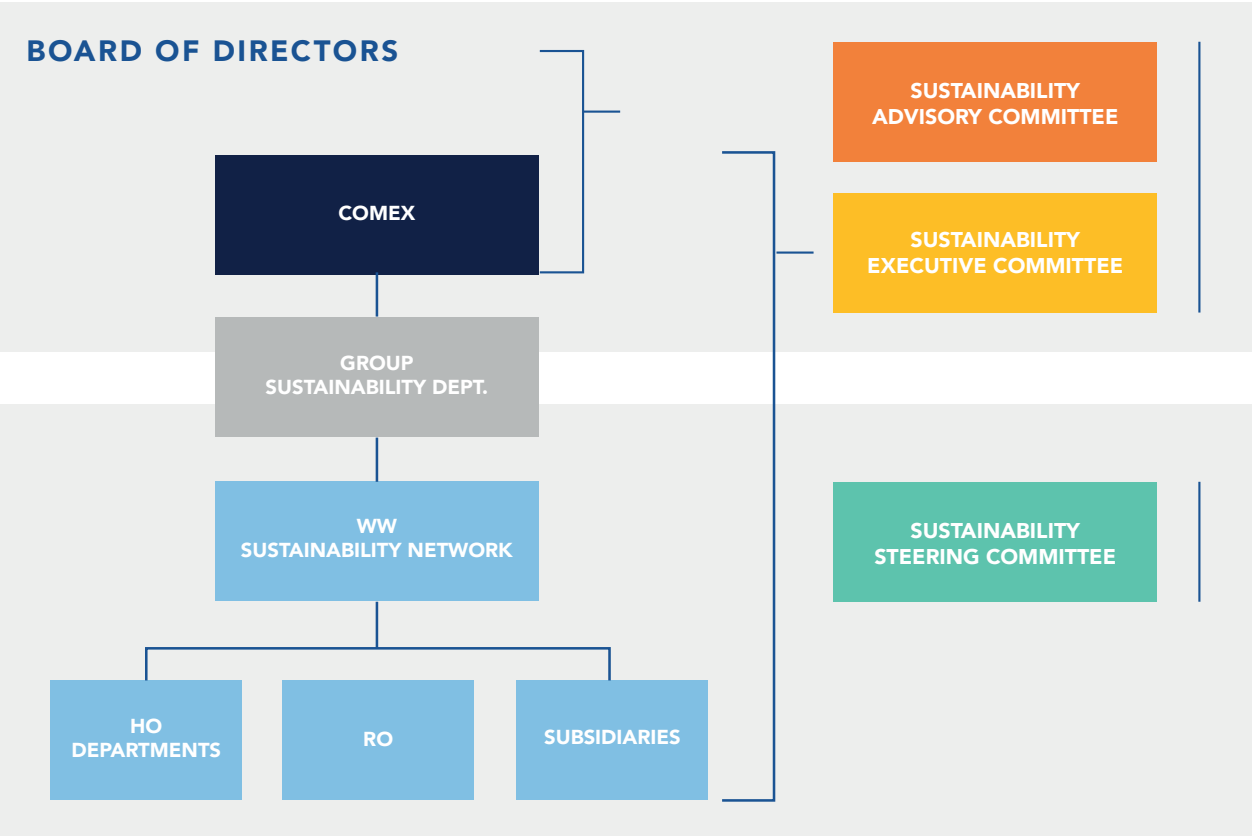
Sustainability governance

CMA CGM Group's CEO and chairman, Rodolphe Saadé, is fully committed to embedding sustainability in all operations and activities.

"THE RECENT ECONOMIC, HEALTH AND ENVIRONMENTAL CRISES HAVE DEMONSTRATED HOW THE FRAGILE OUR WORLD IS AND HOW ESSENTIAL IT IS TO RETHINK CURRENT MODELS. WHILE PROFITABILITY IS VITAL TO SUSTAINABLE GROWTH, COMPANIES ALSO NEED TO CREATE VALUE WITH A POSITIVE IMPACT ON PEOPLE, SOCIETY AND THE ENVIRONMENT. IT IS FIRM CONVICTION THAT SUSTAINABLE DEVELOPMENT MUST BE AN INTEGRAL PART OF EVERY COMPANY'S STRATEGY. FOR OUR GROUP IT IS KEY REFLECTING OUR FAMILY DIMENSION AND STRONG ATTACHMENT TO HUMAN VALUES."

RODOLPHE SAADÉ
Chairman and CEO of the CMA CGM Group





GENERAL MANAGEMENT defines the Group's Sustainability strategy and objectives

THE BOARD OF DIRECTORS monitors sustainable achievements and orientations

SUSTAINABILITY ADVISORY COMMITTEE establishes Group Sustainable Development strategy based on best practices

SUSTAINABILITY EXECUTIVE COMMITTEE defines ESG challenges implement strategy and monitors objectives and action plans

SUSTAINABILITY STEERING COMMITTEE implements action plans and reports on them.

LOCAL SUSTAINABILITY staff in each region and subsidiary ensure the dynamic deployment of strategy throughout the network and business.


THE GROUP'S SUSTAINABLE DEVELOPMENT DEPARTMENT ensures company-wide implementation of strategy and action by all Group entities. The department guides the business units and offices through sustainability roadmaps. These entail monitoring measures and progress on ESG issues, reporting quarterly to the Executive Committee on the Group's ESG performance, and ensuring compliance with regulatory developments and obligations.

SUSTAINABLE PROGRESS is monitored through 20 Key Performance Indicators, defined with ambitious targets in line with our 13 main priorities. The KPIs are presented quarterly to the Sustainability Executive Committee, whose members are responsible for monitoring progress.

A rewarded strategy

During 2020, the CMA CGM Group received numerous awards and certifications recognizing quality and reliability of service, customer relationship, operational excellence in shipping and logistics, innovative dynamism and sustainability actions.

COMMUNICATION
ON PROGRESS



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

- ECOVADIS PLATINUM
TOP 1%
CMA CGM

CDP RATING B
CMA CGM

DHL'S GOGREEN CARRIER LABEL
BEST SCORE OF 4/4
CMA CGM
- LABEL HAPPY INDEX®/
CANDIDATES
CMA CGM

LABEL HAPPY TRAINEES
CMA CGM

RANK 2ND
HAPPY CANDIDATES
TOP 40 COMPANIES
CMA CGM
- SHIPPING COMPANY
OF THE YEAR
CMA CGM

BEST SHIPPING LINE
- ASIA-EUROPE
CMA CGM

THE CLIPPER LOGISTICS
CEVA LOGISTICS



02.

**Our actions and
commitments**

2020 A year like no others

ACTING FOR PEOPLE



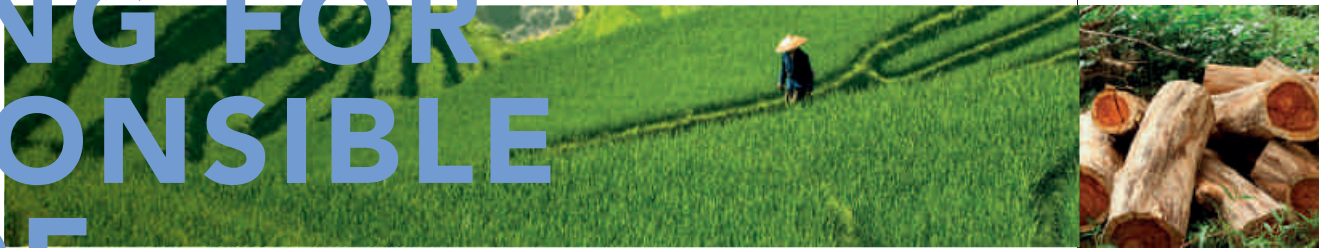
SUPPORT TO OUR STAFF MEMBERS DURING THE COVID-19 CRISIS
A HUMANITARIAN SHIP FOR LEBANON
WORLD CLEAN UP DAY
PARTNERSHIPS WITH UNICEF
COVID-19 — SOLIDARITY ACTIONS ALL AROUND THE WORLD
110,000 TREES PLANTING, ONE FOR EACH STAFF MEMBER

ACTING FOR PLANET



COMMITMENT TOWARD CARBON NEUTRALITY BY 2050
COALITION FOR THE ENERGY OF THE FUTURE
BIOFUEL COLLABORATIVE GROUP
PARTNERSHIPS WITH ENERGY OBSERVER
LNG POWERED VESSELS FLEET
REEF RECOVERY PROGRAM

ACTING FOR RESPONSIBLE TRADE



FIGHT AGAINST ILLICIT TRAFFICKING OF TIMBER SPECIES
CMA CGM + RANGE OF ADDED VALUE SERVICES
BUSINESS CONTINUITY PACK
THIRD-PARTY CODE OF CONDUCT UPDATE
ECOVADIS PLATINUM MEDAL
ACT WITH CMA CGM+

* providers included

COVID-19: How we protected, adapted, contributed

WE TOOK CARE OF OUR PEOPLE WORLDWIDE

Throughout the unprecedented crisis, the protection and well-being of our employees, both seafarers and sedentary teams, was the Group's priority.

With proactive communications throughout the crisis, the Group ensured that employees were regularly updated on operational developments and were given support and encouragement to maintain their motivation and well-being when working from home. Initiatives included Team-based development workshops (on resilience, time management, effective communication and social connecting), daily engagement activities, sports classes and nutrition tips.

For many years ago already, CMA CGM set up a psychological counselling hotline for employees in France, which will be extended worldwide in 2021. The service, which is accessed through a toll-free number, enables employees and their close family members to speak with experienced psychologists in complete confidentiality.

CMA CGM took several measures in order to protect the seafarer's health and limit the spread of the pandemic on board ships, while ensuring the continuity of our services. Shipping operations have continued with strict measures to ensure the safety and protection of seafarers. Crew rotations had been suspended due to border

closures, lack of flights and the risk of contamination. With the support of the French and other international governments, protocols were found to make crew rotation possible. A quarantine of eight days following PCR tests is in place before boarding for each seafarer. On board, barrier measures are implemented: access to the ship is restricted, and non-essential technical work postponed.

**ACTING
WITH
YOU**

The cleaning process has been enhanced during the calls at port with a disinfection plan every four hours, at the end of each shift, and in areas with the highest traffic. The monthly internet allowance has been doubled at sea to enable seafarers to contact close friends and family more frequently. An exceptional bonus was also guaranteed to seafarers who had to stay at sea on unusually long rotations. And the Group has created a solidarity fund to support Covid-19 victims among Group employees.

Throughout 2020, the Group's Chairman and CEO spoke regularly with employees through videos, expressing his support, informing them of the economic situation and outlining the conditions for recovery. These messages were highly appreciated and helped teams to stay united and to rapidly adapt to the exceptional circumstances.

WE SHOWED AGILITY TO ENSURE SERVICE CONTINUITY

The exceptional mobilisation of our employees allowed us to ensure the continuity of the logistics chain. Throughout the crisis, Group employees have demonstrated an exemplary commitment to continuing to supply the world with essential products, especially foodstuffs, medical equipment and pharmaceutical products. Despite the lockdown, through effective online solutions, office staff ensured continuity of service while working from home.

The CMA CGM GROUP launched the BUSINESS CONTINUITY PACK, a new global range of adapted solutions for our customers to adjust the pace of shipments, support business activity and protect cargo as well

as manage shipments online with My CMA CGM. One of the new services is DELAY IN TRANSIT, which allows customers to temporarily store containers in a dedicated hub until they are ready to be received at the final point of destination indicated on the B/L. With this new solution, customers can control and reduce costs related to warehousing and storage.

WE TOOK OUR PART IN THE FIGHT AGAINST THE PANDEMIC

In France and around the world, supplying emergency medical equipment.

The CMA CGM Group and its subsidiary CEVA Logistics set up a logistics bridge between China and France in record time to ensure the supply of medical equipment to France. Through several charter flights each week, hundreds of millions of face masks were delivered to France in response to the health emergency and to supply hospitals, nursing homes, local authorities and companies considered as essential, such as supermarkets and hypermarkets. This air bridge worked thanks to the mobilization of our employees throughout the logistics chain, from loading merchandise at factory outlets to delivering it to end users. As a result, the Group ensured that essential medical supplies were delivered extremely rapidly, which making a significant contribution to the French government’s crisis management strategy.

The CMA CGM Foundation has also mobilized the Group’s logistical expertise and international networks to actively combat the Covid-19 pandemic by shipping medical equipment and providing it to those that

needed it most. Over 1 million masks and other personal protective equipment were donated:

- in France, to the Regional Healthcare Agencies of the Provence-Alpes-Côte d’Azur (PACA) and Ile-de-France regions, the Assistance Publique des Hôpitaux de Marseille (APHM) and the Institut Hospitalo-Universitaire (IHU) de Marseille.
- in Lebanon, to several Lebanese hospitals and the Lebanese Red Cross
- in Africa, to the Algerian Red Crescent and healthcare organisations in the Ivory Coast, Nigeria, Mauritania, Senegal and Cameroon.
- in the USA, to the city of Los Angeles to support the resilient men and women working at the port to keep supply chains running.

Around the world, helping the most vulnerable.
The CMA CGM Group has created an exceptional solidarity response fund to support initiatives to combat the Covid-19 pandemic and help the most vulnerable communities impacted by the health crisis in Marseilles, in Lebanon and internationally. Alongside Emmaus Connect

and Ecole de la 2ème Chance, the CMA CGM Foundation provided computer equipment and internet connections to more than 500 schoolchildren and students from underprivileged backgrounds in Marseilles to enable them to continue their schooling and studies during the lockdown. Teaming up with Action Against Hunger ACF and UNICEF, the Foundation distributed hygiene kits to 5,000 homeless people. Supporting the Bouches-du-Rhône department food bank, the Foundation also distributed 40,000 meals to the poor. In Lebanon, the Foundation provided funding for 23 local organizations to distribute emergency food assistance. More than 50,000 families located throughout the country benefited from this aid.





Acting for people

01 Our employees

Our employees are our most precious asset. We are committed to ensuring their professional development and personal fulfilment under the best conditions.

OUR AMBITIONS AND GOALS

Promote diversity within teams, improve quality of life at work and enable employees to grow their talent and develop throughout their careers

20%

of women and 50% of non-French Nationals among TOP 100 by 2025

3 days

of training per employee per year by 2022

100%

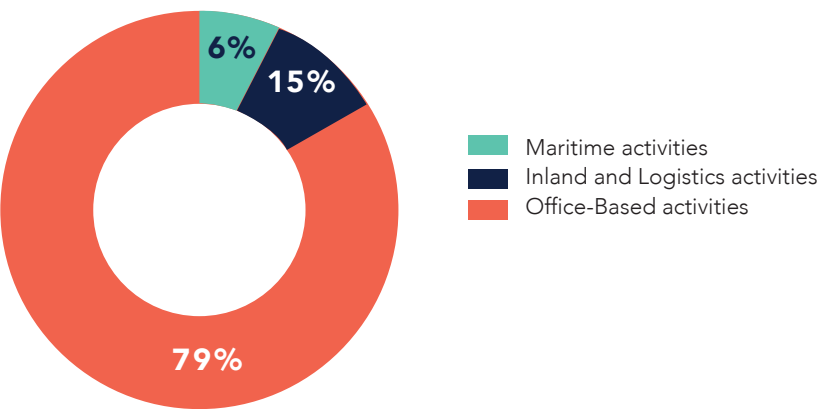
of employees with an access to health cover by 2022

> 10 %

of remote work worldwide, per employee in 2021

CMA CGM Group's global reach, wide range of business lines and numerous business activities foster employees' career development on shore and at sea.

The Group's workforce is divided into three large categories with varied, complementary activities and jobs. These are:



As at 31 December 2020, the Group had a total of 80,780 employees:

76,373

employees (scope: CMA CGM, CEVA Logistics and French seafarers)

4,407

international seafarers

In 2020, there were 19,625 new hires and 18,691 departures (scope: CMA CGM, CEVA Logistics and French seafarers). In 2019, for a scope excluding CEVA, the number of hires was 6,702 and the number of departures was 7,161 people.

WORKING TO ENSURE THAT OUR EMPLOYEES ENJOY THE BEST POSSIBLE WORKING CONDITIONS.

We want to facilitate our employees' daily life and help them strike the best work-life balance possible.

PROTECTING OUR EMPLOYEES AND THEIR FAMILIES

At the start of the COVID-19 crisis, CMA CGM Group implemented a number of measures to protect employees and tackle the spread of the epidemic.

The COVID-19 crisis has catalysed changes in the Group's benefits roadmap in line with our principles and values. Protecting our employees and their families is of utmost importance to the Group. Consequently, we have committed to:

- Ensuring our seafarers' safety and protection: crew rotations have been suspended

due to border closures, lack of flights and the risk of contamination.

- Enabling our seafarers to communicate more frequently with their loved ones in the current context, by doubling the monthly internet allowance at sea.

- Ensuring that our sedentary employees have access to major medical treatments by 2022.

- Providing our sedentary employees with financial protection in the event of an unexpected life event through the creation of a Special Provident Fund.

PREVENTING PSYCHO-SOCIAL RISKS

The Group's policy on psycho-social risks is covered by an agreement signed in 2010 including milestones for a preventive pro-

gram to measure, analyse and monitor psycho-social risks.

ENCOURAGING SOCIAL DIALOGUE

Social dialogue is a vital part of company life. It mainly involves providing employees with information. Strategic, economic, financial, social and organisational questions

are addressed in a range of committees attended by personnel and management representatives.

ENHANCING WORK-LIFE BALANCE

Working time is systematically organised in line with the prevailing local legislation. Special working time arrangements have been instituted in some areas to enhance work-life balance and best meet the needs

of customers. A remote work agreement was signed in 2020 and implemented in France. In 2021, the global remote work policy will be deployed in all countries for eligible jobs and staff.

ENHANCING OUR SEAFARERS' QUALITY OF LIFE AT WORK

Our partnership with HumanFab, a company specialised in sports and performance,

is aimed at optimising the health of our seafarers and reducing the number of accidents.

2020

2019

TARGETS

Access to health cover for our sedentary employees

Employee with access to an health cover:



100% by 2022

LEVERAGING OUR DIVERSITY
The strength of the CMA CGM Group
lies in the diversity of its staff members.

This diversity is a source of inspiration and innovation that results in mutual enrichment. It is reflected in gender equality, interculturality, intergenerationality and disability management.

C-BOX DIVERSITY

C-Box Diversity was launched to identify possible forms of discrimination and to plan actions within teams to promote diversity and inclusion.

GENDER EQUALITY

For many years, the CMA CGM Group has been committed to promoting gender equality in the workplace.

- **“We Are Shipping”** is a program designed to help women with their career advancement through training workshops. Since it was launched, more than 80 women have benefited from the program, which was deployed internationally in 2020.
- **CMA CGM** has reaffirmed its commitment to gender equality through a professional gender equality agreement with BPW France. This agreement confirms the Group’s ambition to ensure equal opportunities for men and women in their careers and to work towards equal representation in all functions and at all levels of the organisation.

These topics will be discussed in 2021, to encourage similar initiatives within the CMA CGM Group’s agency network.

Professional equality index

The index assesses difference in pay between males and females using several indicators:

- Eliminating the gender pay gap.
- Gaps in the percentage of pay rise and number of promotions.

- Among the 80,780 employees, 35% are women.
- More than 178 nationalities are represented in over 136 countries.
- The average age of employees is 38 and the average number of years of service is 6.

A **C-Box** is a facilitation kit which empowers teams in resolving a specific issue. Thanks to the material contained in the box, any employee can facilitate a workshop (3 hours max.) in total autonomy

- **Head office** and the unions have signed an agreement on gender equality (France scope), with four priorities for the next four years:

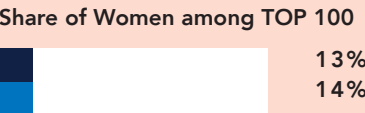
1. Increase the recruitment of women in senior management positions.
2. Increase internal promotion for women in senior management positions.
3. Reduce the salary gap between men and women for identical positions across the organisation.
4. Promote a work-life balance for all employees.

- Pay rise for female employees returning from maternity leave.
- Number of women within the top ten employees with the highest remuneration.

In 2020, the Group obtained a score of 82/100 for France. The Group will continue to promote professional equality through many programmes that encourage female access top company position.

- 2020
- 2019
- TARGETS

Women in the
management
Share of Women/Men in
management position



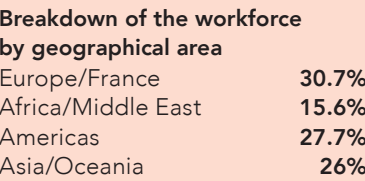
➤ 20% by 2025



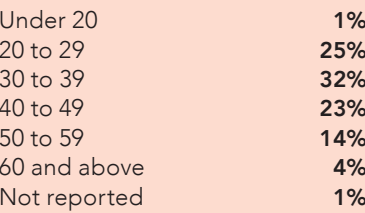
Cultural diversity
Share of non-French Nationals
among TOP 100



➤ 50% by 2025



Intergenerationality
Breakdown of the workforce
by age category



DISABILITY

The CMA CGM Group supports people with special needs during their professional career.

In 2019, the CMA CGM Head Office launched the “All Different” program and took concrete action to ensure more effective communication on the topic: appointment of a Company Disability Officer, creation of a dedicated email address and a specific page on the Group Intranet. In 2020, a disabilities workshop was organised with unions organisations to identify new actions. On December 3rd, CEVA Logistics promoted the International Day of Persons with Disabilities with a global perspective and communicated with employee stories. In Europe, several employees with disabilities were courageous enough to share

their stories with other employees, publishing them in CEVA’s newsletter, and on the Intranet.

CEVA LOGISTICS AND L’OREAL UNITED FOR DISABILITY
CEVA Logistics in Malaysia is promoting access to employment for the hearing impaired within the L’Oreal Solidarity sourcing program. Since June 2020, hearing impairment employees have been allocated to suitable tasks in the value-added service area where minimum communication is required. So far, six employees have been hired and CEVA is looking to increase this figure in the future as the quality of work has met the expected standards.

PARTNERSHIP WITH AI MICROSOFT BY SIMPLON SCHOOL
CMA CGM has decided to support and join this initiative by becoming one of the Marseille school’s partners. An inclusive school aimed at integrating people who are unemployed and under-represented in the data and AI professions: jobseekers, people from high priority districts, people with disabilities and women.

NURTURING OUR TALENTS

TRAINING & TALENT DEVELOPMENT

The number of training days per employee in 2020 compared with 2019 decreased by 26% due to COVID-19: the lockdown and remote working requiring deep transformations to train CMA CGM collaborators have been engaged, accelerated by the digital transformation.

In 2020, the CMA CGM Group provided 318,132 hours of training, an increase of 27% over the previous year thanks to CEVA integration and to increase of the e-learning share. The percentage of e-learning training increase in the total training and a virtual class replaced classroom trainings.

Training courses have been developed and expanded:

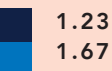
- Courses for seafarers focused on quality of work, safety & security on board. With the arrival of our new fleet in the particular context of COVID, LNG training courses were maintained but adapted with virtual classes. More than 250 seafarers have begun LNG cursus training. A mentoring programme has also been developed.

- The **CMA CGM Academy** has launched new leadership programmes and a series of soft skills solutions to help managers and team members improve their skills in communication, stress management, conflict management, giving and receiving feedback and adapting to change.

- **CEVA Academy** has been totally reshaped. The Ethics & Compliance training course was designed using a new content builder and the leadership programmes continued to be deployed. The Contract Logistics business line rolled out 14 training courses to improve required skill sets and prepare employees for new roles through a set of mandatory and optional training courses.

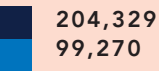
- 2020
- 2019
- TARGETS

Training
Number of Training days
per employees

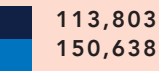


➤ 3 days by 2022

E-learning: Number of total hours



Classroom: Number of total hours



CMA CGM ACADEMY/TRAINING FLAGSHIP OF CMA CGM GROUP

- A €33 million investment in a campus which will accommodate up to 300 learners per day by 2023.
 - Creation of new state-recognized diplomas on transportation and logistics skills, including tailored diplomas.
- Creating an Internship Centre (CFA) to deliver a state-recognized diploma on technical skills that cannot be found on the market.
 - Reorganising all learning solutions around the Group's business reference system to improve employees' experience.
- New authoring tools and potentially the development of a Digital Learning Factory to internalise the creation of our content and increase responsiveness.
 - Developing new teaching methods such as virtual reality, webinars, etc.

CMA CGM ACADEMY MAIN ACHIEVEMENTS 2020

- Recruiting five internal business experts to provide in-depth expertise in the solutions delivered by the Academy.
- Structuring an evaluation, feedback and monitoring process for the 109 external trainers and 331 internal trainers to improve quality.

ENHANCEMENT OF A NEW DIGITAL PLATFORM

- Investing €1 million for a Training Management System tool to organise and streamline learning, enabling monitoring at a global level with a high level of precision.
- A new Learning Management System platform to facilitate access to the offer, develop community functionalities for managing the curricula, thereby facilitating adoption.

CAREER MANAGEMENT

The Group HR Department rolled out projects to provide employees with better assistance with their mobility projects, meet their needs for information on the Group's businesses, and provide optimal support throughout their career:

- **C-Careers:** HR global initiative for a better support of our collaborators into their mobility project. In 2020, the first C-Careers forum has been launched welcoming commercial and agency networks jobs through conferences, career forums, testimonies and HR workshops.

During the year 2021, CMA CGM Group will organize virtual events for all its collaborators dedicated to shipping lines jobs.

- **My Future Job** Program is aimed at preparing staff to meet changes in job and skills requirements and face the challenges of tomorrow through two tools: a job development review and career paths. My Future Job Program reflects the vision of the Group's employees regarding job prospects and skills development.

- The **Job&Me** application, informative and accessible to all, is aimed at improving visibility on the diversity of jobs within the Group.

- **C-Mobility** pilot project, a 100% digital solution, "matches" staff members' profiles and positions open to internal mobility thanks to a powerful algorithm.

C-Mobility is based on the skills identified by staff members. It helps them to shape their career path by enhancing visibility regarding opportunities available in the CMA CGM network.

- The innovative Junior Upwards Mobility Programme (**JUMP**) gives our young talents a chance to work abroad for six months to discover new jobs.
- The **VIE** Programme (Volontariat International en Entreprise), an international French program, offers our young graduates a 24-month assignment abroad,

in one of the Group's agencies, to expand their knowledge, acquire new interpersonal skills and help standardise practices and procedures within the Group.

Some JUMP and VIE Programmes could not be set up because of the health crisis; border and immigration closures outside Europe.

LAND-SEA-LAND CAREER MANAGEMENT
This career management system for fleet officers has been strengthened to

facilitate the transition from land to sea and back again by creating opportunities for land-based careers. The system has been fully implemented since June 2020.

WAGE POLICY

In order to attract, retain and motivate talent, CMA CGM relies on a wage policy with three priorities:

- Internal equity
- External competitiveness
- Performance-based remuneration

ENGAGEMENT SURVEY

CMA CGM Group has entered into a partnership with a company that has an innovative survey platform. The survey platform helps the organisation measure, analyse and improve employee engagement in real time. The aim is to create greater transparency and frequent and relevant conversations between managers, thereby building

stronger engagement. **CEVA Logistics** launched an engagement survey in 2020. A more global engagement survey is already planned for 2021 and will concern all Group employees worldwide.

CEVA UK RANKS IN THE TOP 100 APPRENTICESHIP EMPLOYERS 2020

The Top 100 Apprenticeship Employers 2020 recognizes England's very best employers of apprentices from a wide range of industries and employment sectors.

As a result of the UK Talent team's continued focus on utilizing apprenticeships for development and promoting the benefits across their sites, we are thrilled and extremely proud to announce that in **October 2020**, CEVA Logistics UK is ranked 45th in the Top 100 list.

■ 2020
■ 2019
▶ TARGETS

Number of young talents

JUMP
■ 5
▶ 15 in 2021

VIE
■ 24
▶ 32 in 2021

CFA
■ 16

Payroll

■ USD 4,133M
■ USD 4,063 M

Masse salariale

■ 4 133 Mds USD
■ 4 063 Mds USD

02 Optimal protection

The Group has implemented a global safety policy (Safety First) aimed at reducing the exposure to security, health, environmental and technological risks of the Group’s business activities and personnel internationally.

OUR AMBITIONS AND GOALS

The Group has implemented a global safety policy (Safety First) aimed at reducing the exposure to security, health, environmental and technological risks of the Group’s business activities and personnel internationally.

No fatal accident

-40%
decrease in the frequency of maritime and terminal accidents with sick leave by 2025

Certifications	Maritime	Terminals	Inland
ISO 9001 QUALITE	100%	21.4%	100%
ISO 14,001 ENVIRONMENT	100%	28.6%	48%
OHSAS 18,001 & ISO 45,001 HEALTH & SECURITY		38%	45%



MAKING SAFETY OUR PRIMARY CONCERN

GENERAL POLICY

- The CMA CGM Group mapping of security risks worldwide has been totally amended, with five risk levels, compared with four previously, and dedicated security measures to be implemented in each country.
- The SSF LOCATOR platform aimed at monitoring business trips worldwide will be extended to both CMA CGM and CEVA employees (previously only CMA CGM & CEVA HO and CMA CGM USA).
- Modern technological resources are developed in-house by the expert captains of Fleet Centers in order to mitigate navigation-related risks, such as those related to the weather. These resources are then provided to captains and officers on board Group vessels and include navigation aid systems or decision-making systems for navigation during bad weather.
- A new QHSSE audit checklist has been implemented to get a better overview of vessel condition by area and to assess vessel criticality (Low/Normal/Medium/High). Based on this criticality, a priority level is defined and sent to top management. This priority level is reviewed every week in cooperation with the fleet department.
- In addition, an Inland and terminals QHSSE policy was issued to implement common processes through QHSSE guidelines on all terminal and inland platforms. This action is based on the “Top 10 risks”.

FATAL ACCIDENTS

- We reported 2 fatal accidents, with sadness during the year despite all the safety measures put in place.
- 1 fatal accident due to a container falling onto the cabin driver of a CHE (Empty Container Handler).
 - 1 death on board a ship.

NEAR MISSES

A near miss (or dangerous situation) is a sequence of events and/or circumstances which could have caused damage or harm.

Near misses must be examined and recorded, and experiences shared, to reduce the probability of similar incidents occurring in the future. Most industrial accidents are preceded by near misses which should have served as a warning.

In 2020, CMA CGM recorded 2,344 near misses (terminals: 63; maritime: 2,281), a marginally higher number than those recorded in 2019 (2,134).

2020

2019

TARGETS
Baseline 31.12.2019

Lost time injury frequency rate (LTIFR)

Maritime

1.08

1.88

-40% by 2025

Terminals

7.20

13.18

-40% by 2025

Inland CMA CGM

9.10

Inland CEVA Logistics

7.71

Injury severity rate

Maritime

0.13

0.20

Terminals

0.32

1.06

Number of fatal accidents

2

0

No loss of life

MAJOR INCIDENTS RELATING TO GROUP ASSETS

The severity of maritime events is classified on a scale of A to D, with D being the most serious event. The scale considers four major categories of impacts:

- Health and safety
- Environmental
- Security
- Financial

In 2020, CMA CGM recorded three major maritime incidents and one major terminal incident.

3 major maritime incidents:

- APL ENGLAND: 50 containers lost off Australia in bad weather. These containers are reported in the container loss section.
- CC JAKARTA: serious damage to the motor reducer leading to prolonged unavailability of the vessel (not repaired and sold).

- APL ESPLANADE: Ship detained for several weeks by the Mexican authorities following the discovery of drugs in the seawater intakes. The crew was not at all involved in the drug traffic. The QHSE department carried out investigations following each of these events to determine the causes and recommended corrective actions to avoid their re-occurrence.

1 major incident on terminals

- 1 collision between 2 STS (Ship-To-Shore) cranes due to a windstorm inland.



Number of major incidents relating to group assets

Maritime



Terminals



Number of search & rescue operations



SEARCH AND RESCUE OPERATIONS

As the oceans are so vast, shipping industry players have to work together to rescue individuals in danger. At any time, ships may have to be diverted to assist another ship in distress.

In 2020, nine such operations were carried out by CMA CGM Group's vessels.

MANAGEMENT OF HAZARDOUS GOODS

CMA CGM Group transports a wide variety of cargo, ranging from general cargo and manufactured goods to consumer products and dangerous goods. As some cargo can represent a danger during transport, the Group has set up a dedicated organisation to inspect, analyse and prevent risks related to the carriage of goods.

To manage dangerous goods, the Group has a dedicated enhanced computer application connected to the overall computer booking system.

The application electronically incorporates international regulations, making it possible to control the way dangerous goods are declared, packaged and stowed in the container. In 2020, the Group was able to respond in almost real time to more than 60% of requests.

CMA CGM Group uses its best endeavors to prevent unlawful carriage of goods in accordance with regulations and the Group's Code of Ethics.



03 Caring for local communities

We aim to pursue our commitment to local regions and communities through the CMA CGM Foundation and local Group initiatives.

OUR AMBITIONS AND GOALS

Participate in the social and economic development of the countries where we operate.
Promote education for all through the CMA CGM Foundation.
100% of countries conducting at least one local action by 2022.



Ever since its creation, the CMA CGM Foundation has supported projects to help children in need

The CMA CGM Foundation, which is committed to “education for all”, has supported, since its inception, almost 300 projects in France and Lebanon, which have benefited tens of thousands of children.

With its focus on the humanitarian and societal challenges facing many countries, it has also run the Containers of Hope operation since 2012.

Thanks to this massive transport operation, major French NGOs can ship equipment for humanitarian relief at no cost through CMA CGM Group’s lines.



CALL FOR PROPOSALS

The CMA CGM Foundation supports French & Lebanese projects focused on promoting access to education for children from disadvantaged backgrounds

through not-for-profit organisations which submit proposals during the annual call for proposals.

In 2020, it supported 18 charities in the Provence-Alpes Côte d’Azur region and in Lebanon, which in turn helped over 4,000 children from low-income households.

CONTAINERS OF HOPE

The “Containers of Hope” campaign is aimed at helping NGOs & international organisations (Doctors Without Borders, Action Against Hunger, the French Red Cross, UNICEF) and the French Ministry for Europe and Foreign Affairs’ Crisis and Support Centre transport humanitarian equipment.

More than 1,300 containers and over 8,500 tons of humanitarian equipment have been shipped since its launch in 2012.

THE CMA CGM FOUNDATION AND UNICEF SIGN A PARTNERSHIP TO SHIP ESSENTIAL SUPPLIES TO CHILDREN AROUND THE WORLD

UNICEF joined the Containers of Hope programme and will benefit from the shipping of 200 containers per year – free of charge - to deliver emergency educational material, pharmaceutical and nutritional products to UNICEF programmes, primarily in Africa. The partnership was materialised through an initial shipment of 146 TEUs containing 3.5 million schoolbooks in French and Arabic

to five cities in Chad, where access to school is unfortunately still limited for many children. In addition, specialists from CMA CGM Group’s Reefer division will work alongside UNICEF’s teams to support their logistics strategy for transporting refrigerated goods by sea (drugs, vaccines, etc.) under the CMA CGM Foundation’s skills-based volunteering program.

SKILLS SPONSORSHIP PROGRAMME

In 2020, through skills sponsorship, more than 100 staff members of CMA CGM Group were able to invest five days during their working time on behalf of charitable associations.

A HUMANITARIAN SHIP FOR LEBANON

In August 2020, CMA CGM Group contributed to international solidarity efforts by transporting medical equipment and essential goods and products to support the Lebanese population, following the devastating explosions that hit Beirut.

The relief operation was led by the CMA CGM Foundation in partnership with the French Ministry for Europe and Foreign Affairs’ Crisis and Support Centre. The Aknoul left Marseille on August 25th for Beirut. Its departure was marked by a ceremony attended by Jean-Yves Le Drian,

the French Minister for Europe and Foreign Affairs, Rodolphe Saadé, Chairman and Chief Executive Officer of CMA CGM Group, Tanya Saadé Zeenny, President of the CMA CGM Foundation, representatives of local and national public institutions as well as donors (including Saint-Gobain and Danone), NGOs and humanitarian aid specialists (UNICEF). A few days later, at the port of Beirut, French President Emmanuel Macron and Rodolphe Saadé, Chairman and Chief Executive Officer of CMA CGM Group, attended the unloading, from the Aknoul, of emergency humanitarian aid for the Lebanese people. The vessel was fully loaded, and its cargo consisted of donations from more than 70 organisations in France.

Medical and hygiene equipment, building materials and food were distributed to 18 NGOs, four hospitals and the Lebanese Red Cross.

A WORLDWIDE SOLIDARITY-INFUSED CHRISTMAS WITH THE CMA CGM FOUNDATION

At the end of a year marked by an unprecedented health and economic crisis, the Foundation initiated a solidarity programme to make the holiday season a true moment of sharing.

Several initiatives were launched to help those most in need, in partnership with recognised NGOs, notably through food banks, the collecting of toys and donations of computers for young people to enable them to pursue their remote learning.

The involvement of the Group’s subsidiaries, its network of agencies and over 200 employees gave this initiative a global dimension.

IN MARSEILLE,
Four major solidarity actions were implemented:

The toy container

a solidarity initiative, in partnership with Emmaus, aimed at collecting toys to spread Christmas joy among children.

L’escale du partage

40,000 meals distributed in partnership with the Bouche du Rhône department Food Bank and 12 employees involved alongside Food Bank volunteers to help them prepare food distribution operations.

Connections of succes

donation of 65 computers to the Ecole de la 2ème Chance which accompanies unemployed youth and offers training towards successful professional integration.

Boats and smiles

donation of 250 CMA CGM JACQUES SAADE, VILAC model boats to the students of the Parc Bellevue elementary school located less than one kilometer from the head office.

IN LEBANON,
the Foundation and staff members of CMA CGM Lebanon participated in “THE GIFT OF HOPE” operation, a toy drive benefitting six orphanages and local associations. The Foundation matched the number of gifts collected and distributed 7,000 meals in partnership with 12 Lebanese NGOs.

IN THE RESTE OF THE WORLD,
on each continent (Europe, Africa, Americas, Oceania, Asia). In total, more than 30 solidarity actions were undertaken for Christmas 2020.



CONTRIBUTING TO THE
SOCIAL AND ECONOMIC
DEVELOPMENT OF THE
COUNTRIES WHERE WE
OPERATE

All our international employees were very eager to contribute to their local communities, with over 200 initiatives reported, and there is no shortage of good ideas to continue their involvement in 2021.

WORLD CLEAN UP DAY

- Organised during CMA CGM Sustainable Weeks (19 Sept.)
- More than 100 clean up actions: beaches, rivers, parks, cities...
- Nearly 2,700 staff members involved (including CEVA Logistics)
- Several tons of garbage collected and Go reduced (digital clean up)

GIVING ACROSS AMERICA

- Operation organised during Thanksgiving (from 10 to 26 Nov.).
- More than 150 employees involved (including CEVA Logistics).
- 35,000 meals distributed to the most vulnerable families.
- In nine cities across the USA.

INTERNATIONAL VOLUNTEER DAY

CMA CGM Group celebrated International Volunteer Day on December 5th. during the pandemic, more than 100 staff members cycled, ran and walked a total of over 2,000 kilometers. CMA CGM Group and staff members also raised and donated some SGD 14,000 to SingHealth Fund for research, education and clinical care.

PLANTING TREES FOR PEOPLE
AND PLANET
110,000 trees will be planted in 2021, one for each of the Group’s 110,000 staff members.

Spread across 12 countries and embodying pre-established local reforestation and agroforestry programs, this inspiring operation is aimed not only at supporting local communities and their environments

but also at creating value for the very people the Group serves on a daily basis, namely farmers and other local producers and exporters. A number of CMA CGM staff members will have the opportunity to take part in participatory plantings in one or more of the 12 locations worldwide.

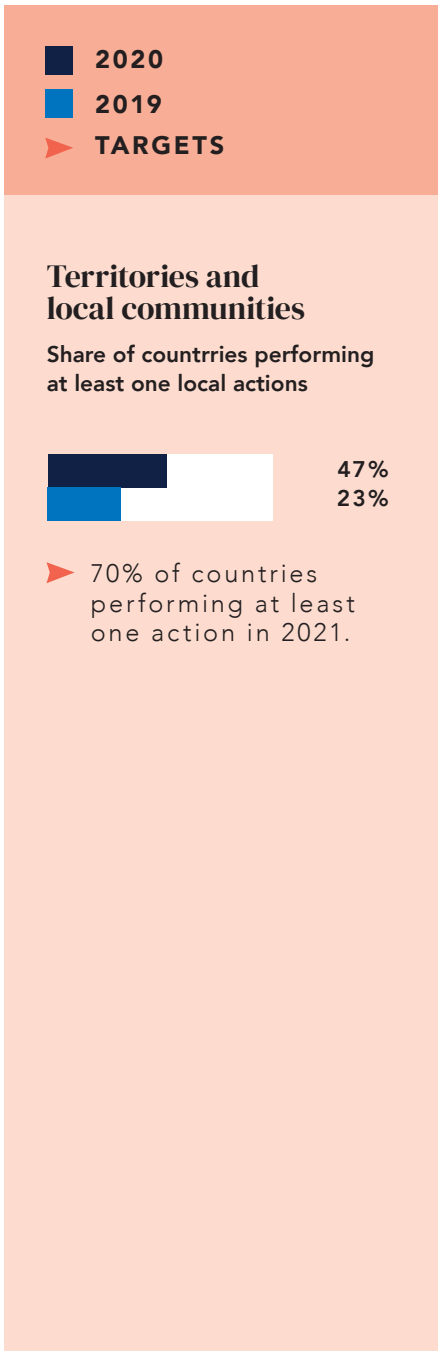
OUR PARTNERSHIPS & COLLABORATIONS

Container Ship Safety Forum

Launched in 2014, this is an NGO bringing together major players in maritime transport to enhance the security performance and governance practices of container transport.

Cargo Incident Notification System

Is an exchange platform allowing the largest maritime companies to share information very quickly on safety and security issues regarding goods shipped by containers.





Acting for planet

04 Climate change

Curbing global warming implies a drastic reduction in our greenhouse gas emissions. Yet there are still no mature technical solutions for zero-carbon merchandise transport nor one only solution. The CMA CGM Group is investing in Research and Development (R&D) to design the clean vessels of the future. It is already committed to using the best solutions available today to stay on track to meet its medium to long-term objectives. Yesterday, the Group favored improvement of the hydrodynamic performance of ships, the efficiency of engines and the optimization of routes and speed. Today, the Group uses alternative fuels. Tomorrow, the Group will rely on zero-emission solutions when they are available.

OUR AMBITIONS AND GOALS

- Carbon neutral by 2050
- - 50% in g CO₂/TEU-km by 2030 compared to 2008
- At least 10% of alternative fuels in our energy mix by 2030

THE CMA CGM GROUP HEADS TOWARD CARBON NEUTRALITY BY 2050

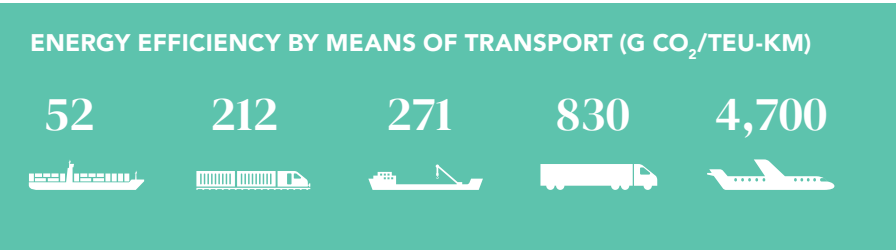
At the United Nations Global Compact, on June 2020, Rodolphe SAADE, CEO and Chairman of the CMA CGM Group, committed to carbon neutrality by 2050.

“We are paving the way for a maritime transport industry where both economic competitiveness and growth will go hand in hand with sustainable development and the

fight against climate change [...] and we will go further to build an even cleaner industry.

WORKING TIRELESSLY TO REDUCE GREENHOUSE EMISSIONS PAY OFF

Although maritime transport is still by far the solution that produces the least greenhouse gas emissions per ton of merchandise transported, reducing energy consumption has always been one of the Group's core concerns.



Vessel: 2020 CMA CGM data

Rail: ADEME 2012 methodology

Barge: 2020 CMA CGM data suppliers

Truck: 2019 GLEC Framework for Europe

Airplane: <https://www.ics-shipping.org/shipping-fact/environmental-performance-environmental-performance/>



REDUCTION IN THE GROUP'S MARITIME CO₂ EMISSIONS

In 2020, the fleet cut its global CO₂ emissions by 4% compared to 2019, down to 23.3 million tons.

The downward trend goes on in 2020 for a second consecutive year (-6% in 2019). Since 2008, the Group has reduced its CO₂ emissions by 49% per TEU-km, in line with our voluntary target of reducing greenhouse gas emissions by 50% by 2030. Several factors contributed to this positive performance:

- More recent, energy efficient vessels equipped with the latest eco-technology
 - Optimized asset usage thanks to the growing of alliances
 - A more efficient fleet operating policy that helps save energy
- Carbon emissions per container fell by 2.5% with respect to 2019 at 1.12 ton of CO₂/TEUs loaded

A NEW MARITIME CARBON FOOTPRINT ASSESSMENT

A critical review of the Group's carbon footprint on scopes 1 and 3 (methodology, scope, completeness) was carried out by Ersnt & Young.

The order of magnitude of distribution of the 3 scopes (excluding CEVA Logistics) is as follows:

- Scope 1 represents approximately 75% of our CO₂ emissions, Scope 2 is not significant and Scope 3 is approximately 25%

For the first time in 2020, Scope 3 (excluding CEVA) was checked in detail by KPMG as this indicator was included in the list of priority indicators. Scope 3 emissions amount to 7,606 K tons of CO₂.

The emission sources taken into account in the different scopes are:

- Scope 1 emissions come from the fuel oil consumed by Group vessels
- Scope 2 emissions come mainly from the electricity consumed in the agencies and terminals and during dockside connections of ships. They are considered insignificant compared to scope 1 and scope 3 (estimated at 0.3%)
- Scope 3 emissions come from the construction of ships and containers, the production of waste (solid and liquid) from ships, the professional travel of employees, the fuel consumption related to land transport and the upstream phase of production and transport of the fuel consumed

CONSOLIDATED REPORTING ON ENERGY AND CO₂ EMISSIONS ON GOOD TRACKS

In 2020, CEVA Logistics CO₂ equivalent emissions for its warehouses and fleet of trucks reach 193,426 tons.

In 2021, the CEVA Logistics' carbon footprint assessment will be extended with reporting on scope 3, and carbon neutrality roadmap will be defined.

SCIENTIFIC VALIDATION OF THE CARBON TRAJECTORY AND METHODOLOGY FOR SHIPPING

CMA CGM Group is participating to the following initiatives on a voluntary basis:

- Pilot project lead by WWF on behalf of the SBTi (Science Based Target initiative) which aims to set science-based target methodologies, tools and guidance for the shipping

sector. The objective is to help shipping companies to understand the level of target-setting ambition required to meet the Paris Agreement goals

- **ACT** (Assessing Low Carbon Transition), an international initiative that creates an "accountability framework and sectorial methodologies" to assess how companies' strategies and actions are contributing to the Paris Agreement mitigation goals.

- 2020
- 2019
- TARGETS

√ - Maritime fleet fuel consumption

Millions of tons

■ 7.45
■ 7.78

√ - CO₂ emissions related to maritime fleet fuel consumption

Millions of tons

■ 23.3
■ 24.3

√ - Maritime CO₂ efficiency

g CO₂/TEU-Km

■ 52
■ 54

► 51 by 2030
- 50% vs 2008

√ - Maritime CO₂ efficiency

T CO₂/TEU loaded

■ 1.12
■ 1.15



PULL OUT ALL THE STOPS TO ACHIEVE A MASSIVE AND SUSTAINABLE REDUCTION IN OUR EMISSIONS

CMA CGM invests in fuels with a lower carbon impact than conventional marine

fuels, in particular natural gas and its renewable developments (Bio Gaz) and 2nd generation biofuels made from organic waste.

LIQUEFIED NATURAL GAS, AN INITIAL RESPONSE TO THE CHALLENGE OF TACKLING CLIMATE CHANGE

The CMA CGM Group has opted to use liquefied natural gas (LNG) to power its new vessels. In addition to reducing air pollution, LNG produces up to 20% less CO₂ emissions than traditional marine fuel.

With LNG, the Group is taking action today to meet its short-term carbon footprint reduction targets. The Group is also engaged in a more global approach to carbon neutrality by 2050, including the implementation of R&D, demonstrating its commitment to the energy transition of maritime transport.

BIOMETHANE

By opting for LNG to power its new vessels, CMA CGM Group paves the way for biomethane. The carbon footprint of the LNG delivered to CMA CGM JACQUES SAADE in Rotterdam on November 2020,

was further reduced with the introduction of biomethane for approximately 1,000 tons, through Guarantee of Origin certificates system.

SECOND-GENERATION BIOFUEL

In 2020, the Group ordered several tens of thousands of tons of biofuel from recycled vegetable oils, which enabled its ships to cover around a million kilometers. By burning this biofuel made from used cooking oil, it generates a well-to-wake 85% GHG reduction.

The second-generation biofuel available today are intended for on-road and aviation use, so CMA CGM, as part of the Coalition for the Energy of the Future, is working with its partners to create a Sustainable Marine Fuel with properties adapted to ship engines and cheaper to produce.

TOMORROW: ZERO-EMISSION VESSELS

Several technical solutions offering promising prospects are currently at the prototype phase. For example, using rigid wing sails to tap into wind power promises should significantly reduce energy consumption. Thanks to green hydrogen and other

synthetic fuels, we should have a completely carbon free fleet in the future. CMA CGM is investing heavily in R&D to adapt these solutions for use in large-scale container vessels as quickly as possible.

DECARBONIZING CEVA Logistics' INLAND TRANSPORTATION

CEVA Logistics emissions for its own fleet of trucks reach 118,256 tons in 2020.

CEVA Logistics has been testing alternative energies and technologies on the ground/trucking segment with some tests on biofuel in UK.

CEVA Logistics will pursue its pilots and tests around alternative energies for ground, investigate scaling up possibilities and new potential solutions such as hydrogen or natural gas/biogas for example.

- 2020
- 2019
- TARGETS

√ - Share of alternative fuels in the energy mix of maritime activities

Share of total fuel consumption (%)

- 1.1
- 0.2

At least 10% by 2023

By 2022, the Group will have 26 LNG-powered vessels into fleet.

Total CO₂ emissions CEVA Logistics

Trucks fleet in tons

- 118,256

IMO		
REGULATION IMO adopted in April 2018 an initial strategy on the reduction of GHG emissions from ships in line with the Paris Agreement, which contains 3 levels of ambition:	A first series of short-term measures were worked out during the pandemic for validation in 2021 and most likely implementation in 2023.	In order to cope with the short-term measures of IMO, CMA CGM has put in place a program called Roadmap 2023/2030 .
1	1	
stricter energy efficiency design for new ships (EEDI);	The IMO finally decided to approve goal-based measures with the Energy Efficiency for Existing Ship Index (EEXI) and the Carbon Intensity Indicators (CII) to be implemented by 01/01/2023.	In the two years to come, CMA CGM will continue to work on further energy efficiency initiatives and necessary retrofitting of vessels, will have opened its state-of-the-art new Fleet Center equipped with the best technologies available today, will have more LNG vessels in fleet, will have established its energy mix strategy and re visited its network of services offered to its customers, not forgetting about efficiency gains in relation with operational efficiencies.
2	2	
reduction of CO₂ emissions per transport work of 40% in 2030 and 70% in 2050, versus 2008 baseline;	EEDI Phase 3: MEPC 75 adopted new standards and early implementation (2022) for container ships. The creation of a phase 4 is under discussion through IMO dedicated working group.	
3		
reduction of total GHG emissions by 50% in 2050, versus 2008 baseline.		

EU - GREEN DEAL

In December 2019, the European Commission presented its Green Deal Strategy, an action plan to reach climate neutrality by 2050. In this outlook, it set an objective of reducing CO₂ emissions from transport by 90% by 2050.

In December 2020, the Commission also published its European Smart and Sustainable Mobility Strategy, including an action plan of 82 measures, many of which target the shipping sector. The two main initiatives are the inclusion of shipping in the EU carbon market (ETS) and a “basket of measures” to support amongst other initiatives, the uptake of low/zero carbon fuels in the sector. the EU taxonomy, to be finalized in 2021, will be an important reference point for directing funding towards less emitting activities.

These new regulations, although necessary in the present context, will most likely entail changes in the supply chain of our customers.

LEVERAGING R&D EFFORTS AND PROMOTE CROSS-INDUSTRIES COOPERATION

AN INTERNATIONAL COALITION TO DEVELOP TOMORROW’S TRANSPORT ENERGY

To massively increase and pool investment in reducing the carbon footprint of transport and logistics for the entire value chain, Rodolphe Saadé, Chairman and CEO of the CMA CGM Group, offi-

cially established a coalition for the transport energies of tomorrow for transport and logistics with the backing of French President Emmanuel Macron.

Coalition is gathering 12 members and will welcome new members by 2021. Nine Working groups have been created to accelerate energies transition in transport and supply chain. Working groups’ projects

deliverables and roadmaps will be presented to CEOs and public institutions by 2021 to promote new energies usages, accelerate R&D in Transport and define the standards for an efficient CO₂ emission optimization.

BIOFUEL ALTERNATIVES: LEADING THE WAY WITH THE BIOFUEL COLLABORATIVE GROUP

In 2020, CMA CGM initiated a BIOFUEL COLLABORATIVE GROUP with its customers, inviting a Group of major brands to associate their efforts towards decarbonization in ocean shipping. The aim is to assess market readiness, identify shipper’s needs and design an offer

for biofuel with key customers looking for practical solutions to reach their supply chain decarbonization targets. Among other expectations, the BIOFUEL Group members are looking at alternative ways to comply with IMO 2050 GHG objectives while demonstrating commitment

and leadership on sustainable initiatives. In engaging with recognized consumer brands, the Group endeavors to inspire and trigger a concrete sustainable, scalable and affordable biofuel market.

JOINING FORCES WITH ENERGY OBSERVER TO DEVELOP ZERO EMISSION VESSELS

The CMA CGM Group has joined forces with Energy Observer, the first green hydrogen-powered vessel to circumnavigate the globe, with a shared goal: to develop zero-emission maritime transport. The project aims to test and develop energy

solutions based on hydrogen, solar, tidal and wind power.

CMA CGM will provide its industrial expertise to this “experimental vessel” to promote the deployment of hydrogen

as a future propulsion system for maritime transport. In return, the CMA CGM Group will receive feedback on the new technology being tested by Energy Observer under real conditions

Alongside Boris Hermann and seaexplorer throughout the Vendee Globe to raise awareness on climate change

The CMA CGM Group has supported the Boris Hermann-led Team Malizia and its SeaExplorer throughout the Vendée Globe.

Under the motto “a race we must win”, this partnership aimed at:

- raising awareness to prevent climate change and protect the use of the oceans
- advancing research on ocean CO₂ by collecting valuable data in the most remote

parts of the oceans (water temperature, salinity, pH and CO₂...) that will be passed on to scientists

- accelerating the use of innovative solutions for the environment

REDUCING ENVIRONMENTAL
IMPACT FROM LOGISTICS - CEVA

CEVA LOGISTICS'S WAREHOUSES

Decarbonization in Logistics comes first with the reduction of the energy consumption of CEVA 755 warehouses worldwide, and to produce or consume renewable energies thanks to photovoltaics or green energy contracts. In 2020, 12.5% of Ceva warehouses electricity consumption comes from renewable sources.

In 2020, more than 40 locations are equipped with photovoltaics. CEVA Logistics Benelux is carbon neutral since September 1st, 2020, the renewable energy production is higher than the energy required. In addition, many actions are undertaken such as led lightning, energy monitoring, investment in electric MHEs etc...
CO₂ emissions from CEVA warehouses reach 75,171 tons of CO₂ in 2020.



CMA CGM OFFICES AND PREMISES

In 2020, CMA CGM launched a mission to carry out the energy assessment of inland terminals and depots in order to build its decarbonization roadmap. In addition, the Group initiated an internal campaign to get its offices and premises greener. Guidelines have been distributed to all the CMA CGM's agencies network wor-

ldwide. The objective: share best practices (email and paper consumption reduction, better energy management, recycling...) and raise awareness through simple daily actions.

ENCOURAGING EMPLOYEES' ECO-MOBILITY

Several initiatives were taken worldwide to encourage our employees' eco-mobility.

In Marseilles, a bike container has been installed, connected to the rail and tramway stations, near the head office and 9 electric charging terminals for hybrid or all-electric vehicles, are now available at the -1 parking level of the Jacques R. SAADE Tower.

2020

TARGETS

CEVA Logistics
warehouses

CO₂ emissions from
CEVA Logistics warehouses
In tons

75,171

Share of renewable energies
from CEVA Logistics warehouses

12.5%

Number of locations equipped
with photovoltaic panels

40



05 Air quality

Polluting emissions (sulfur oxides, nitrogen oxides and particulate matters) from the combustion of heavy fuels represent a major public health issue, particularly for seafarers, terminal workers and the inhabitants of port cities who are particularly exposed. After having implemented successfully Low Sulfur fuel Global Cap regulation in January 2020, in compliance with IMO regulations, the Group is committed to a process of constant reduction of air pollutant emissions through new technologies and its bunker mix strategy.

OUR AMBITIONS AND GOALS

- Reduce the sulfur content of fuels
- Develop clean propulsion alternatives
- Develop onshore power connection
- LNG Powered capacity: 380,000 nominal TEUs by 2023



COMPLYING WITH IMO 2020 LOW SULPHUR REGULATIONS

Since 1st January 2020, the International Maritime Organization lowered the limit on the sulfur content of fuel to 0.5%, from 3.5% previously.

CMA CGM Group has been fully compliant with this new major regulation with a reduction of 84% of SOx emissions

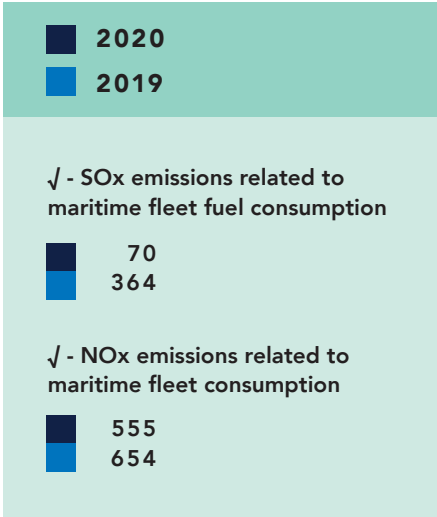
MAIN TECHNICAL SOLUTIONS USED:

Conventional Fuels

with a maximum sulfur content of 0.5%

LNG-powered vessels

The Group has opted for hybrid scrubbers that can be used in a closed-loop system, which enables sulfur residues to be collected for treatment at land-based facilities.



CHOOSING LIQUEFIED NATURAL GAS, THE BEST SOLUTION AVAILABLE TODAY

LNG is currently the state-of-the-art industry solution for preserving air quality. It delivers a reduction of 99% in sulfur dioxide, 91% in fine particle emissions and of 92% in nitrogen oxide emissions, surpassing the requirements of current regulations.



STOPPING EMISSIONS IN PORTS WITH COLD IRONING

The cold ironing system installed at the Terminal des Flandres will become fully operational during the first half of 2020. Through this ambitious operation, the Port of Dunkirk and the CMA CGM Group have demonstrated their determination to protect the environment.

The cold-ironing facility is integrated into six 40-foot containers, converting the public power supply for use by vessels at port. With capacity of 8 MW enough to power nearly 1,000 homes, this system is one of the most powerful ever installed in Europe.

Reducing emissions in the supply chain with electric trucks

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REDUCING EMISSIONS IN THE SUPPLY CHAIN WITH ELECTRIC TRUCKS

In February 2020, CEVA Logistics embarked on electric vehicle trial in London operating from Urban Distribution.

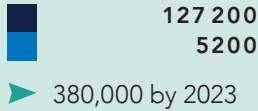
This trial will be model for future electric truck introduction across UK network. It will also support the Transport for London (TfL) FreightLab initiative, which aims to tackle

congestion and keep goods moving in London and in which CEVA Logistics is a launch partner.

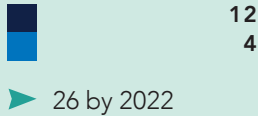
CEVA Logistics also signed up to Tevva electrify initiative. This powerful partnership will support the future development of electric vehicles for the supply chain.

2020
2019
TARGETS

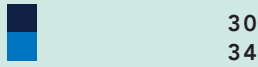
✓ - Nominal capacity of LNG-propelled vessels



Number of vessels



Cold ironing Number of vessels with cold ironing system implemented-owned vessels



06 Biodiversity

Sustainable use of the oceans and respect for marine life are core principles of CMA CGM Group. Our actions and commitments go beyond limiting our impacts at sea and ashore by supporting research and recovery initiatives in favor of biodiversity conservation.

OUR AMBITIONS AND GOALS



Our objective is to ensure perfect compliance with regulations at sea, prevent negative impacts on marine biodiversity by avoiding water pollution and contribute to the restoration of damaged ecosystems.

- Northern Sea Route Ban
- Protection of marine life

LIMIT OUR IMPACT AT SEA

Spills prevention

To prevent spills, including oil spills from Group vessels or terminals, a set of measures is in place to mitigate this risk, such as fleet maintenance, routine drills and simulations, both onboard and onshore, and a strong crisis management policy. In addition, 57 vessels of our fleet are equipped with the **FORS** system (Fast Oil Recovery System), a reliable safe system for managing oil spills, which makes it possible to quickly recover bunker oil through a system of standardised connectors in case of grounding or collision.

Container Loss

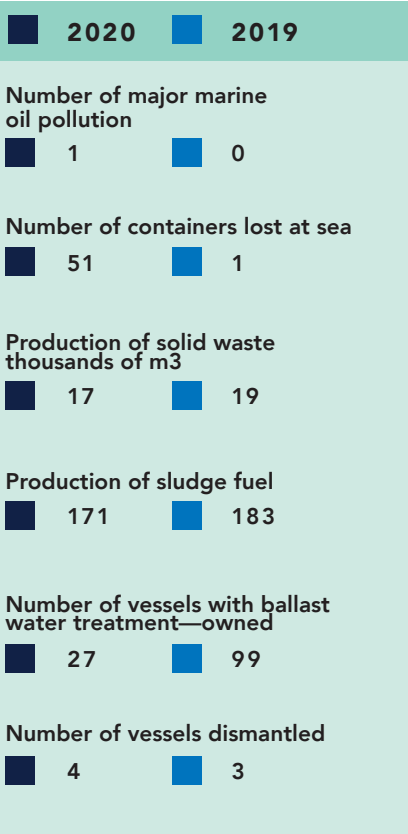
Containers are lost at sea worldwide every year due to difficult navigation conditions or rare incidents. We try to maintain a minimal amount of container loss. In 2020, while on her way from Ningbo to Melbourne, the APL ENGLAND vessel encountered heavy weather and lost 51 containers overboard.

Ballast water treatment system

CMA CGM is equipping its vessels with an innovative ballast water treatment system using UV light. The system helps eliminate any living exogenous organisms without negative impacts on local biodiversity.

More responsible solutions for dismantling vessels

CMA CGM Group uses dismantling sites that comply with and go beyond the provisions of the Hong Kong International Convention for the safe and environmentally sound recycling of ships. CMA CGM audits these dismantling sites itself and uses third party organisations to monitor procedures daily. In 2020, the Group sent four vessels to be dismantled in yards located in Turkey.



PROTECT MARINE LIFE

CMA CGM will not use the northern sea route: an historic decision on behalf of the Arctic's unique and fragile ecosystems

At the G7 summit in Biarritz in August 2019, Rodolphe Saadé announced that none of CMA CGM Group's vessels would use the Arctic sea route that have opened up to traffic recently due to the melting of polar ice.

Speed reduction in marine mammal breeding areas
On the east coast of the USA and Canada, CMA CGM vessels reduce their speed to 10 knots when navigating in the breeding areas of cetaceans and marine mammals, in order to reduce the risk of collision.

The port of Long Beach gave CMA CGM Group an award in 2019 for reducing the speed of its container vessels with nearly 90% compliance.

THE GREAT BARRIER REEF, THE FIRST STEP IN THE REEF RECOVERY REGENERATION PROGRAMME

In December 2020, CMA CGM Group launched a coral reef regeneration programme ("Reef Recovery") with an initial project dedicated to the Great Barrier Reef. A "fast growing coral nursery" will be established in Australia, off Fitzroy Island, in the state of Queensland. The coral nursery is the result of a partnership between ANL, a shipping expert in Oceania and a subsidiary of

CMA CGM Group, and the Australian NGO Reef Restoration Foundation.
The nursery will be tended by a team of experts throughout the year to quickly produce mature corals that will be placed back on the Great Barrier Reef.
In 2021, CMA CGM Group will engage in similar projects in several parts of the world, including the Caribbean, to help regenerate coral reefs, which are the lungs of the ocean and essential to marine biodiversity.

SUPPORT RESEARCH AND INITIATIVES FOR SUSTAINABLE USE OF THE OCEAN

THE OCEAN REFERENTIAL SUPPORTED BY FONDATION DE LA MER

In 2020, CMA CGM conducted a precise assessment of its impacts on biodiversity through The Ocean Referential, supported by Fondation de la Mer, the French Ministry of Ecological Transition, with the support of Boston Consulting Group. This tool is built with and for companies based on Sustainable Development Goal 14. For each potential impact on the ocean, the Referential proposes concrete action and indicators to measure improvements.

UN GLOBAL COMPACT ACTION PLATFORM FOR SUSTAINABLE OCEAN BUSINESS

CMA CGM ensures that material ocean-related risks and opportunities are integrated into corporate strategy. As signatories of the Action Platform of the Global Compact for Sustainable Ocean Business, CMA CGM recognises the urgency and global importance of a healthy ocean and takes action to promote the well-being of the ocean for current and future generations.
CMA CGM is working towards enhancing and promoting practical guidance for better management and sustainable use of the

ocean, including a set of actions that can be implemented, exemplified by inspirational good practices. This initiative helps up identify shared challenges, common solutions, relevant partnerships and frameworks to operationalise best practices.

OUR PARTNERSHIPS & COLLABORATIONS

Clean Cargo Working Group

is a business-to-business leadership initiative involving major brands, cargo carriers, and freight forwarders dedicated to reducing the environmental impact of global goods transportation of international carriage of goods.

Armateurs de France

is a French trade organisation bringing together all French maritime transport and service companies. Its role is to represent French maritime companies before national and EU authorities, the International Maritime Organisation and the International Labour Organisation.

UN Global Compact Action Platform for Sustainable Ocean business

is a multi-stakeholder platform to promote sustainable ocean development goals and best practices

The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

is an international agreement between governments. Its aim is to ensure that international trade in specimens of wild animals and plants does not threaten their survival.

The International Union for Conservation of Nature (IUCN)

International organisation working in the field of nature conservation and sustainable use of natural resources. The IUCN publishes the Red List of Threatened Species.

United for Wildlife

is an international initiative spearheaded by the Duke of Cambridge to regulate the protected species trade. It brings together many carriers in the aviation and maritime sectors such as Maersk, MSC and APL.

Fondation de la Mer

created in June 2015 by committed personalities from the French maritime sector and civil society, supports a variety of players to reinforce and accelerate their positive ocean impact.

Ship Recycling Transparency Initiative

is a platform to share information on ship recycling using a series of predefined criteria developed jointly with the main stakeholders of the maritime industry.

LNG Platform

created in May 2017, the GNL platform brings together numerous ship owners, ports, suppliers of LNG, classification societies, naval engineering companies, equipment providers, and not-for-profit organizations with the common goal of initiating the use of LNG in France to replace traditional fuels for sea and river transport.

Society for Gas as a Marine Fuel

is a non-governmental organization (NGO) established to promote safety and industry best practice in the use of gas as a marine fuel.





Acting for a responsible trade

07 Ethics & Compliance

A responsible business actor implies to maintain highest standards of business ethics, personal integrity and compliance in all its business activities

OUR AMBITIONS AND GOALS

Code of Ethics signed by 100% of CMA CGM Group staff members by the end of 2021

CORPORATE CULTURE OF ACTING WITH INTEGRITY AND ABIDING BY THE RULES

The Group’s Code of Ethics serves as a guide for all staff members, alongside other documents, including the Anti-corruption code, Gifts and hospitality policy, Conflict of interest policy and Lobbying policy.

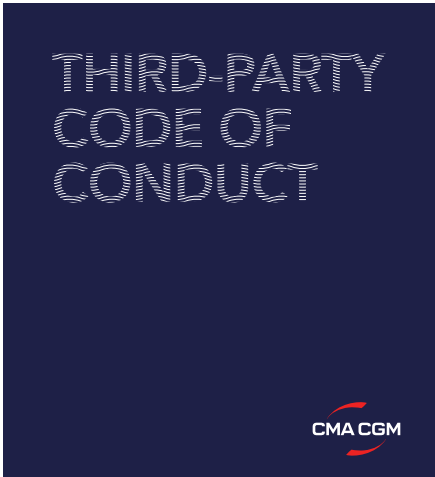
Since March 2014, the Group has been a member of the **Maritime Anti-corruption Network**, which works towards a maritime industry free of corruption. The Group has a specialized Ethics & Compliance team equipped to deal with business ethics and integrity, economic sanctions, competition law and personal data protection issues.

The Group also possess a set up arrangements to ensure that it complies with the latest French anti-corruption rules (Sapin II Law) and the French law on duty of vigilance.

A NEW GLOBAL MANDATORY E-LEARNING CAMPAIGN FOR 2021

The Group will launch a new global mandatory e-learning campaign in 2021. This campaign underlines the Group’s commitment to maintaining the highest standards regarding ethics and compliance, preventing workplace harassment and IT risks, as well as fighting discrimination and fraud.

CEVA Logistics launched a mandatory e-learning training course on the same topics for desk-level employees on November 2020.



ETHICS HOTLINE: SECURE FRAMEWORK PROTECTING WHISTLEBLOWERS

The Ethics Hotline launched by CMA CGM in 2018 can be accessed by all Group employees and third parties (suppliers, subcontractors, etc.). It operates 24/7 and can take calls in several different languages.

The Ethics Hotline protects whistleblowers’ anonymity. In 2020, 584 alerts were processed and closed:

- 96% by CMA CGM
- 86% by CEVA Logistics.

For CMA CGM, more than 50% of closed alerts related to HR or health and safety issues. In line with CMA CGM’s Non-Retaliation Policy, CMA CGM Group undertakes to protect anyone who reported in good faith a potential breach of the law or internal policies from any form of reprisal. The persons who would like to raise such issues in good faith, whether through management channels, the CMA CGM Ethics Hotline or other means, would not suffer adverse professional or other consequences.

PREVENTING THE ILLICIT TRAFFICKING OF PROTECTED SPECIES

CMA CGM Group has tightened up its procedures for shipping protected species, regulated by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

Whenever any animal or plant goods are carried, shippers **must expressly state whether a species is covered by the CITES** convention and, where appropriate, provide the requisite export permit.

A **new dedicated training course** has been created for our sales agents around the world, in coordination with the CMA CGM Academy, CITES and UNODC, to familiarize them with endangered species and learn

about our new internal procedures. In parallel, CMA CGM Group has drawn up a list of prohibited exporters suspected of involvement in illicit trafficking. In order to prevent them from immediately turning to other carriers, the Group has recently joined **the United for Wildlife task force**, the best forum for cooperation to promote data sharing and the exchange of best practices in this field

Suspension of all timber exports from Gambia

Following several cases of suspicion that undeclared rosewood may be in containers loaded in Gambia, the Group has decided to halt its timber exports from the country until further notice. Rosewood is a protected species, and trade in it is regulated by CITES.

This highly sought-after wood is felled illegally in the region and then exported under various guises. This activity highly contributes to deforestation in West Africa.

2020

Whistleblowing system

Share of alerts processed and closed within the Group’s whistleblowing system

CMA CGM	96%
CEVA Logistics	86%

Share of alerts processed & closed per category within the Group’s whistleblowing system – CMA CGM scope
Improper or unethical business

Improper or unethical business conduct	7%
Legal or regulatory violations	13%
Fraud/Theft/Financial misconduct	27%
HR Issues	40%
Health and Safety Risks	13%

HEALTH AND SAFETY RISKS

In 2020, the Group faced 40% fewer drug seizures than in 2019, particularly thanks to dedicated measures established to prevent illicit traffic on board within its containers and vessels. Drug traffic, however, remains an important issue and the Group fully cooperates with competent authorities, both at national and international levels.

IMPLEMENTATION OF A TRANSPARENT TAX POLICY

The primary tax focus of CMA CGM SA, as well as its subsidiaries, is to ensure integrity in compliance, reporting and payment of the right amount of tax in each tax jurisdiction.

This is supported by our internal tax control and risk reporting. Group companies in non-cooperative countries are established there for business reasons only. For intercompany

transactions, the Group aligns its policy with OECD transfer pricing principles.

2020 DUTY OF VIGILANCE PLAN:

The 2020 Duty of Vigilance Plan is available on CMA CGM Group's Corporate Website



08 Stakeholder dialogue & Sustainable performance

CMA CGM Group’s Sustainability Strategy is based on a collaborative approach. Our aim is to onboard all our stakeholders (customers as well as investors and suppliers) on a joint journey, where everyone has a key role to play. Customers are driving the need to act through business requirements, investors influence strategic financial decisions to create a sustainable development model for the Group while suppliers will have to commit to find their own bearings in the global model.

OUR AMBITIONS AND GOALS

EcoVadis: Maintain the Platinum Medal for CMA CGM and obtain the Gold Medal for CEVA Logistics



Dialogue with our stakeholders

Identifying our sustainable priorities in line with external and internal stakeholders’ concerns is essential in our approach. Consequently, in 2020, we conducted several workshops with our staff members worldwide and launched an online questionnaire for staff, customers and suppliers to probe their interests and concerns about the Group’s sustainable development pillars and challenges. This exercise gives us insight into future developments and trends, enables us to share good practices and inspires proposals on sustainable changes in transport and logistics activities.

Voice of banks and investors

Environmental footprint is rightly becoming an increasing focus for our stakeholders, including investors, banks and the wider financial community. We recognize that the transportation and logistics sector have a crucial role to play in creating more sustainable economies. As an industry leader, our aim is to be at the forefront of innovation to support the sector’s efforts towards a more environmentally respectful model. Beyond environmental issues, which we expect to be more impactful for us and our industry in the coming years, we also pay close attention to develop our company within the strict respect of our people and local communities, while retaining the highest standards in terms of ethics and compliance.

Voice of customers

With the aim of taking its customers’ concerns into account in a timely fashion, in 2019 CMA CGM launched “TouchPoint Survey”, a short two-question survey sent after contact with our customer service. In 2020, 100,000 surveys were sent in 15 countries and 4,000 responses received. In 2019, CMA CGM launched a training course on Customer Experience. The training course has for aim to provide our employees, who are either in direct or indirect contact with customers, with tips to facilitate interaction and enhance the customer journey. This training course received, in 2020, the Silver Brandon Hall award in the category “Best Learning Program Supporting a Change Transformation Business Strategy”. In 2020, six countries and our 4 SSCs joined the training programme.

SUSTAINABILITY PERFORMANCE & TRANSPARENCY

EcoVadis

After obtaining the Gold Recognition Level for five consecutive years, CMA CGM was awarded by the EcoVadis Platinum Medal this year, which is the highest level of certification issued by EcoVadis. The non-financial rating agency introduced the Platinum Recognition Level in 2020 to reward companies with a level above 73/100. CMA CGM Group is in the Top 1% of all companies assessed by EcoVadis.

Carbon Disclosure Project (CDP)

Carbon Disclosure Project is an international non-profit organization managing the largest carbon reporting platform. CMA CGM has been responding to the Carbon Disclosure Project questionnaire since 2011 on requests from global account customers. The Group obtained a B (Management) rating in 2020 for the second consecutive year.

In 2020, for the first time, CMA CGM obtained the highest score of 4/4 at DHL’s GoGreen Carrier Label. The evaluation was based on four key criteria: Sustainability, Transparency, Carbon Efficiency, and Innovation.

MOBILISED FOR OUR CUSTOMERS AND PARTNERS, WHATEVER HAPPENS

On 28 September, CMA CGM Group, excluding CEVA Logistics, has been the target of a cyberattack impacting peripheral servers.

As soon as the security breach was detected, external access to applications were interrupted to prevent the malware from spreading. The malware was rapidly isolated and all necessary protection measures implemented.

All the Group’s staff members were fully mobilized to continue serving customers and partners and provide them with regular updates. The situation returned to normal a few days later.

09 Sustainable procurement

In a continuous improvement process, CMA CGM Group develops sustainable relationships, partnerships and support for suppliers and subcontractors in order to manage challenges and mitigate risks to people, society, the economy and the environment.

OUR AMBITIONS AND GOALS

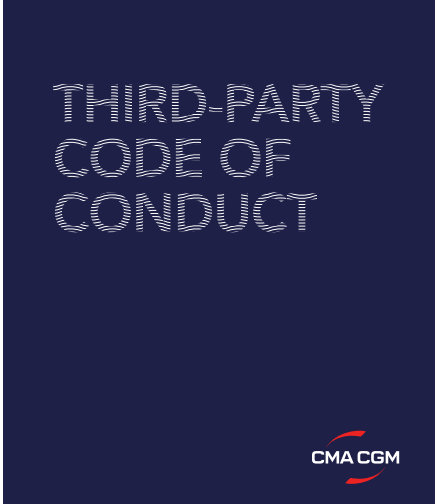
10,000 suppliers assessed by 2021, 100% by 2025



A NEW, MORE AMBITIOUS AND RIGOROUS THIRD-PARTY CODE OF CONDUCT

THE THIRD-PARTY CODE OF CONDUCT SETS FORTH NON-NEGOTIABLE MINIMUM STANDARDS THAT CMA CGM EXPECTS FROM OUR PARTNERS, ESPECIALLY OUR SUPPLIERS, THEIR EMPLOYEES AND SUBCONTRACTORS.

The principles presented in this document apply to all contractual relationships between CMA CGM and its business partners. CMA CGM overhauled its Third-Party Code of Conduct by developing enhanced principles based on more detailed normative references.



CMA CGM logo and a row of small logos for various shipping lines and services: CMA CGM, APL, ANL, CMA CGM, CONTAINERSHIP, HANJIN LINE, CMA CGM, CMA TERMINALS.

THE GROUP STEPS UP ITS SUSTAINABLE PROCUREMENT POLICY

CMA CGM Group enhanced its efforts to promote sustainable procurement by deploying a global evaluation system for suppliers and intermediaries.

This system is covering financing, corruption, sustainability, economic sanctions, competition laws, and personal data protection.

A UNIQUE, FIVE-STEP ASSESSMENT TOOL FOR SUPPLIERS AND SUBCONTRACTORS

In order to identify and manage procurement risks, a five-step assessment tool has been implemented.

- 1. Preliminary definition of the risk level
- 2. Risk assessment through an internal questionnaire by Cscreen and EcoVadis
- 3. Analysis

- 4. Supplier qualification
- 5. Monitoring over time

In 2020, the Cscreen supplier average score was 64/100 and EcoVadis score was 51/100.

A DEDICATED DIGITAL PORTAL TO SIMPLIFY THE QUALIFICATION PROCESS

CMA CGM Group developed a digital SRM (Supplier Relationship Management) portal, SCORE, in order to simplify the qualification process and enhance its deployment.

on our networks and corporate website, highlights how this process is essential and strategic to ensure sustainable collaboration with our suppliers

<https://www.cmacgm-group.com/en/procurement/how-to-become-a-supplier>

CMA CGM group created a video, WOB, to support suppliers through this qualification process. The video, WOB, available

THE WAY TO BUY: THE RESPONSIBLE PURCHASING POLICY DEDICATED TO OUR PURCHASERS

In addition, in order to strengthen the monitoring of supplier risks and share best practices, CMA CGM Group published its responsible purchasing Policy “THE WAY TO BUY” applicable to all CMA CGM employees involved in any part of the procurement and supplier engagement process.

- 2020
- 2019
- TARGETS

Number of assessed suppliers



10,000 by 2021 / 100% by 2025

Average score of companies assessed by CMA CGM with Cscreen



Average score of companies assessed by EcoVadis



10 Sustainable added value products & Services

CMA CGM innovates and defines tomorrow's merchandise transport solutions for more than 70,000 customers worldwide.

OUR AMBITIONS AND GOALS

Pay close attention to and foresee customers' needs in order to build a partnership of trust, provide guarantees through certification and help them adopt more sustainable practices, including through eco-innovations, technological innovations and digital transformation.

Intermodal

At least 70% inland transport by Rail or Barge by 2025

Innovation

40% foreign companies receiving Group funding by 2025

INNOVATION ON BEHALF OF OUR CUSTOMERS

A NEW PACKAGE OF INNOVATIVE SERVICES WITH CMA CGM+

This package comprises 22 different value-added products and services to protect customers' merchandise and facilitate administrative procedures.

We have broken down the offer into three product categories:

- **CARE** is aimed at protecting our customers' business,
- **BOOST** is aimed at expanding our customers' business,
- **ACT** is aimed at reducing our customers' environmental impact when using our maritime services.

Thanks to this new framework, we managed to offer services to our customers in very difficult market conditions.

CMA CGM VENTURES: SUPPORT FOR START-UPS

Rodolphe Saadé, CMA CGM's Chairman and CEO, initiated a strategy to support innovation by creating a special investment vehicle: CMA CGM Ventures.

In 2019, the Group increased its investments in innovative companies by nearly 50%



2020 2019
▶ TARGETS

Support to start-ups
Number of companies receiving financial backing from the Group

176
125

Share of non-French companies who received financial backing from the Group

29%
31%

▶ 40% by 2025

Developing ecological products and services for our customers

Act with CMA CGM+ To achieve Carbon Neutrality

In 2020, CMA CGM Group launched ACT with CMA CGM+, a complete line of solutions to enable our customers to reduce or offset their emissions when shipping with us.

These solutions are based on the use of alternative fuels (biofuels, LNG, biomethane). Related CO₂ savings are allocated to customers using a mass-balance concept. For emissions that cannot be further reduced, we offer complementary carbon offsetting services.

My carbon footprint reportt

For the fifth consecutive year, the Group is offering a personalized carbon reporting service that analyses the carbon footprint of shipments for a specific customer. Since 2020, this service is systematically included in the ELITE package of the CAN.

Carbon optimisation studies

The Environmental Services department proposes tailored solutions to optimize maritime routing as well as various intermodal options for door-to-door transport.

Tender quotation

Upon request, CO₂ values may be included in the tender offer on a port pairs basis. CO₂ data is available all along customers' journeys.

- Before shipment: Free online eco calculator, CO₂ displayed in the routing finder and pricing tool
- After shipment: CO₂ emissions are displayed in the booking dashboard for e-customers and analysed by geographical trade and transport mode in the Carbon footprint report

Building alternatives designed to suit our customers' needs

Fewer trucks on the roads, a smaller carbon footprint, quick deliveries, tailored competitive pricing solutions.

CMA CGM Group gives preference to grouped solutions: in 2020 68% of our goods transported inland used rail or river-based solutions.

Despite a shortage of services in certain geographical regions of the world, the Group's target is to increase this figure to 70% by 2025.

We are a core logistics partner for humanitarian Organisations

The Humanitarian Services Office, created in late 2017 by CMA CGM, proposes customized solutions to international

organizations and NGOs providing emergency aid. In 2020, it oversaw the transport of over 14,500 TEUs.

ACT WITH
CMA CGM+
TOWARDS CARBON NEUTRALITY



Value-added services to analyze, reduce and offset your environmental footprint

cma-cgm.com

CMA CGM

2020 2019
▶ TARGETS

Rail/barges

Share of inland transport by rail or barge

68%
72%*

▶ 70% by 2025

NGOs & humanitarian transport

Number of containers carried via the Humanitarian office Services

14,409 EVP
11,069 EVP

*The methodology was renewed between 2019 and 2020.

OUR PARTNERSHIPS & COLLABORATIONS



Maritime Anti-Corruption Network

is a global business network working towards a maritime industry free of corruption, which promotes fair trade for the benefit of society at large.



Digital Container Shipping Association

is to boost the safety, security and efficiency of container transport by representing, overseeing and serving the industry's stakeholders.



Business Actions to Stop Counterfeiting & Piracy

is an initiative that connects businesses worldwide in the fight against counterfeiting and piracy.



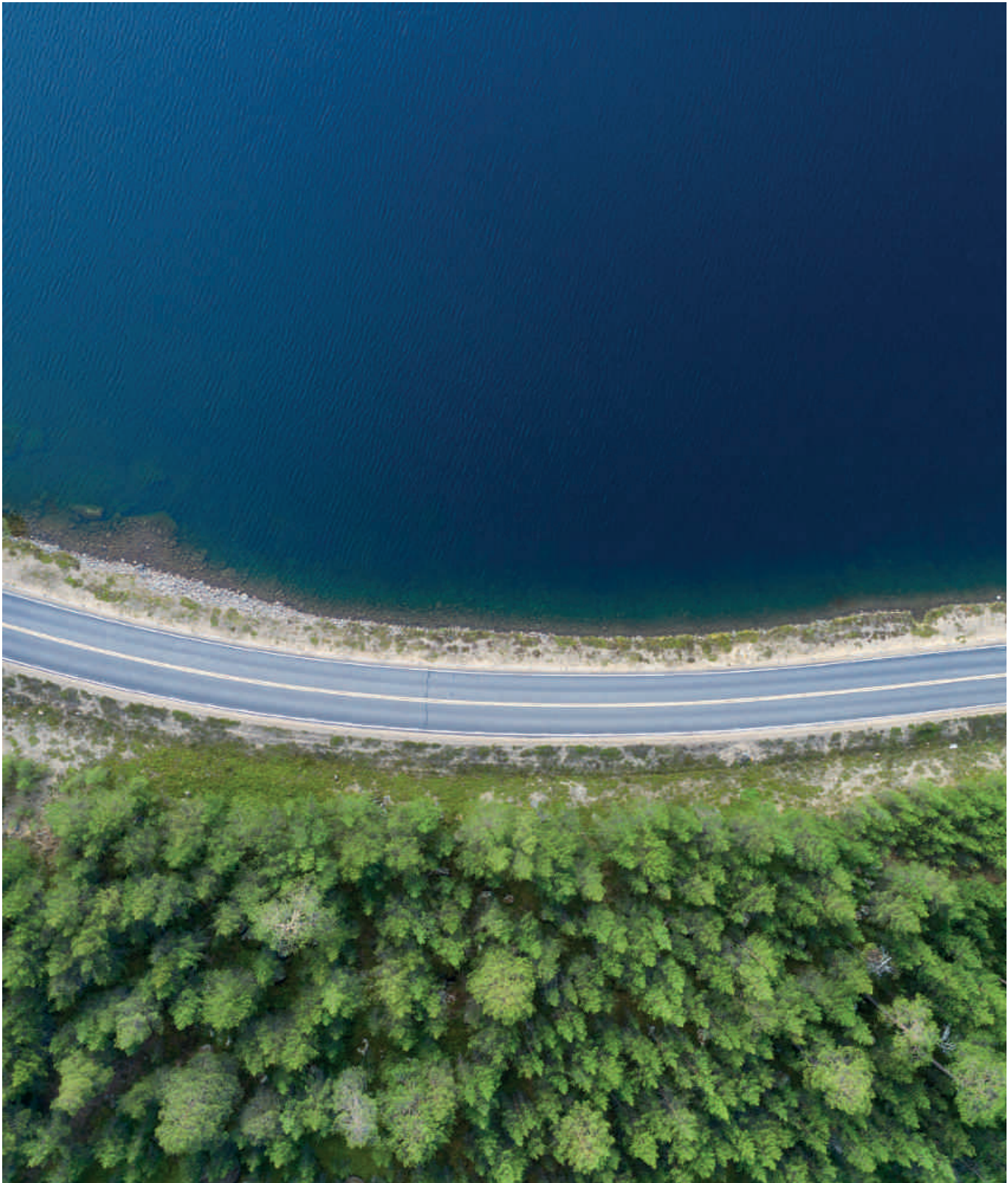
Transporter Asset Protection Association (TAPA)

is an exchange forum that brings together suppliers, logisticians, carriers, law enforcement agencies and other stakeholders around a common objective of loss reduction within an international logistics chain.



International Cargo Handling Coordination Association

founded in 1952, is an independent, not-for-profit organisation dedicated to improving the safety, security, sustainability, productivity and efficiency of cargo handling and goods movement by all modes and through all phases of national and international supply chains.





03.

Annexes

Key Performance Indicators

INDICATOR	UNIT	SCOPE*	2020	2019	TARGETS
Acting for people					
Formal HR & H&S policy with objectives & action plan		CMA CGM CEVA Logistics	Yes	Yes	
Our employees					
Human rights policy	Document	CMA CGM CEVA Logistics	Yes	Yes	
Non-discrimination policy	Document	CMA CGM CEVA Logistics	Yes	Yes	
Total workforce	Number	CMA CGM CEVA Logistics	80,780	79,871	
Diversity					
Gender distribution: Share of Women/Men	%	CMA CGM CEVA Logistics	35/65	44/56	
Share of Women in management positions	%	CMA CGM CEVA Logistics	31	37	
Share of Women among TOP 100 salaries	%	CMA CGM CEVA Logistics	13	14	20% by 2025
Share of Women on Board of Directors	%	CMA CGM	42	45	
Share of non-French Nationals among TOP 100 salaries	%	CMA CGM CEVA Logistics	49	50	50% by 2025
Number of nationalities	Number	CMA CGM CEVA Logistics	178	148	
Average age of employees	Age	CMA CGM CEVA Logistics	38	37	
Talent Development					
Number of Training day Per employees	Day	CMA CGM CEVA Logistics Périmètre limité	1.23	1.67	2d in 2021 3d in 2022
Payroll	USD millions	CMA CGM CEVA Logistics	4,133	4,063	

Working conditions					
Share of sedentary employees with an access to health cover	%	CMA CGM	86	84	100% by 2022
Optimal protection					
Number of fatal accidents	Number	Maritime activities	1	0	
Lost Time Injury Frequency Rate (LTIFR)	Rate	Maritime activities	1.08	1.88	-40% by 2025 vs 2019
Injury Severity rate	Rate	Maritime activities	0.13	0.20	
Number of fatal accidents	Number	Terminals activities	1	0	
Lost Time Injury Frequency Rate (LTIFR)	Rate	Terminals activities	7.20	13.18	-40% by 2025 vs 2019
Injury Severity rate	Rate	Terminals activities	0.32	1.06	
Lost Time Injury Frequency Rate (LTIFR)	Rate	CMA CGM Inland	9.10	N.A	
Lost Time Injury Frequency Rate (LTIFR)	Rate	CCEVA Logistics Inland	7.71	N.A	
Caring for communities					
Share of countries performing at least one local actions	%	CMA CGM	47	23	100% by 2022
Containers of hope dispatched	Number	CMA CGM	>1 300		

*Scope: CMA CGM stands for CMA CGM Group excluding CEVA Logistics For more information, please refer to the Methodology

Key Performance Indicators

INDICATOR	UNIT	SCOPE*	2020	2019	TARGETS
Acting for planet					
Formal environmental policy with objectives & actions plan	Document	CMA CGM CEVA Logistics	Yes		
Climate change					
Energy Consumption					
√ - Maritime fleet fuel consumption	Millions tons	Maritime activities	7,450	7,774	
√ - including LNG	Thousand tons	Maritime activities	28.35	7.43	
Including Biofuels	Thousand tons	Maritime activities	48	N.A.	
√ - Share of alternative fuels used in the energy mix of maritime activities	%	Maritime activities	1.1	0.2	At least 10% by 2023
√ - Nominal capacity of LNG-propelled vessels	TEUs	Maritime activities	127,200	5200	380,000 TEUs by 2023
CEVA Energy Consumption (Warehouse)	kWh	CEVA Logistics	184,034,424	N.A.	
Share of renewable electricity from CEVA warehouses	%	CEVA Logistics	12.5%	N.A.	
Trucks fuel consumption	Millions liter	CEVA Logistics	44	N.A.	
CO ₂ emissions					
√ - CO ₂ emissions related to maritime fleet fuel consumption	Millions tons	Maritime activities	23.3	24.3	Carbon neutral by 2050
Reduction of CO ₂ emissions related to maritime fleet	%	Maritime activities	- 4%	- 6%	
√ - Maritime CO ₂ efficiency CO ₂ /TEU-km	g CO ₂ /TEU-Km	Maritime activities	52	54	51 in 2030 -50% vs 2008
√ - Maritime CO ₂ efficiency CO ₂ / TEU loaded	T CO ₂ /TEU loaded	Maritime activities	1.12	1.15	
Scope 3 CO ₂ emissions	Millions tons	Maritime activities	7.6	N.A.	
CO ₂ emissions from CEVA warehouses	Tons	CEVA Logistics	75,171	N.A.	

Total CO ₂ emissions CEVA Logistics trucks fleet	Tons	CEVA Logistics	118,256	N.A.	
Air pollution					
√ - NOx related to maritime fleet fuel consumption	Thousand tons	Maritime activities	555	654	
√ - SOx related to maritime fleet fuel consumption	Thousand tons	Maritime activities	70	364	
Cold ironing system implemented	Number of vessels	Maritime activities	30	34	
Biodiversity					
Number of major marine oil pollution	Number	Maritime activities	1	0	0
Number of containers lost at sea	Number	Maritime activities	51	1	0
Dismantled vessels	Number	Maritime activities	4	3	
Solid waste production	Thousand m ³	Maritime activities	17	19	
Production of fuel sludge	Thousand tons	Maritime activities	171	183	
Vessel equipped with a ballast water treatment	Number	Maritime activities	27	99	

*Scope:CMA CGM stands for CMA CGM Group excluding CEVA Logistics. For more information, please refer to the Methodology
√ - 2020 KPI audited on a reasonable assurance by KPMG S.A.

Key Performance Indicators

INDICATOR	UNIT	SCOPE*	2020	2019	TARGETS
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Acting for responsible trade

Ethics & Compliance

Formal Code of Ethics https://www.cmacgm-group.com/api/sites/default/files/2020-10/CMA%20CGM%20-%20Code%20of%20Ethics_EN-28102020_0.pdf	Document	CMA CGM CEVA Logistics	Yes	Yes	100% collaborators signature
Number of collaborators who received an Ethics & Compliance training	%	CMA CGM CEVA Logistics	81.5 90	N.A N.A	
Share of alerts processed and closed within the Group's whistleblowing system	%	CMA CGM CEVA Logistics	96 86	N.A. N.A.	

Stakeholder dialogue & Sustainable performance

EcoVadis Certification	Rating	CMA CGM	Platinum	Gold	Platinum in 2021
Carbon Disclosure Project	Rating	CMA CGM	B	B	

Sustainable procurement

Formal Third-Party Code of Conduct https://www.cmacgm-group.com/api/sites/default/files/2020-09/CMA%20CGM%20Third%20Party%20Code%20of%20Conduct%202020%20EN.pdf	Document	CMA CGM CEVA Logistics	Yes	Yes	
Number of assessed suppliers	Number	CMA CGM	2,930	348	100% by 2025

Sustainable added value products & services

Share of inland transport by rail or barge	%	CMA CGM	68	72**	70% by 2025
Number of companies receiving financial backing from the Group	Number	CMA CGM	176	125	
Share of non-French companies who received financial backing from the Group	%	CMA CGM	29	31	40% by 2025

*Scope: CMA CGM stands for CMA CGM Group excluding CEVA Logistics For more information, please refer to the Methodology
**Change of methodology between 2020 and 2019

Methodology

Social indicators were defined in 2013 and updated in 2020. They have been established based on Global Reporting Initiative (GRI) criteria and are designed to meet French legal requirements (NRE Act of 15 May 2001), the European Union Non-Financial Reporting Directive, and international standards when possible.

Scope: CMA CGM Group reports non-financial data on a consolidated basis on Group scope. However, scope limitations can be applied on a case-by-case basis regarding certain indicators. In the event of scope restriction, these are systematically explained in the DPEF regarding the titles of the indicators concerned. The Group is committed to extending the reporting of indicators subject to significant scope limitations in the coming years.

Period: The reporting period is from 1st January 2020 to 31st December 2020. This precision of scope covers all indicators, not just People indicators.

This is the first year that Ceva has prepared CSR information. It has been included in CMA CGM Group figures, in line with the global consolidation process. For most indicators, 2020 is the reference period. It is not possible to systematically compare indicators with 2019 when the CSR reporting process was not in place. However, Ceva will report CSR KPIs for the current and prior reporting periods from next year onwards.

The Key Performance Indicators in colour reflect quantitative objectives from the 10 UNGC principles of the 17 SDGs

ACTING FOR PEOPLE

OUR EMPLOYEES

The indicators are collected and consolidated in the Human Resources management system “C&Me” for CMA CGM & “C-People” for Ceva:

- CMA CGM: C&Me covers 95% of Group consolidated sedentary workforce. For CMA CGM Excel spreadsheets are used for reporting on office-based employees, corresponding to 5% of the Group workforce.
- For Ceva the information covers 100% of employees.

For indicators relating to headcount, diversity, geographic location and age, Ceva uses the same methodology as CMA CGM.

Total workforce

Note 1: Workforce relates to the Group’s consolidated scope as of 31st December of the reporting period. It covers people employed under contract by one of CMA CGM Group’s companies as of 31st December of the reporting period. This includes contracts for permanent employment, temporary employment, trainees and international internships.

Note 2: The workforce is broken down by gender and geographical area include 93% of the Group’s consolidated workforce. For this indicator, the crewing is excluded because the contracts are not Group contracts as well as sedentary staff members who are not reported in C&Me are excluded.

New hires and departures

These indicators include 93% of the Group’s consolidated workforce.

Note 1: New hires are the number of employees who join the company between 1 January and 31 December of the reporting period, with contracts as defined in Note 1 “Workforce”.

People are accounted for as a new hire in their company if they are reassigned, sign a new employment contract with a different company in the Group, or have their original employment contract amended resulting in them being permanently assigned to a different Group company.

Note 2: Departures are the number of employees with permanent or temporary contracts that leave the workforce of their own accord or at the request of the company between 1st January and 31st December of the reporting period.

For this indicator, the crewing is excluded because the contracts are not Group contracts as well as sedentary staff members who are not reported in C&Me are excluded.

Share of women in management positions:

This corresponds to the number of women in management positions / total number of managers (men and women). The number of women in management positions corresponds to sedentary female employees with at least one direct subordinate. This indicator includes 92% of the Group’s consolidated workforce. For this indicator, the crewing is excluded because the contracts are not Group contracts as well as sedentary staff members who are not reported in C&Me are excluded.

Share of Women among TOP 100 salaries and share of non-French Nationals among TOP 100 salaries (%)

The TOP 100 corresponds to the 50 highest salaries at CMA CGM and 50 the highest salaries at CEVA.

Share of sedentary employees with an access to health cover Total employees (%)

The indicator reports the percentage of employees for whom CMA CGM Group facilitates an access to major medical treatment. For this indicator CEVA and CMA CGM Crewing are excluded.

This indicator includes 37% of the Group’s consolidated workforce. The Group is currently working to extend the perimeter in 2021.

TRAINING

1. Group total training hours

The scope of classroom training data corresponds to France, Estonia, Malaysia (first half-year only due to the transfer of SSC to China), the United Kingdom, USA, China and Brazil for office-based employees, and seafaring personnel. It represents 24% of the Group workforce.

The scope of e-learning training data corresponds to office-based and seafaring employees worldwide, which is 100% of the Group’s consolidated workforce.

Note 1: All types of training courses are included (internal and external) and all training methods (classroom, e-learning), on condition that they have an educational objective and are tracked and attended by an employee of the CMA CGM Group. The hours recorded reflect the time spent by employees in training, and not planned or budgeted hours.

- Classroom-based training courses of longer than one hour are accounted for as delivered. The standard duration for one training day is eight hours.
- E-learning courses (interactive content) are calculated from 4 minutes in length, and educational videos from 30 seconds of connection. E-learning hours are tracked based on the hours completed, unless the connection time is not logical. In this case, the suggested time for completion is reported.

- For International Crewing, mandatory training that is the responsibility of seafarers is not included.

As of next reporting period Ceva will report on classroom training through the LMS system, which will increase the reporting scope.

2. Number of training days per CMA CGM employee

The number of training days per employee is calculated based on the total number of training days of 8 hours that is then divided by the total number of employees of defined perimeter.
The ratio is calculated on a limited scope including sedentary France, Estonia, Malaysia, the United Kingdom, USA, China, Brazil, Ceva UK and seafaring staff, both for classroom training and e-learning. This represents a total of 24% of the Group workforce.

The group is currently working to integrate 21 additional countries for the 2021 reporting of training data for sedentary CMA CGM. All data related to the training of employees of all Group entities is intended to be collected through the C&Me tool.

OPTIMAL PROTECTION
MARITIME ACTIVITIES

Number of fatal accidents:

This includes any maritime accident impacting personal health and safety (serious injury or death), the environment (national impact or with a recovery period of more than one year), the public image of the Group (accident covered by the international media) or with financial consequences exceeding €1 million.

Lost-Time Injury Frequency Rate (LTIFR):

Number of fatal industrial accidents or accidents requiring leave longer than one day based on a medical opinion.

LTIFR formula: (Number of lost-time injuries / Total

hours worked in the reporting period) x 1,000,000.
The total hours worked corresponds to the actual number of days on board x 24 hours. For reminder the accidents resulting in leave only after disembarkation are not considered. Accidents that occurred on chartered vessels are not reported or consolidated, as they are the responsibility of the ship owners.

Injury Severity Rate of maritime industrial accidents considered:

Severity rate formula: (Number of lost days / Total hours worked over a twelve-month period) x 1,000. For seafaring employees that are no longer employed as of 31st December of the reporting period, the days of leave that occurred during the reporting period are not included in the severity rate.

TERMINAL ACTIVITIES

Le périmètre représente tous les terminaux qui sont soumis à la politique QHSSE CMA CGM Terminals.

Number of fatal accidents:

A major terminal incident is a critical incident. In terms of occupational Health & Safety it concerns one or more fatalities or incidents with damage. Incidents with critical damages have an estimated cost of more than €100,000 and/or result in more than 12 hours of operations stoppage or major disturbance. In terms of the environmental, a critical environmental impact may harm the environment both in the present and in the long-term, requiring action in the future. It may lead to widespread public concern over the Group’s operations and have a serious adverse economic effect on business.

Lost-Time Injury Frequency Rate (LTIFR)

LTIFR is calculated by dividing the number of industrial accidents leading to sick leave (lost time) of more than one day over total hours worked x 1,000,000.
LTIFR formula: (Number of lost-time injuries / Total hours worked) x 1,000,000.

Injury Severity Rate

The severity rate is the number of lost days due to occupational accidents per thousands of hours worked.
The formula: (Number of lost days / Total hours worked) x 1,000. The data is consolidated in the TIN@ application for a 12-month period.

INLAND ACTIVITIES

Lost-Time Injury Frequency Rate (LTIFR) for inland employees

LTIFR is the number of lost-time injuries (one day or more) occurring in the workplace per million hours worked.
LTIFR formula: ((Number of lost-time injuries in the reporting period) x 1,000,000) / [Total hours worked in the reporting period])
CMA CGM LTIFR: the indicator covers 69% of the workforce subject to CMA CGM’s QHSSE inland policy.
Ceva LTIFR: the indicator covers 96% of Ceva’s workforce. The severity rate has not been reported for 2020. It will be reported in the next reporting period.

CARING FOR LOCAL COMMUNITIES

SHARE OF COUNTRIES PERFORMING AT LEAST ONE LOCAL ACTIONS

- This indicator shows the percentage of countries that have taken at least one local action over the total number of countries in which CMA CGM Group is present (source C&Me).
- A local action is a voluntary, one-off or recurrent initiative taken by a CMA CGM Group entity (CMA CGM, ANL, MERCOSUL, APL, CNC and Containerships) and involving CMA CGM employees from one or several divisions of the Group. Such initiatives, which concern one of the sustainability strategic pillars (People, Planet, Responsible Trade) may have a direct impact on local communities in which the Group and its subsidiaries are involved and must support at least one of the 17 United Nation Sustainable Development Goals.

ACTING FOR PLANET

CLIMATE CHANGE

Scope 3 emissions (Maritime activities) result from ship- and container-building, on-board solid and liquid waste, employee business travel, inland shipments and upstream bunker production and transport.

- Shipbuilding: The impact is calculated based on the carbon emissions generated by producing steel to build vessels measured by the vessels’ steel weight (emission factor of 2.21). The number of ships built

is averaged over a four-year period. Emissions from shipyards are not known to date but are deemed to be negligible. Emissions from chartered vessels are estimated based on emissions from owned vessels, on a pro rata TEU-km basis.

- Container construction: Emissions are estimated based on the number of containers renewed every year converted in gross steel weight (2.2 tons of steel per container). Steel emission factor of 2.21.

- Upstream fuel and Energy: upstream carbon dioxide emissions based on following emission factors:

- Inland shipment: we apply standard emission factors for each mode of transport (rail, road, barge) in order to

HFO	DO	VLSFO	GNL	BIOFUELS
0.26 kg CO ₂ e/kg (Source: EN16258)	0.68 kg CO ₂ e/kg (Source : EN16258)	0.64 kg CO ₂ e/kg (Source: GLEC)	0.89 kg CO ₂ e/kg (Source: GLEC) Annexe V)	0.518 kg CO ₂ e/kg (Source: Red 2009/28

calculate the carbon footprint before and after maritime shipping.

- Solid waste: the volume of solid waste generated by owned vessels is reported as part of the CMA CGM Green Ship Programme and is used to calculate the carbon footprint based on the amount of waste produced. Emissions from chartered vessels are estimated from emissions from owned vessels, on a pro rata TEU-km basis.
- Production of fuel sludge: we use the carbon dioxide emission factor for fuel as there is no recognised emission factor for sludge. The factor is applied to the total quantity of sludge produced in the reporting period.

- Business travel: we estimate that a seafarer takes 10 flights per year (roundtrip) with an average length of 10,000 kms per flight. This is multiplied by the number of seafarers in the reporting period, and by ADEME’s emission factor of 0.083 kg CO₂e/passenger for long trips.

CEVA reports warehouses & trucks energies consumption and CO2 emissions scope 1 and 2 associated, scope 3 reporting will begin in the next reporting period.

MARITIME ACTIVITIES

✓ - **Maritime fleet fuel consumption:**
Fuel oil consumption is monitored for the entire operating fleet (owned + chartered vessels). It is measured in tonnes and represents the consumption of all types of fuel oil used by the fleet (HSFO, LSFO, MGO-DO and LNG).

✓ - **Nominal capacity of LNG propelled:**
Total volume capacity of all owned and long-term chartered vessels powered by LNG

✓ - **Share of alternative fuels in the energy mix of maritime activities:**
Alternative, low-carbon fuels (LNG, Biofuel are included in the Group’s energy mix.

✓ - **CO₂ emissions related to maritime fleet fuel consumption (Scope 1)**
They are directly calculated from fuel oil consumption. The following emission factors are applied to fuel oil consumption for maritime activity:
1 ton HSFO = 3,114 tons of CO₂
1 ton LSFO = 3,151 tons of CO₂
1 ton MGO/ DO = 3,206 tons of CO₂
1 ton LNG = 2.75 tons of CO₂

✓ - **Maritime CO₂ efficiency per TEU loaded and per TEU-km (scope 1):**
These KPIs monitor the operating efficiency of the fleet. Scope: CMA CGM Group’s operating fleet (owned and chartered vessels) in the reporting period
Loaded TEUs = Remunerated loaded TEUs
TEU-km = nominal capacity* distance sailed

INLAND ACTIVITIES

Fuel consumption and CO₂ emissions –Truck fleet (scope 1):
This indicator covers CEVA Logistics’ fuel consumption by owned and leased trucks (excluding personal and company cars). The scope covers business in the United Kingdom, the USA, Canada, Australia and the Philippines. Other countries have been excluded as they do not operate truck fleets. Carbon dioxide emissions are calculated based on the energy consumption reported and country-specific emission factors.

Energy consumption and CO₂ emissions – Warehouses (scope 1):
This indicator covers CEVA Logistics’ owned and leased warehouses worldwide, representing 79% of countries where CEVA Logistics operates and 83% of worldwide warehouse surface. Energy covers electricity and natural gas, except for fuel for generators and owned and leased vehicles and trucks. In 2020, US energy consumption, representing 25% of total energy consumption, was estimated based on actual warehouse surface measured in 30 kWh/m² derived from the average for Benelux and the United Kingdom. In 2021, Ceva will report actual data for the USA. CO₂ emissions are calculated based on the energy consumption reported and country-specific emission factors.

Green electricity – Warehouses (scope 2) - Indicators with quantitative objectives
This indicator covers CEVA Logistics’ owned and leased warehouses worldwide, covering 79% of countries where Ceva operates and 83% of global warehouse surface. Green electricity is the quantity of renewable energy either produced or consumed, versus total electricity consumed.

AIR POLLUTION

√ - SOx emissions related to maritime fleet fuel consumption cover the entire operating fleet. They are calculated based on fuel oil consumption per type of fuel oil and the maximum mandatory limit of sulphur content per type of fuel oil. Sulphur emissions from scrubbers are not included in total emissions. The 2019 and 2020 data are not comparable due to a change in methodology in 2020. In 2019 the emissions were calculated from the sulfur rate of the fuel purchased, in 2020 the emissions are calculated from the regulatory sulfur rate. SOx emissions captured by scrubbers are deducted.

√- NOx emissions related to maritime fleet fuel consumption cover the entire operating fleet. The formula: Total fuel consumption by type x NOx emission factor by type of fuel
The following emission factors are applied to fuel consumption for maritime activities:

- HSFO/LSFO: 76kg of NOx/ton of fuel oil
- DO: 57kg of NOx/ton of fuel oil
- LNG: 13.4kg / ton of fuel

NOx emission factors 2018 (Source: 4th IMO GHG study 2020, Table 27 - Emissions factors used for top-down estimations)

Pollution is not substantial for Ceva due to the nature and scale of its operations.

BIODIVERSITY

Number of major marine oil pollution
The reporting scope covers the Group’s owned fleet. Spills are unintentional discharges at sea of hydrocarbons, oil, sludge, chemicals, hazardous and non-hazardous materials (non-exhaustive list). Containers and anchors lost at sea are excluded.

Solid waste
Total quantity (in m3) of hazardous & non-hazardous solid waste generated by owned vessels:

- Non-hazardous: plastic, paper, metal, glass, domestic waste, wood, food waste, cooking oil and other
- Hazardous: fluo lamps, oily rags, paint tins, medicine, infectious healthcare waste (IHW), batteries, oil tins, asbestos, e-waste, pyrotechnics, sprays, fire detectors and related operational waste. Sludge is not included in this indicator.

Number of containers lost at sea
Number of containers lost at sea by owned vessels. Containers that fall into the water at a port and are then recovered are not included.

Production of fuel sludge
Total amount produced by CMA CGM fleet in tonnes. Sludge is hydrocarbon waste, oil waste and oily water. The amount is estimated by applying a ratio based on total sludge for disposal over total quantity of fuel used. The quantity of sludge comes from the quantities of sludge ordered. The 2019 and 2020 data are not comparable due to a change in methodology. In 2019, the data was calculated from the sludge rate from the sludge unloading reports reduced to the amount of fuel burned.

Biodiversity is not substantial for Ceva due to the nature and scale of its operations. Ceva does not yet report on waste but intends to from next reporting period.

RESPONSIBLE TRADE

ETHICS & COMPLIANCE

Number of whistleblowing reports processed and closed / Total of whistleblowing reports Share of alerts processed and closed within the Group’s whistleblowing system
Includes all reports available that have been processed and closed over total reports registered in 2020 on the Group’s whistleblowing platform (Navex). This indicator covers reports relating not only to ethics but also to human resources, security & the environment. This tool is available for all the Group’s internal and external stakeholders (including employees, customers, suppliers, subcontractors, associations and trade unions).

Number of collaborators who received an Ethics&Compliance training
The number of employees that attended the Business Code of Conduct and Ethics e-learning training course in 2020. This concerns office staff, which represent 86% of CMA CGM’s total headcount and 43% of Ceva’s total headcount.

SUSTAINABLE PROCUREMENT

Number of assessed suppliers
Number of suppliers that were assessed and qualified as compliant through the Group’s supplier compliance process. The scope covers all types of procurement for CMA CGM (Indirect, Terminals, Intermodal, Chartering, CMA Ships, Bunkering, Feederling, Pool, P&T and Logistics).

SUSTAINABLE ADDED VALUE PRODUCTS & SERVICES

Sustainable added value services
Green VAS: Contains ACT + range of product sold
Key KPIs indicators with quantitative objective. The scope is cope: all the TEUs booked all around the world by CMA CGM and any other brand from the group (APL, ANL, CNC, CS, MERCOSUL Line). Calculation Method: Each TEU booked by agents/ HO, are reported into LARA with a specific code corresponding to the type of VAS sold. Except for Containership & MERCOSUL Line where extraction data will be done from their own system (since they are not using LARA).

Share of inland transport by rail or barge
This KPI monitors the % of volumes transported through rail or barge compared to total volumes transported inland (trucks, barge, rail). The scope is CMA CGM & APL.

Number of companies receiving financial backing supported from the Group

- Companies in which CMA CGM has a direct interest via CMA CGM Ventures, CMA Participation or CMA CGM SA
- Companies in which CMA CGM has an indirect interest via our investments in investment funds (funds which in turn invest in various companies)
- Companies that are enrolled with Group-funded business incubators (ZeBox and Le Carburateur)

Share of non-French companies who received financial backing from the Group
Describe the % of non-French companies financially supported by the Group on the total of companies financially supported by the Group.

SUSTAINABLE STRATEGY
CMA CGM SUSTAINABLE CHALLENGES

The Group’s sustainable challenges relate directly to its core business and maritime, inland, logistics and office-based activities. They were identified with the Group’s divisions and subsidiaries and are in line with CMA CGM’s objectives for achieving the 17 UN Sustainable Development Goals. In 2020 the Group focused on 13 priority challenges for continual improvement:

People

- Diversity: equal opportunity, gender equality, multiculturalism, multigenerational and disability aspects
- Talent development: career management, training, skills development, remuneration policy
- Working conditions: quality of life and well-being at work, employee fulfilment, social dialogue, local employment and work opportunities, socio-economic impact, business continuity plan
- Optimal protection for employees, assets & merchandise: preventing accidents that can lead to injury or loss of human life for seafaring, land-based and office staff, as well as major damage to facilities (vessels, warehouses and terminals) and merchandise
- Local communities and emergency relief: - commitment to local regions and communities through the CMA CGM Foundation and local and Group initiatives.
- CMA CGM Foundation: promoting education for all. The Foundation takes action worldwide to provide the education needed to help children and young people find their place in the world of tomorrow.

Planet

- Climate change: curbing global warming implies a drastic reduction in our greenhouse gas emissions. There are still no mature technical solutions for zero-carbon merchandise transport. The CMA CGM Group is investing massively in Research and Development (R&D) to design the clean vessels of the future.

- It is already committed to using the best solutions available today.
- Air quality: in addition to carbon dioxide, the Group is striving to reduce sulphur and nitrogen oxide and fine particle emissions. As these emissions threaten public health and air quality, they are governed by increasingly stringent international and local regulations.
 - Biodiversity: marine & inland pollution (such as oil spills and containers lost at sea), dismantling and recycling ships, other land and underwater pollution (smell, sight and noise pollution), protection of cetaceans, ballast water management, ocean governance.

Responsible Trade

- Ethics & Compliance: including human rights and duty of care. These include commitments to enforce high standards of business ethics, personal integrity and compliance in all business activities including human rights & duty of care
 - Stakeholder dialogue: with stakeholders including investors and clients.
- Ratings, awards, certification that highlight CMA CGM’s commitment to sustainable development.
- Sustainable procurement: in terms of relationships, partnerships and support for suppliers. Managing procurement-related challenges and risks to people, society, the economy and the environment.
 - Sustainable added value products and services: Focusing on customers’ requirements in order to build meaningful relationships, provide guarantees through certification and promote sustainable practices through eco-innovation, technological innovation and digital transformation.

2020 CMA CGM materiality matrix

The Group’s 13 sustainable priorities have been validated and ranked in order of top priority (1) to least priority (13), by CMA CGM & stakeholders:

- The vertical axis of the matrix shows the importance of strategies established by the Group and its subsidiaries for each challenge.

- The horizontal axis shows the perspective of stakeholders.
- The CMA CGM Group ranking was established in a meeting with all the Sustainable Departments’ representatives.
- Stakeholders were identified based on their influence on Group business: customers, employees, trade unions, suppliers, subcontractors, government, public authorities, investors, banks, NGOs, media, professional organisations and local communities. In 2020, customers, suppliers and employees were interviewed in order to rank the 13 CMA CGM sustainable priorities from top to least.

2020 Sustainable risks

- With support from the Group Risk Management department, a CSR risk map was established.
- In 2020, risks in the Group risk map were assessed along with specific risk maps to assess their relationship with the 13 CSR challenges listed in the materiality matrix.
- This enabled us to identify:
- discrepancies between the risk level assessed in the risk maps and the assessment performed at materiality matrix level. Differences were documented and explained.
 - challenges for which no risks had been identified. The missing risks will be assessed.

- To date, the following CSR-related risks have been identified:
- Risk of non-compliance with “ethics and compliance” regulations, particularly regarding competition, corruption, economic sanctions and personal data protection
 - Human rights and working conditions
 - Health, safety & security
 - Climate change and air quality
 - Pollution and harm to biodiversity
 - Talent development
 - Partnerships with suppliers and subcontractors

- Group Risk Management is responsible for:
- Structuring, deploying and driving the Group’s risk management framework
 - Identifying, assessing and monitoring the Top Risks for CMA CGM Group
 - Establishing focused risk maps for entities and functions, or for strategic projects
 - Defining and monitoring Key Risk Indicators
 - Performing country risk scoring.

The methodology involves a qualitative and quantitative assessment at a point in time projected over a year. The risk assessment is based on two criteria:

- Severity of impact
- Probability of occurrence

The methodology integrates a qualitative/quantitative assessment at a point in time projected over a year. The risk evaluation is based on two criteria:

- Severity of impact
- Probability of occurrence

- The following information has been deemed to be outside the scope of the Group’s business activity:
- Combat against food insecurity
 - Combat against food waste
 - Protection of animal welfare
 - Responsible, fair and sustainable food

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CMA CGM S.A.

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

FOR THE YEAR ENDED 31 DECEMBER 2020
CMA CGM S.A.
4 QUAI D’ARENCE, 13,002 MARSEILLE
THIS REPORT CONTAINS 8 PAGES

KPMG S.A.,
FRENCH COMPANY MEMBER OF
KPMG NETWORK COMPOSED BY
INDEPENDANT FIRMS MEMBERS
OF KPMG INTERNATIONAL LIMITED,
AN ENTITY REGULATED BY
THE COMMON LAW.

LIMITED ACCOUNTING FIRM
AND STATUTORY AUDIT FOR
MANAGEMENT BOARD AND
MONITORING ADVISE. REGISTERED
AT THE ORDER BOARD IN PARIS
UNDER THE N °14-30080101 AND
THE VERSAILLES LOCAL FIRM OF
STATUTORY AUDITORS.

HEAD OFFICE: KMPG S.A.
TOUR EHOO
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92066 PARIS LA DEFENSE CEDEX
CAPITAL : 5,497,100 €.
CODE APE 6920Z
775,726,417 R.C.S. NANTERRE
VAT EUROPEAN UNION
FR 77,775,726,417

CMA CGM S.A.
Head office: 4 Quai D’Arenc, 13,002 Marseille

REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT

For the year ended 31 December 2020

To the Shareholders,

In our capacity as Statutory Auditor of your company (hereinafter the “entity”) appointed as independent third party, and accredited by the French Accreditation Committee (Comité Français d’Accréditation or COFRAC) under number 3-1049, we hereby report to you on the consolidated non-financial statement for the year ended 31 December 2020 (hereinafter the “Statement”), included in the entity’s Management Report pursuant to the requirements of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Responsibility of the entity

The Management Board’s is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity’s procedures (hereinafter the “Guidelines”), the main elements of which are presented in the Statement and available upon request at the entity’s head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditors appointed as independent third party,

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- The fairness of the information provided in accordance with article R.225-105 I, 3 ° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the “Information”).

Our responsibility is also to provide a report expressing, at the request of the entity and outside of the scope of accreditation, a reasonable assurance conclusion that information selected by the entity, presented in Appendix and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines. However, it is not our responsibility to comment on

1. Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr

the entity’s compliance with other applicable legal and regulatory requirements, in particular the French duty of care law nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements and with ISAE 3000 :

- We obtained an understanding of all the consolidated entities’ activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III;
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities’ activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as

well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;

- We referred to documentary sources and conducted interviews to:
 - Assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented;
 - Corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities.
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement;
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
 - Analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - Tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the

supporting documents. This work was carried out on a selection of contributing entities⁴ and covers between 28% and 100% of the consolidated data selected for these tests;

We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of seven people between October 2020 and March 2021 and took a total of twelve weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around twenty interviews with the people responsible for preparing the Statement.

In our opinion, the information selected by the entity and identified with the symbol √ in the consolidated Statement has been prepared, in all material respects, in accordance with the Guidelines.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Comment

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code,

we have the following comment:

- The Group has begun to integrate CEVA Logistics into the social, safety, environmental and societal information presented in the Statement. The integration of CEVA Logistics into the CSR reporting should continue in 2021 by extending the scope and strengthening internal control, particularly with regard to the indicators “Number of training days per employee”, “Percentage of employees with access to health cover”, “Scope 3 CO₂ emissions” and “CO₂ emissions related to energy consumption of CEVA warehouses”, which have scope or methodological limitations as mentioned in the appendix “Methodology” of the Statement.

Reasonable assurance report on a selection of non-financial information

Nature and scope of our work

With regard to the information selected by the entity presented in Appendix and identified with the symbol √ in the Report, we conducted the same procedures as those described in the paragraph “Nature and scope of our work” (for the most important non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents 100% of the information identified with the symbol √.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol √.

2. ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information

3. Working conditions; Air quality; Biodiversity; Local communities, emergency relief and CMA CGM Foundation; Sustainable procurement; Stakeholder dialogue and sustainable performance; Products and services with sustainable added value.

4. CMA CGM France, CMA CGM Brazil, PROGECO Marseille, PROGECO Fos-sur-Mer, Somaport Casablanca, Vietnam International Container Terminal, CEVA UK, CEVA USA, CEVA Italy, CEVA BENELUX.

5. Entity acquired during the financial year 2019 and representing 45,959 employees at 31 December 2020, or 57% of the Group’s workforce.

Paris-La Défense, on 12 March 2021
KPMG S.A.

Fanny Houlliot
Partner
Sustainability Services



Georges Maregiano
Partner



Appendix

QUALITATIVE INFORMATION (ACTIONS AND RESULTS) CONSIDERED MOST IMPORTANT

“We are Shipping” program and other measures in favor of gender equality
Development and social support mechanisms for employees
Collective agreement on work organization signed in 2020 in France
Quality, Environment and Health & Safety certifications
Deployment of the QHSSE audit checklist
Commitment and measures to reduce the environmental footprint of operations
Evaluation of the carbon footprint of transport services
Actions for the protection of biodiversity
Measures implemented to prevent illicit trafficking
Responsible Purchasing Awards
Partnership actions, volunteering and sponsorship

KEY PERFORMANCE INDICATORS AND OTHER QUANTITATIVE RESULTS CONSIDERED MOST IMPORTANT

LEVEL OF ASSURANCE

People	Total headcount at 31 December by age, gender and geographic area	Limited
	Share of women in management position	
	Number of new hires and exits	
	Number of training days per employee	
	Share of non-French nationals among Top 100 salaries	
	Share of women among Top 100 salaries	
	Lost time injury frequency rate (LTIFR) for terminal activity, maritime activity and inland activity	
	Injury severity rate for terminal activity and maritime activity	
	Share of sedentary employees with an access to health cover	

Planet-maritime Activity	Maritime fleet fuel consumption	Reasonable
	CO ₂ emissions related to maritime fleet fuel consumption	
	SO ₂ emissions related to maritime fleet fuel consumption	
	NOX emissions related to maritime fleet fuel consumption	
	Maritime CO ₂ efficiency – CO ₂ /TEU loaded	
	Maritime CO ₂ efficiency – CO ₂ /TEU-km	
	Nominal capacity of LNG propelled vessels	
	Alternative fuels used in the fleet energy mix	
	Scope 3 CO ₂ emissions related to the maritime activity	
	Production of fuel sludge	
Planet - Inland Activity	Number of major marine oil pollution	Limited
	Number of containers lost at sea	
	Share of onshore transport by railway line or river line	
	Trucks fuel consumption	
	Total CO ₂ emissions trucks fleet	
	Warehouses’ energy Consumption	
Responsible trade	Share of renewable electricity from CEVA warehouses	Limited
	CO ₂ emissions from warehouses	
	Share of alerts processed and closed in the Group’s whistleblowing system	
	Number of companies receiving financial backing from the Group	
	Share of non-French companies who received financial backing from the Group	
	Share of collaborators who received an Ethics & Compliance training	
	Number of suppliers assessed on CSR topics	

Glossary

ACT	ASSACT ASSESSING LOW-CARBON TRANSITION
BDN	BUNKER DELIVERY NOTES
CAN	COMMERCIAL AGENCY NETWORK
CCE	COMITÉ CENTRAL D’ENTREPRISE – IN FRANCE, A WORKS COUNCIL IN BUSINESSES WITH SEVERAL ESTABLISHMENTS
CDP	CARBON DISCLOSURE PROJECT – ENVIRONMENTAL REPORTING PLATFORM
CHE	EMPTY CONTAINER HANDLER
CITES	CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES
CO₂	CARBON DIOXIDE
CRM	CUSTOMER RELATIONSHIP MANAGEMENT
CSR	CORPORATE SOCIAL RESPONSIBILITY
R&D	RESEARCH & DEVELOPMENT
ECA	EMISSION CONTROL AREA
ESG	ENVIRONMENT SOCIAL AND GOVERNANCE
ESI	ENVIRONMENTAL SHIP INDEX
FORS	FAST OIL RECOVERY SYSTEM – SYSTEM THAT RECOVERS OIL FROM A SINKING OR GROUNDED VESSEL
GDP	GOOD DISTRIBUTION PRACTICE – TRAINING SPECIFICALLY FOR THE PHARMACEUTICALS INDUSTRY

GHG	GREENHOUSE GASES
ILO	INTERNATIONAL LABOUR ORGANISATION
ISO	INTERNATIONAL ORGANIZATION FOR STANDARDIZATION
IMO	INTERNATIONAL MARITIME ORGANISATION
IMS	INTEGRATED MANAGEMENT SYSTEM
JUMP	JUNIOR UPWARDS MOBILITY PROGRAMME
LNG	LIQUEFIED NATURAL GAS
LTIFR	LOSS TERMINAL INJURY FREQUENCY
MLC	MARITIME LABOUR CONVENTION
MOU	MEMORANDUM OF UNDERSTANDING
NGO	NON-GOVERNMENTAL ORGANISATION
NOx	NITROGEN OXIDE
OHAS	OCCUPATIONAL HEALTH AND SAFETY ASSESSMENT SERVICES
PSC	PORT STATE CONTROL – INSPECTION OF FOREIGN VESSELS BY THE STATE OF A PORT OF CALL
QHSSE	QUALITY, HEALTH, SAFETY, SECURITY AND ENVIRONMENT
RIF	REGISTRE INTERNATIONAL FRANÇAIS – FRENCH INTERNATIONAL VESSEL REGISTRY
SBTi S	CIENCE BASED TARGET INITIATIVE
SDGs	SUSTAINABLE DEVELOPMENT GOALS
SOPEP	SHIP OIL POLLUTION EMERGENCY PLAN
SOx	SULPHUR OXIDE
STS	SHIP-TO-SHORE CRANES
TEU	TWENTY-FOOT EQUIVALENT UNIT
UES	ECONOMIC AND SOCIAL UNIT
UN	UNITED NATIONS
UNICEF	UNITED NATIONS INTERNATIONAL CHILDREN’S EMERGENCY FUND
USCG	UNITED STATES COAST GUARDS
VAS	VALUE ADDED SERVICES
VIE	VOLONTARIAT INTERNATIONAL EN ENTREPRISE – FRENCH INTERNSHIP ABROAD
WPCI	WORLD PORT CLIMATE INITIATIVE

