

2024 CSR REPORT

Non-Financial Performance Report



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Combining operational excellence and environmental responsibility is the compass of our family-owned and entrepreneurial Group.

A message from the Chairman

In 2024, the maritime sector faced longer shipping routes as a direct consequence of geopolitical tensions in the Red Sea. These operational adjustments affected the industry's decarbonization pathways, reinforcing the need to sustain collective efforts in support of a large-scale energy transition.

To support this ambition, we have launched a major fleet modernization programme, with €18 billion already invested. By 2028, more than 150 low-carbon vessels will join our fleet, significantly strengthening our ability to reduce emissions over time. From 2025, the first methanol-powered container ships will enter service.

Securing access to low-carbon fuels is another critical lever. In 2024, we continued to expand the use of liquefied natural gas (LNG) and secured volumes of biofuels. Our partnership with Suez reflects our commitment to building strong industrial alliances capable of developing fuel supply chains that can meet the sector's growing demands.

Our port infrastructures are evolving in the same direction. Targeted initiatives are underway at several of our terminals in Santos, Nador, Khalifa and Lyon, including the electrification of handling equipment, increased use of renewable energy, and improved energy efficiency. These efforts aim to reduce the carbon footprint of our land-based operations, complementing our actions at sea.

At CEVA Logistics, specific steps have been taken to embed climate targets across all supply chain management services. In 2024, the Group joined the Science Based Targets initiative (SBTi), committing to a decarbonization trajectory aligned with the Paris Agreement.

Innovation also plays a key role in driving this transformation. We are supporting several pilot projects, such as the Neoline wind-powered cargo vessel, due to begin operations in 2025, and Flexis, developed with Renault and Volvo for last-mile delivery. Artificial intelligence, developed

through partnerships with Google, Mistral AI and Perplexity, is already helping optimize shipping routes, with tangible results in fuel efficiency.

These efforts are also supported by continued investment in people and skills. In 2024, we inaugurated TANGRAM, the Group's center of excellence in Marseille. More than 3,000 employees have already been trained there on environmental issues, artificial intelligence and new management approaches, in partnership with BCG University, Imperial College and HEC.

Combining operational excellence and environmental responsibility is the compass of our family-owned and entrepreneurial Group. This ambition will continue to shape our actions in the year ahead, with a major milestone to come in June 2025: the United Nations Ocean Conference in Nice, which will bring together maritime stakeholders around a transition we must continue to pursue collectively.

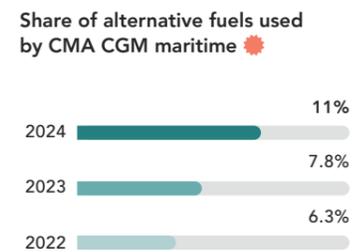
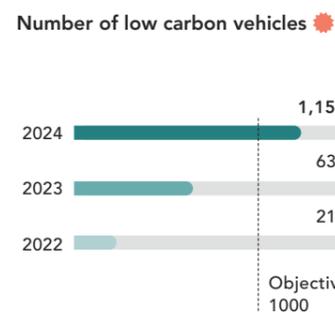
Rodolphe Saadé,
Chairman & CEO

Strategy

Key data of the Group

Acting for the planet

Performance (gCO₂e/TEU) improved by **57%** since 2008



Number of e-methane- or e-methanol-ready ships by 2029



49.3 MtCO₂e in 2024

of which **33.4** MtCO₂e for well-to-wake maritime emissions

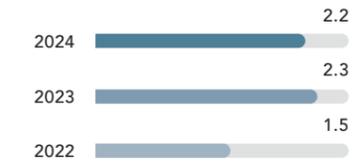
CSR key performance indicators. Definitions and calculation methods are detailed in the methodology.
 1 Scope 1, 2 & 3 - Details on page 28 and in the methodology.

Acting for people

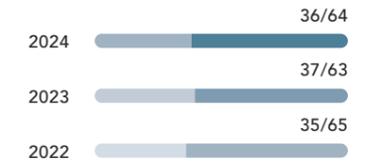
Total number of employees



Number of training days per employee



Ratio of women to men



Percentage of countries that have launched at least one local initiative



22% of women in Top Management

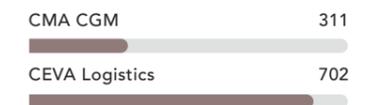
Acting for fair trade

1,276,931 TEU "ACT+" in 2024

Percentage of employees who have completed the mandatory E&C training

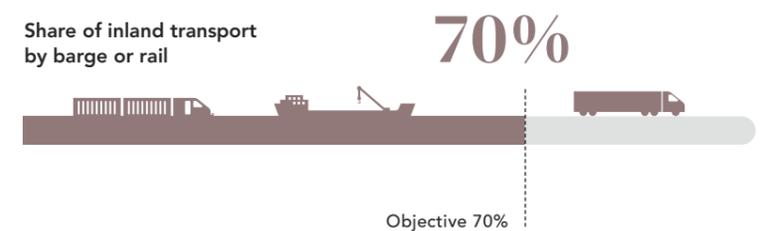


Number of whistleblowing reports



280,674 tons of CO₂ avoided in 2024

Share of inland transport by barge or rail



CDP note B
Ecovadis 75/100

Our business model

5 strategic priorities

BETTER WAYS

Promoting	Designing	Accelerating	Developing	Supporting
THE DEVELOPMENT OF MARITIME TRANSPORT	LOGISTICS SOLUTIONS	INNOVATION AND DIGITALIZATION	A MORE RESPECTFUL DEVELOPMENT OF OUR PLANET AND OF EVERY HUMAN BEING	OUR EMPLOYEES WHO ARE AT THE HEART OF THE COMPANY'S DEVELOPMENT

Our strengths & resources

PRESENCE THROUGHOUT THE LOGISTICS CHAIN	FLEET AND INFRASTRUCTURE	HUMAN CAPITAL	INTELLECTUAL CAPITAL AND INNOVATION	MEDIA
Revenues (in billions of USD) 55.4 of which Maritime 36.5 , Logistics 18.4 , Other 2.9 23 million TEU transported by CMA CGM More than 15 million road freight shipments by CEVA Logistics More than 60 ktons of goods transported by CMA CGM Air Cargo	663 operated vessels of which 301 owned vessels 55 terminals 1,000 logistics warehouses 1 Airbus A330F 3 Boeing B777F	118,310 employees ³ , including 7,467 seafarers, 133 pilots, 300 journalists Operations in 160 countries Over 175 nationalities	Zebox TANGRAM 1,875,499 hours of training	€80 million in revenues Geographical coverage in France Presence across all channels: TV, radio, national and regional press, digital and print edition

Our value creation

For our employees

– HR and safety policy	Over 98% of Group employees have access to primary health care	USD 8,570 million total payroll
– Human Rights Policy		
– Non-discrimination policy	40 average age of employees	147,827 of training hours on CSR topics

For the planet

– Decarbonization roadmap	53.3 gCO ₂ /TEU km	63 dual fuel vessels
– Improving air quality	69 % of low-carbon electricity in warehouses	11 % of alternative fuels bunkered in our ships
– Actions for biodiversity		
– R&D and innovation		

For our customers

– Worldwide coverage	793,737 tons of CO ₂ e emissions avoided for clients thanks ACT+
– End-to-end service	
– Transparent information	
– Single point of contact	
– Combined solutions	21,761 TEU for NGOs
– Value-added services	

For local communities

– Regional economic footprint	More than 60 events per year organized by CMA Media in 2024
– Local CSR actions	780 local initiatives carried out
– Companies assisted by Zebox	More than 13,550 jobs supported in the Bouches-du-Rhône region

³The number of employees stated does not include temporary contracts.

Activities and brands of the Group



CMA CGM (including terminals and depots)

Maritime freight

Containerized freight transported by sea



Port operations

Goods handling at port terminals and transfers between the maritime mode of transport and pre- or post-shipment inland carriage



Container logistics

Network of container depots, storage and maintenance of empty containers



CMA CGM Air Cargo

Air freight

Freight transportation by air



Logistics (CEVA Logistics, Colis Privé)

Rail/Barge freight

Transport of goods by rail or barge

Road freight

Transport of goods and finished vehicles by road



Contract logistics (warehouses)

Management and handling of warehoused goods



Freight forwarding

Multimodal freight transport for third parties



Last mile logistics

Delivery of goods to private end customers, at their homes or at a drop-off point, most frequently in an urban environment using light transport equipment (bicycles, utility vehicles)



Transportation of passengers



– La Méditerranéenne:

- 600 employees, including 490 seafarers
- 4 ferries: Pelagos, Kalliste, Piana, and Girolata
- Several sailings per week to Corsica
- Several weekly crossings between Marseille and Morocco

– Equity stake in Brittany Ferries

CMA Media



In 2022, the CMA CGM Group created its media division. It groups together La Provence, Corse Matin, La Tribune, La Tribune Dimanche and, since 2024, RMC-BFM (formerly Altice Media), and also manages the holdings in the M6 Group and Brut

CSR Governance

CSR and decarbonization strategies are defined at the highest level of the Group, with the support of expert departments.

All of the Group's departments work together to deploy action plans and monitor the effectiveness of the policies put in place: Human Resources and Academy, Compliance Audit and Risks, Operational Functions, Health & Safety Teams (Terminals,

Vessels, CEVA Logistics), Finance, Assets Management and Operations, PULSE, R&D, Regulatory.

Executive Management meets monthly with the main departments at meetings of the CSR Committee, which is chaired by the Chairman and CEO, and which adopts major decisions on CSR and decarbonization issues.

Employees are regularly informed of CSR actions by the internal social network, email (newsletters) or by displays on the screens at the Group's head office.

Performance indicators covering all areas are also reported quarterly to the Group Executive Committee. Targets are associated with each indicator.



Tanya Saadé Zeenny,
Executive Vice-President
and President of the CMA CGM
Foundation

In 2024, driven by our Chairman and CEO, Rodolphe Saadé, the CMA CGM Group reinforced its commitment to a sustainable growth model, one that is ever more respectful of the environment and humanity. We continued our efforts to accelerate the decarbonization of our activities, protect fragile ecosystems, and preserve endangered species, while supporting research and innovation globally for our employees, partners, and clients. TANGRAM, our training and innovation center that was inaugurated in May, has already welcomed several thousand employees. Diversity also remained at the heart of our priorities, with the launch of SheSails, a program aimed at promoting the presence of women in the maritime field. The CMA CGM Foundation successfully carried out two particularly innovative projects: Pharmabox, a container transformed into a mobile pharmacy adapted to humanitarian crisis zones in partnership with the NGO Action Against Hunger, and the Solidarity Warehouse, the largest shared logistics space between five NGOs that provide essential food aid. Finally, as the official logistics partner of the Paris 2024 Olympic and Paralympic Games, we contributed our expertise and industrial tools to the world's largest sporting event. In 2025, the Year of the Sea, we will actively contribute to the third United Nations Ocean Conference (UNOC) in Nice, reaffirming our commitment to more sustainable transport and logistics.

Our approach with our stakeholders

CMA CGM Group's CSR strategy is based on a collaborative approach. It is a key aspect of a trajectory that involves our stakeholders, in which everyone has a role to play.

CMA CGM Group conducts a dialogue throughout the year on its CSR issues and goals, in particular with the following stakeholders:

- Employees and employee representatives: regular information on CSR actions through various internal communication channels (training, intranet, flashnews, webinars), local initiatives of the global CSR network, engagement survey;
- Customers: "customer desk" dedicated to CSR, CSR dialogues frequently held during business reviews with major customers in order to discern their expectations, present the Group's strategy, and answer their questions;
- Suppliers: CSR dialogues during business reviews with key suppliers, who are essential participants in the Group's global transition to a more sustainable model;
- Investors and financial and non-financial rating agencies: questionnaires completed, meetings held to present the CSR strategy;
- Partners: participation in meetings of professional networks;
- Academic world: contribution to academic chairs, participation in educational modules or events;
- NGOs and non-profit organizations: bilateral dialogue or scientific collaboration with NGOs interested in the Group's CSR priorities, media watch.

Decarbonization

Several departments work together to achieve the objective of net-zero carbon by 2050: the Finance, Assets and Operations Department, the CSR Department and the operational functions by implementing an appropriate organization. The Group has devoted the necessary resources to design its decarbonization strategy and, in particular, has set up a cross-functional team that brings together the full range of expertise needed to define the pathway to be followed.

CMA CGM also partners with industry leaders, start-ups, universities and research centers to explore all possible solutions, create synergies with external players, and thus accelerate the transition:

- 6 ZEBBOX incubators around the world to encourage development of new solutions;
- NEW ENERGIES Coalition, which brings together 20 players in the transport and logistics fields to accelerate the energy transition of global supply chains;
- PULSE: CMA CGM's energy fund, which was created in 2022 to accelerate the energy transition of the Group and the entire transport and logistics sector, and which has been endowed with a budget of €1.5 billion over five years. Since its creation, 40 projects have been selected and have received funding totaling €465 million.

Deployment of CSR actions

The Group CSR Department coordinates action plans and consolidates information collected from all Group businesses: CMA CGM, CMA CGM Air Cargo, CMA Media, La Méridionale and CEVA Logistics.

It ensures that the Group's CSR strategy is applied, and provides support for the implementation of roadmaps for each geographical area, with the assistance of its network of CSR officers.

Regional CSR officers translate CSR policy into pragmatic action plans and make CSR operational within the Group's culture.

They also work with the country CSR officers who identify local opportunities (local initiatives and/or partners). They provide regular updates to the Group CSR Department, including a monthly activity report.

Every six weeks, the CSR Network Committee holds a meeting that is conducted from the head office, in which the regional officers participate.

CSR projects are monitored using performance and impact indicators that reflect ambitious objectives in line with the challenges faced by the Group. The objectives are presented throughout this document in the chapters focusing on each priority. CMA CGM Group intends to respond to the global challenges set out in the 17 United Nations (UN) Sustainable Development Goals (SDGs) adopted in 2015.

Oversight of CSR performance

From among the hundreds of reported indicators monitored, performance indicators have been defined and are evaluated each quarter, and are then presented to the CSR Committee and the Audit and Accounts Committee of the Board of Directors. In the event of discrepancies between the objec-

tives set and the progress made in achieving them, specific action plans are put in place.

Since 2022, the Group has collected and consolidated its non-financial indicators using a digital tool called SAVE, which offers a robust data collection and consolidation pro-

cess and oversees the CSR strategy based on the Group's objectives and action plans.

All departments concerned by the CSRD requirements have begun preparations to comply with them, and preliminary work will be carried out throughout 2025.

Double materiality of our sustainability issues

As of fiscal year 2025, the Group will be subject to the Corporate Sustainability Reporting Directive (CSRD), and will be required to publish a sustainability report starting in 2026.

To prepare for these new requirements, the Group carried out compliance work and performed a double materiality assessment in 2024. The purpose of the exercise was to determine what issues are material for the entire Group scope, i.e., in relation to the following activities: maritime transport, air transport, inland transport, passenger transport, logistics (warehouses, terminals and depots), and media.

The assessment was performed in several stages:

- Relevant matters were identified drawing on existing internal documents, sector studies and peer reports;
- The associated impacts, risks and opportunities (IROs) were defined and outlined;
- Each IRO was ranked for both impact materiality and financial materiality, based on in-house expertise, internal monitoring indicators and sector analysis assumptions;
- Materiality thresholds were established and relevant issues under the ESRS topics were outlined.

The double materiality assessment will be updated at least once a year.

The results of the work performed in connection with the compliance program will be used to reassess certain IROs whenever relevant.

A strategy, structured into policies and action plans, has already been defined for a number of sustainability issues (see cross-references in the table below).

As the CSRD compliance project is still in progress, the results presented here are provisional; the CSR Report 2024 is still based on the extra-financial risk mapping presented on p.18.

Material issues

SNFP cross-references

Impact

Environment

Climate change adaptation	Chapter 1. Fighting climate change		F
Climate change adaptation	Chapter 1. Fighting climate change	F	
Air, water and soil pollution	Chapter 1. Fighting climate change Chapter 2. Protecting biodiversity		F
Waste management & resource use	Chapter 3. Using resources efficiently and promoting a circular economy		F
Water management	Chapter 3. Using resources efficiently and promoting a circular economy		
Damage to biodiversity	Chapter 2. Protecting biodiversity		

Human resources

Health and safety	Chapter 4. Providing a safe and healthy working environment		F
Working conditions, including wages	Chapter 4. Providing a safe and healthy working environment		
Social dialogue	Chapter 4. Providing a safe and healthy working environment		
Anti-harassment measures	Chapter 4. Providing a safe and healthy working environment		
Diversity and inclusion	Chapter 5. Commitment to equality, diversity and inclusion		
Value chain workers	Chapter 6. Ensuring respect for human rights across the value chain		
Training, skills development and talent management	Chapter 5. Committing to equality, diversity and inclusion		F

Governance

Ethics and compliance	Chapter 8. Acting ethically and with integrity		
Supplier relations, including payment practices	Chapter 9. Cooperating in an exemplary manner with our customers and suppliers		

Key

■ Positive impact
 ■ Negative impact
 F Financial risk

Non-financial risks

In 2022, CMA CGM Group consolidated its CSR risk assessment: a detailed map covering the full spectrum of the Group's activities was produced in conjunction with relevant managers, which was presented to and approved by the Group Executive Committee. The top-down approach used by the CSR teams, with the methodological support of the Group Risk Management department, identified and assessed 17 CSR risks. Seven of these risks are considered to be priorities and are therefore monitored at Executive Committee level. Two of these seven risks, highlighted in **bold** below, are included in the Group's mapping of major risks.

The CSR Department updated it in 2023, in conjunction with all relevant departments. The following are the priority CSR risks:

- Failure to achieve carbon neutrality by 2050;
- Insufficient adaptation of the Group's activities to climate and biodiversity issues;
- **Not meeting published environmental objectives, including no major pollution and no containers lost at sea;**
- **Inability to ensure security, protect health, improve employee safety and prevent all fatal accidents;**
- Diversity and inclusion: non-compliance with local laws;
- Inadequate responses to customers' CSR expectations;
- Media campaign adversely impacting the Group's environmental or social reputation.

The risks related to ethics and compliance issues are also priorities and are closely monitored by the Group, as described in Chapter 8 of this document.

In addition, this work highlights:

- A worldwide trend towards regulatory developments impacting the full range of CSR issues (environmental, social and ethical aspects);
- Increasing media and NGO attention to these issues;
- The major challenge that the massive decarbonization of transport and logistics represents for CMA CGM Group and its partners.

In accordance with the method deployed by the Group, the mapping of the seven priority CSR risks is monitored and updated at least once a year by the CSR Department, which is tasked with managing this risk exposure. For each risk, one or more "risk managers" are chosen from among the Executive Committee members to report on the implementation of control measures and the monitoring of the action plans established to reduce and/or eliminate the risk. A concordance table that cross-references issues monitored and CSR risks ensures that all of the CSR issues are adequately covered. The Group verifies that the CSR action plans address the major risks identified in the strategy pillars and in this document. Control plans are established for all risks identified.

Methodology

The Group's Risk Management team structure, deploy and coordinate the risk mapping and management tools. The method for assessing net risks (current residual risks), as well as the 12-month risk level projection, are based on a Group assessment grid with two axes: the severity of impacts and the probability of occurrence.

For corporate governance purposes, this work is regularly presented to various committees, in particular at the quarterly meetings of the Audit and Accounts Committee (a committee of the Board of Directors).

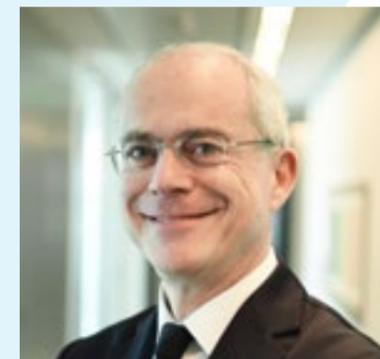
EU Green Taxonomy

The objective of the European Union's (EU) Green Deal is to achieve carbon neutrality by 2050. In addition to other regulatory measures, the European Green Taxonomy is a first step to promoting sustainable investment and financing. It establishes a list of economic activities the EU deems environmentally sustain-

able and requires companies to report the proportion of their turnover, capital expenditure and operating expenditure that is aligned with these activities. The information disclosed will permit a more meaningful comparison of companies and will encourage public and private investment in projects that contribute to the transition to a sustainable, low-carbon economy.

CMA CGM Group will be required to comply with the taxonomy as of fis-

cal year 2025, in connection with the transition to the CSRD. Nevertheless, the Group actively follows these regulatory developments and is preparing for the upcoming deadlines by making an inventory of its activities that come within the scope of the climate change mitigation and adaptation objectives, and by studying the technical alignment criteria.



Sustainability is a major issue for the industry and CMA CGM is setting ambitious targets to accelerate the transition to a more responsible trade. The year 2025 marks a key milestone with the preparation of the implementation of the CSRD, reflecting a growing awareness of environmental and social issues.

Ramon Fernandez,
Executive Vice-President CMA CGM
Group Finance Department

Internal carbon price

An internal carbon price is a tool that enables companies to factor the costs of greenhouse gas emissions into their business or investment decisions. For a family-owned group like CMA CGM, which is firmly focused

on the long term, adopting an internal carbon price was a natural step to managing climate change risks and achieving our sustainability objectives. A dedicated cross-business line committee worked in 2022 on the scope and value of carbon pricing within CMA CGM, based on an analysis of the Group's emissions and best practices in the area. As a result, the

Group has decided to move towards factoring an internal carbon price into our strategic analyses, and particularly in our investment analyses, in order to direct our efforts towards cleaner, more sustainable forms of energy.

An award-winning strategy

CDP RATING B

CMA CGM Group

ECOVADIS

75/100 - The CMA CGM Group
76/100 Gold Medal – CEVA Logistics

TOP EMPLOYER IN COLOMBIA, BRAZIL, PERU AND ARGENTINA

January 2024
CEVA Logistics

OCEAN CARRIER OF THE YEAR

May 2024
Agriculture Transportation Coalition
CMA CGM US

DIVERSITY & INCLUSION AWARD

May 2024
CEVA Logistics Brazil

ENVIRONMENTAL AND SOCIAL GOVERNANCE EXCELLENCE - SUSTAINABILITY AWARD

May 2024

Australian Logistics Council
Supply Chain Awards ANL
This award recognizes our commitment to sustainability, ethical practices and corporate responsibility throughout Australia and the Oceania region.

CARRIER OF THE YEAR

July 2024

CMA CGM Group
This award acknowledges the Group's commitment to building a more sustainable future, with the aim of achieving net-zero carbon by 2050.

ESG CHAMPION IN LOGISTICS

July 2024

Forum of Women in Logistics
CEVA Logistics

BIODIVERSITY CONSERVATION LEADER

September 2024

Sustainable Business Awards China
CMA CGM Group

This award recognizes the Group's leadership in biodiversity conservation.

SUSTAINABILITY INITIATIVE AWARD

September 2024

MHD Mercury Awards
CEVA Logistics Australia

This award is a testament to our efforts to reduce and recycle packaging waste.

DIVERSITY AND INCLUSION AWARD

October 2024

Business France
CMA CGM Group

This recognition highlights the Group's commitment to diversity and inclusion when recruiting International Corporate Volunteers.

BEST WORKPLACE IN ASIA

October 2024

CMA CGM China

CIRCULAR ECONOMY PIONEER AWARD

October 2024

CEVA Logistics

This distinction recognizes our commitment to integrating the principles of the circular economy into our operations and supply chains, and thus to promoting sustainable growth.

TROPHÉE DE LA CHARTE BLEUE

November 2024

Armateurs de France
CMA CGM Group

This recognition is a testament to the Group's range of actions in favor of more responsible shipping.

TROPHÉE BLEU

November 2024

Sustainability Business Awards Philippines
CMA CGM Group

This event, which is sponsored by the French Chamber of Commerce and Industry in the Philippines, rewards our ongoing commitment to sustainable practices and fruitful collaborations, which contribute to a better future for all.

SUSTAINABILITY LEADERSHIP AWARD

November 2024

NORA "Power of Partnerships"
Award
CEVA Logistics

LEADER IN DIVERSITY 2025

November 2024

CEVA Logistics

"BIKE FRIENDLY EMPLOYER" CERTIFICATION

2024

CMA CGM Le Havre

This award is a testament to our work in promoting this environmentally-friendly and healthy means of transportation, which also has a positive impact on the physical and mental well-being of our employees.

EXCELLENCE BRANDON HALL AWARD – TALENT ACQUISITION

2024

CMA CGM GBS India

This recognition underscores GBSI's commitment to providing an exceptional employee experience and setting new standards in talent management.

INNOVATIVE TRAINING AWARD

2024

Digital Learning Awards
CMA CGM Academy

Actions and commitments

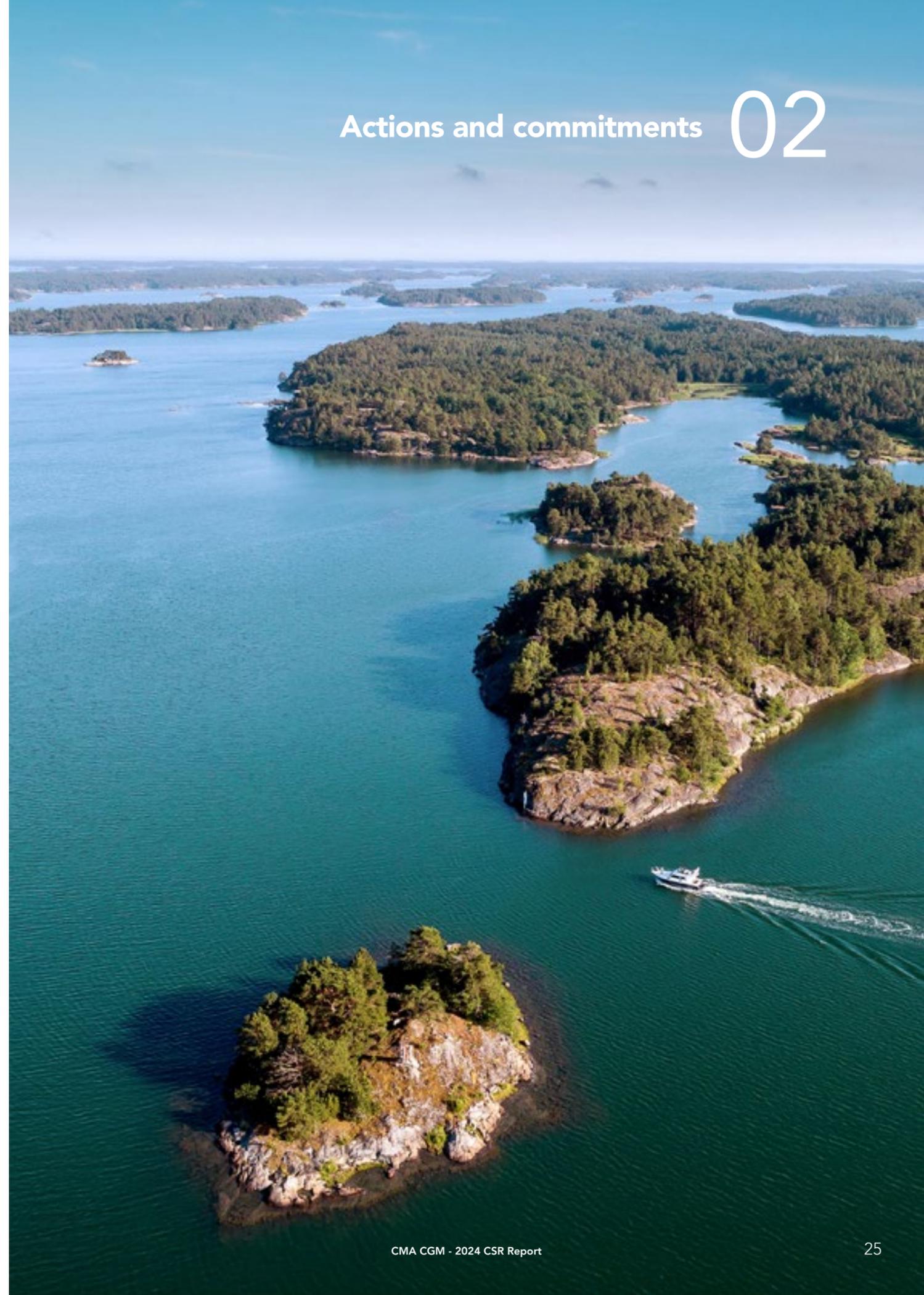
Acting for THE PLANET

As a global player in transport and logistics, environmental protection is at the heart of CMA CGM's strategy. The Group takes daily action to reduce the carbon footprint of its activities, preserve marine and inland biodiversity and promote a circular economy. This ambition is reflected in its adoption of innovative technologies, the optimization of its operations and its use of cleaner fuels. At the same time, the Group is actively involved in international initiatives and establishes strategic partnerships.

Direct contribution



Indirect contribution



1. Fighting climate change

As a global player in transport and logistics, the CMA CGM Group is actively committed to reducing the carbon footprint of its business sector.

The Group's decarbonization ambitions

The Group's climate challenges

Climate change is a growing concern whose impacts are already tangible. The transportation of goods and people accounts for 24% of global greenhouse gas emissions, whereas maritime transport accounts for 3%.

Customers, who are also subject to regulatory obligations, as well as stakeholders, are adopting decarbonization targets and paying closer attention to their supply chain emissions, which make up a significant share of the Scope 3 emissions of their GHG footprint.

As a global logistics player, CMA CGM Group provides maritime, road, air, inland waterway and rail transportation and offers logistics services. Today, decarbonization is at the heart of the Group's strategy, which is implemented by human, financial and operational commitments to achieve Net Zero Carbon by 2050.

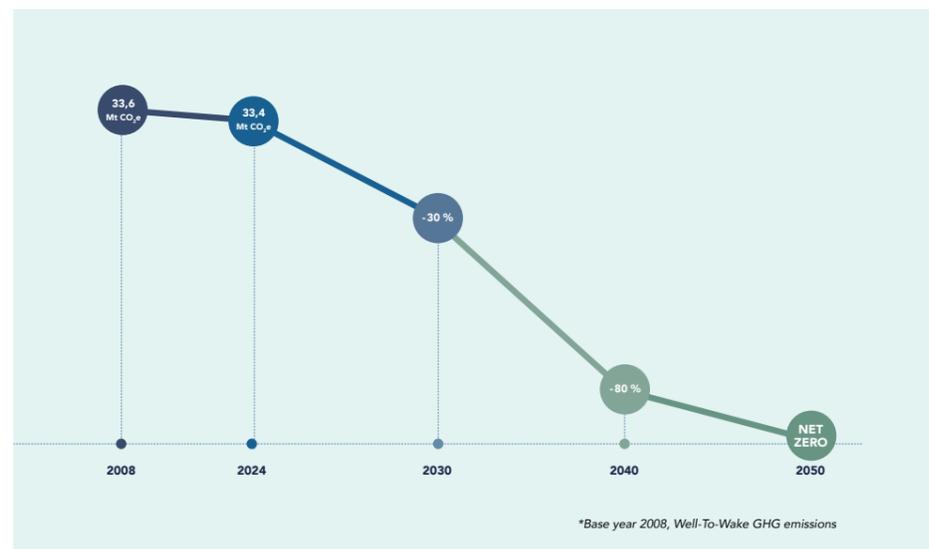
The Group has devoted the necessary resources to design its decarbonization strategy and, in particular, has set up a cross-functional team that brings together the full range of expertise needed to define and steer the pathway to be followed.

DECARBONIZING MARITIME TRANSPORT

Maritime transport is the most efficient means of transportation in terms of CO₂ emissions per ton transported. Nevertheless, due to the volume it represents, it is the Group's main

source of greenhouse gas (GHG) emissions. The Group will continue to support innovation at all stages, from energy production to the design of the ships and the management of operations. Since 2008, the Group has already more than halved the carbon intensity of its maritime activities.

To meet the decarbonization goals the IMO established in 2023 (see page 30), CMA CGM is taking action with the aim of meeting the intermediate greenhouse gas emission reduction targets: -30% by 2030 and -80% by 2040 (versus 2008).

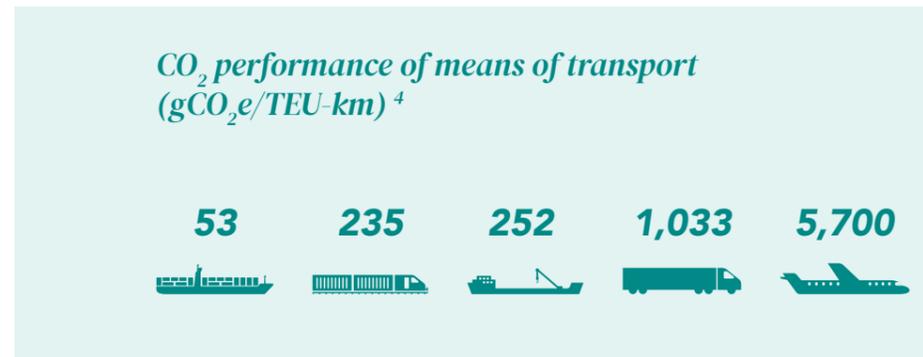


DECARBONIZING SHORE-BASED LOGISTICS

CEVA Logistics is a freight forwarder. Therefore, the company has few assets and relies on numerous carriers to transport its customers' goods by sea,

air, road and rail. CEVA Logistics is also an expert in contract logistics and operates several hundred warehouses, most of which are leased. Despite this asset light model, CEVA Logistics, as a major company in the logistics sector, has a responsibility to decarbonize

its activities, not only by taking actions concerning its own assets, but also by encouraging its suppliers and subcontractors to invest in the technologies of tomorrow.



Objectives and risks:

CMA CGM continuously analyzes both short- and long-term risks and opportunities to its assets due to the energy transition. This includes assessing risks generated by fuel types, regulatory changes, and the challenges of adopting low-emission technologies. The analysis also covers access to low-emission fuels, possible reductions in ship speed, and increases in indirect costs due to the extension of carbon quota systems to the maritime sector.

Technical choices validated today will become tomorrow's standard technologies, which will enable us to meet the decarbonization targets set for 2030 and 2040. Unlike other sectors – which are counting on massive electrification, for example – no single solution has yet emerged for the maritime sector. The sector will be able to successfully decarbonize only by finding an optimal combination of measures, applied by fleet segment or by vessel depending on their use profile.

CMA CGM is developing and using a tool to model the evolution of its fleet, which simulates the renewal of vessels and the introduction of new technologies and fuels. This approach has a very specific aim: to compare the various options for achieving our decarbonization objectives.

Fortifying technical decarbonization tools and adapting solutions to large container ships involves developing breakthrough technologies that increase energy efficiency and reduce fuel consumption and emissions of vessels.

R&D conducts an ongoing and systematic assessment of technologies that may help decarbonize ships. Once simulations and studies have been carried out, and once the CO₂ savings have been confirmed, these technologies are deployed on pilot projects. These new technologies can be implemented at the design stage in the case of new ships, or during drydocking for maintenance.

■ 2023
■ 2024
> Objectives

Emissions reduction in intensity since 2008 (baseline 2008)¹ gCO₂e/TEU-km (TTW²)



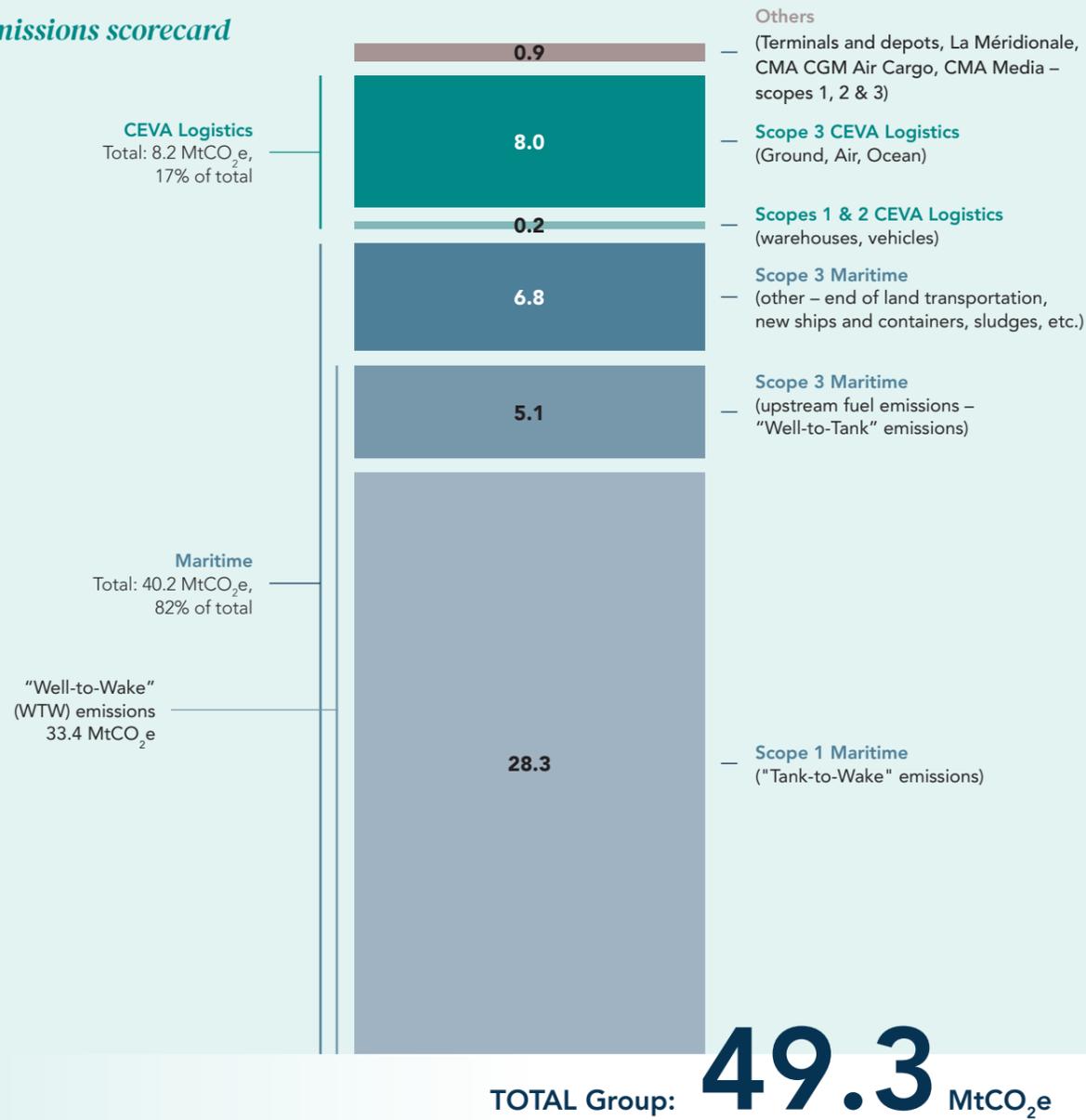
Performance of maritime activities in gCO₂e/ TEU-km (WTW³)

■ 53.4
■ 53.3

¹ Baseline 2008: 102 gCO₂e/TEU-km (TTW)
² Tank To Well – TTW – (see explanation in the methodology)
³ Well To Wake – WTW (see explanation in the methodology)

⁴ These data are based on averages by type of transport carried out by the Global Logistics Emissions Council (GLEC), with the exception of maritime transport, for which the Group's operational data have been used (GLEC is a working group of the Smart Freight Center responsible for defining a harmonized calculation methodology in the transport and logistics sector).

Emissions scorecard



Scope 1: direct emissions from combustion of fuel for our operations (around 64% of the total)

Scope 2: emissions associated with the production of electricity used by our operations (around 1% of the total)

Scope 3: indirect emissions associated with the Group activities (around 35% of the total)

- upstream emission of the fuel (“Well-To-Tank”)
- subcontracted transport
- new ships and containers building
- sludges
- waste management
- Business and employee travel
- Etc.

CO₂ emissions of the Group

In 2024, the reporting scope has been extended. The CO₂e emissions of the following have been reported for the first time in 2024:

- Scope 3 emissions from shipping subcontractor activities (third-party feeders);
- Scope 3 emissions from empty container repositioning;
- Since 2024, CEVA Logistics has also included emissions generated by Bolloré Logistics, which was acquired during the year (approximately 2.1 MtCO₂e).

TRENDS 2024

In 2024, international shipping experienced major disruptions due to the security situation as a result of attacks on ships in the Bab El Mandeb strait by the Houthis.

Ships that would ordinarily transit the Red Sea and Suez Canal on voyages between the Indian Ocean and Mediterranean Sea must now go around Africa via the Cape of Good Hope, which is a significantly longer route and has led to a reorganization of global shipping services.

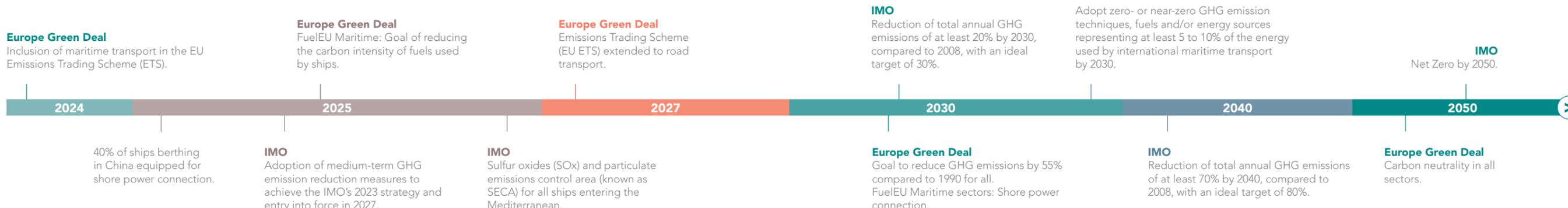
This situation has caused an increase in greenhouse gas emissions from additional fuel consumption, on the Maritime segment, and on CEVA Logistics’ Ocean offering (excluding CMA CGM).

CMA CGM has made every effort to reduce this increase. From an operational point of view, the Group has constantly sought to optimize its routes and improve the energy efficiency of its fleet, in particular by integrating new vessels at the cutting edge of technology. At the same time, CMA CGM has resorted to the use of alternative fuels to limit the environmental impact of these cyclical changes.

This temporary increase will be eliminated when the security situation will once again allow our crews to traverse the Red Sea safely.



Regulatory issues affecting the Group's activities



MARITIME ACTIVITIES

CMA CGM Group supports the government's efforts to accelerate the climate agenda. It prioritizes keeping abreast of environmental regulations, whether international, European or local, and both mandatory and voluntary. This includes mandatory regulations on:

- Exhaust gas cleaning systems (EGCS);
- Reducing SOx and NOx emissions;
- The extension of emission control areas (ECAs);
- Cold ironing (FuelEU Maritime Regulation);
- Biofouling control measures to prevent the spread of invasive species and maximize energy efficiency.

Within the framework of the IMO's international regulations, the Group wishes to develop concrete measures to reduce the price gap between low-carbon and fossil energies, and to increase and ensure the availability and accessibility of these energies throughout the world, while respecting technological neutrality.

The Group also wants to establish a fair, inclusive framework and equal treatment for all players, and to develop an internationally rec-

ognised global certification scheme by ensuring that regulations are harmonized. These objectives were endorsed at COP28 and reaffirmed during the 79th United Nations General Assembly at the end of 2024.

All stakeholders must also mobilize in order to ensure the availability of the necessary quantities of low-emission fuels and their distribution in the dedicated networks.

INTERNATIONAL STANDARDS

The Group welcomes the IMO's adoption of the new net-zero carbon target for 2050, which are in line with the Group's voluntary target.

- IMO target of reducing CO_{2,e} emissions by 20%-30% by 2030 and by 70%-80% by 2040 (versus 2008);
- Objective of 5-10% carbon-free energy by 2030;
- European Green Deal target of -55% GHG emissions for all sectors in Europe by 2030 (versus 1990)

In order to achieve the objective of net-zero, the IMO adopted two so-called short-term measures in June 2021: the Energy Efficiency Existing Ship Index (EEXI) and the Carbon Intensity Indicator (CII). These measures have applied to all ships since 2023. In 2023, based on the calculations required by these mea-

asures, 99% of CMA CGM's vessels received ratings ranging from A to D. The CII ratings for 2024 were not yet available on the date this report was drafted.

The IMO intends to adopt so-called mid-term measures by 2025, which are expected to enter into force in 2027 and should consist of a package of measures comprising:

- **A technical element**, i.e., a goal-based marine fuel standard regulating the phased reduction of the GHG intensity of marine fuels;
- **An economic element**, on the basis of a maritime GHG emissions pricing mechanism.

To promote progress toward the net-zero target, factors are expected to be prioritized, such as life cycle GHG emissions, adopting measures at fleet rather than ship level, and establishing a deadline by which all new ships must be compatible with low-carbon fuels.

In 2022, to combat pollution at sea, the IMO's 79th Marine Environment Protection Committee approved the creation of a sulfur oxides and particulate matter emission control area, known as SECA, covering the Mediterranean Sea. Starting in 2025, all ships entering the area will be required to use fuel with a sulfur content of no more than 0.1%.

REGIONAL STANDARDS

CMA CGM also supports the Green Deal objectives announced by the European Commission. However, the Group is particularly vigilant with respect to the details of the "Fit for 55" legislative package. It must be coherent and compatible with a future international framework. It is therefore important to implement the review clauses that permit European measures to be aligned with those of the IMO.

Technological neutrality should also be ensured, as the technical solutions that will enable the maritime sector to decarbonize are still at highly variable stages of maturity. This will permit stakeholders to adapt to solutions as they become available. It is also important that the laws not penalize pioneering companies that have chosen to act quickly and have invested in more energy-efficient ships.

The overall coherence of the proposed laws and those already in force should be a priority. The interrelated nature of these laws is a source of complexity which should not become an obstacle to the effort required.

The European Union Emissions Trading Scheme was extended to the maritime sector in January 2024. To comply with European requirements, CMA CGM must:

- Starting in 2025: surrender allowances for CO₂ emissions in 2024 from ships within the scope of the regulation;
- Starting in 2027: surrender allowances for CH₄ and NO₂ emissions in 2026.

FuelEU Maritime is a regulation enforcing to the maritime sector that requires the various players to reduce the carbon intensity of the energy they consume. In other words, FuelEU Maritime encourage the incorporation of energies that emit less CO₂. FuelEU Maritime came into force on 1st January 2025, obliging shipping companies to reduce the carbon intensity of the energy they use by 2% within the European scope (-6% by 2030). The CMA CGM Group has organized its various departments and teams to meet this obligation in the best possible way.

It is essential that alternative fuels, which are a key decarbonization lever, and the emissions gains associated with their use, be considered on a life cycle basis and taken into account in the measures adopted.

To comply with the measures adopted by the IMO and the EU, CMA CGM has set up a cross-functional team that includes employees from a number of departments: energy, chartering, operations, lines, R&D, compliance, etc. Since 2021,

its members have worked to analyze the performance of each vessel and to improve or replace certain less efficient vessels, so as to be in a position to comply with the measures approved by the IMO for 2023 and to prepare for the requirements established by the European ETS.

The consequences of regulatory changes can represent a significant climate transition risk for maritime activities. The Group's organization to prepare for this is part of our adaptation strategy. We also assess our exposure to the physical risks associated with climate change (see p.61).

SHORE-BASED ACTIVITIES

The impact of road transport on climate change and air pollution has prompted public authorities to introduce specific regulations.

Zero- or low-emission zones have been set up in various cities to restrict access by the most polluting vehicles. As a result, the "last-mile" logistics business of CEVA Logistics and Colis Privé may be affected, which would require investing in trucks and vans (owned or outsourced) that comply with these new requirements.

Moreover, the European ETS will apply to the road transport sector starting in 2027.

Moving towards a carbon-free transportation and logistics industry

The decarbonization of the Group's logistics activity and maritime, inland and air transport also reduces the pollution generated by its activities. The carbon-free energies to which the Group is turning to power all its equipment are less emissive: liquefied natural gas, biomethane, synthetic methane (e-methane), biomethanol,

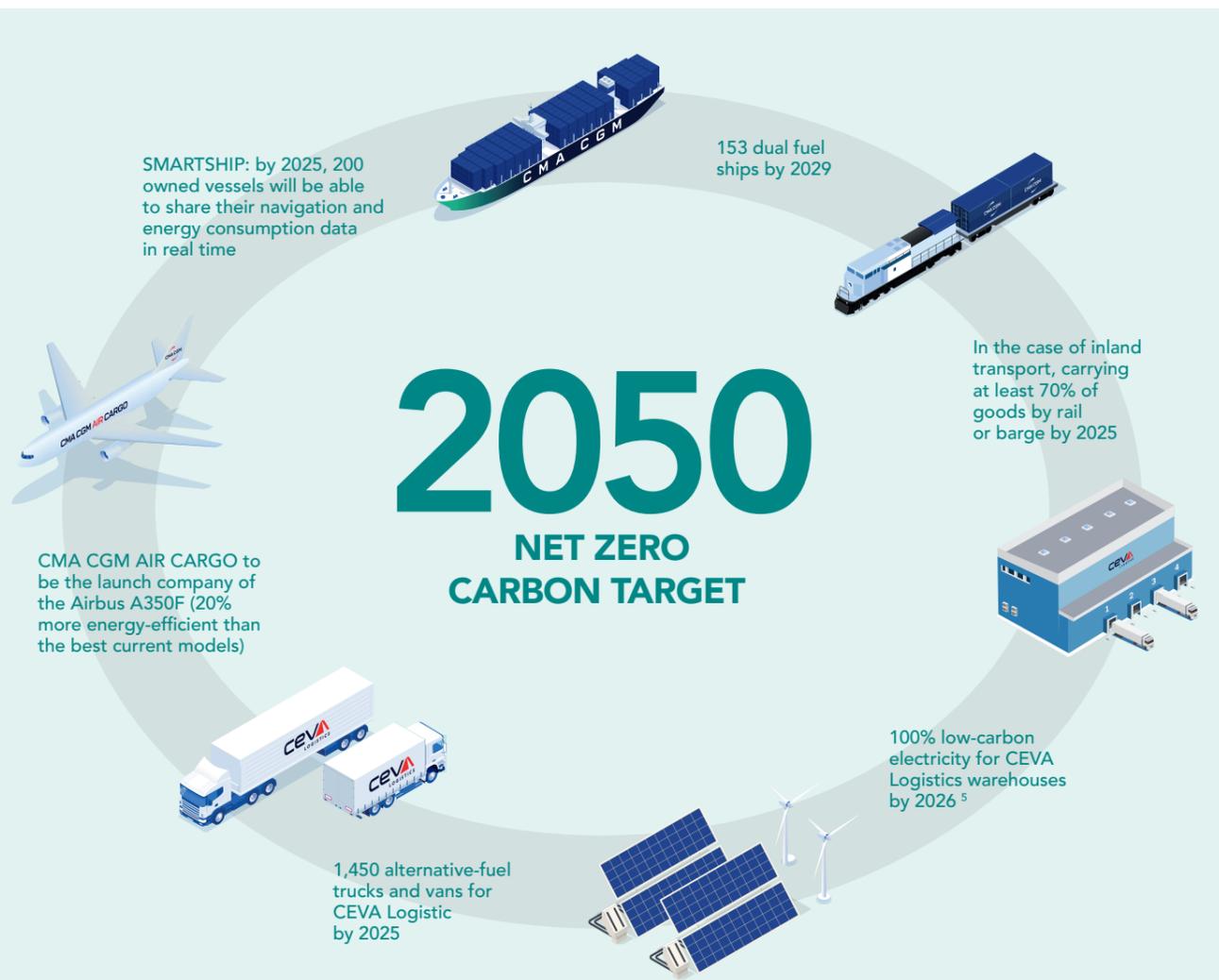
e-methanol, biodiesel, sustainable aviation fuels (SAF), electricity, biofuels (HVO and B100) and hydrogen.

To meet its target of zero emissions by 2050, CMA CGM's decarbonization strategy is based on two pillars:

- Reducing energy consumption by pursuing operational excellence and optimizing the design and efficiency of assets.
- Increasing the share of low-carbon energies in CMA CGM's energy mix, both by acquiring vessels compatible with alternative fuels and electric land vehicles, as well as by developing production channels.

Reducing energy consumption by pursuing operational excellence and optimizing assets

To reduce its energy consumption and its environmental impact, the Group is focusing on pursuing operational excellence and modernizing its assets. Several departments are working together to deploy new technologies and implement initiatives to decarbonize maritime, inland and air transport, whether carried out in-house or outsourced.



⁵ The target was extended from 2025 to 2026 due to the integration of Bolloré Logistics into the CEVA Logistics Group in 2024.



Christine Cabau,
Executive Vice President -
Group Assets and Operations

2024 was marked by the geopolitical crisis in the Red Sea, which forced our fleet to bypass Africa via the Cape of Good Hope. This detour resulted in an increase in CO₂ emissions from our vessels. Despite this challenging context, we have continued and intensified all our initiatives aiming at meeting our commitment to be Net Zero by 2050.

These initiatives include the delivery of 40 new vessels, including 31 LNG-powered ones, setting a new record. The CMA CGM fleet is already one of the youngest, most modern and most carbon-free energies in the entire maritime industry. Recognizing that much remains to be done, 100% of our order book is made up of vessels whose energy sources can be decarbonized.

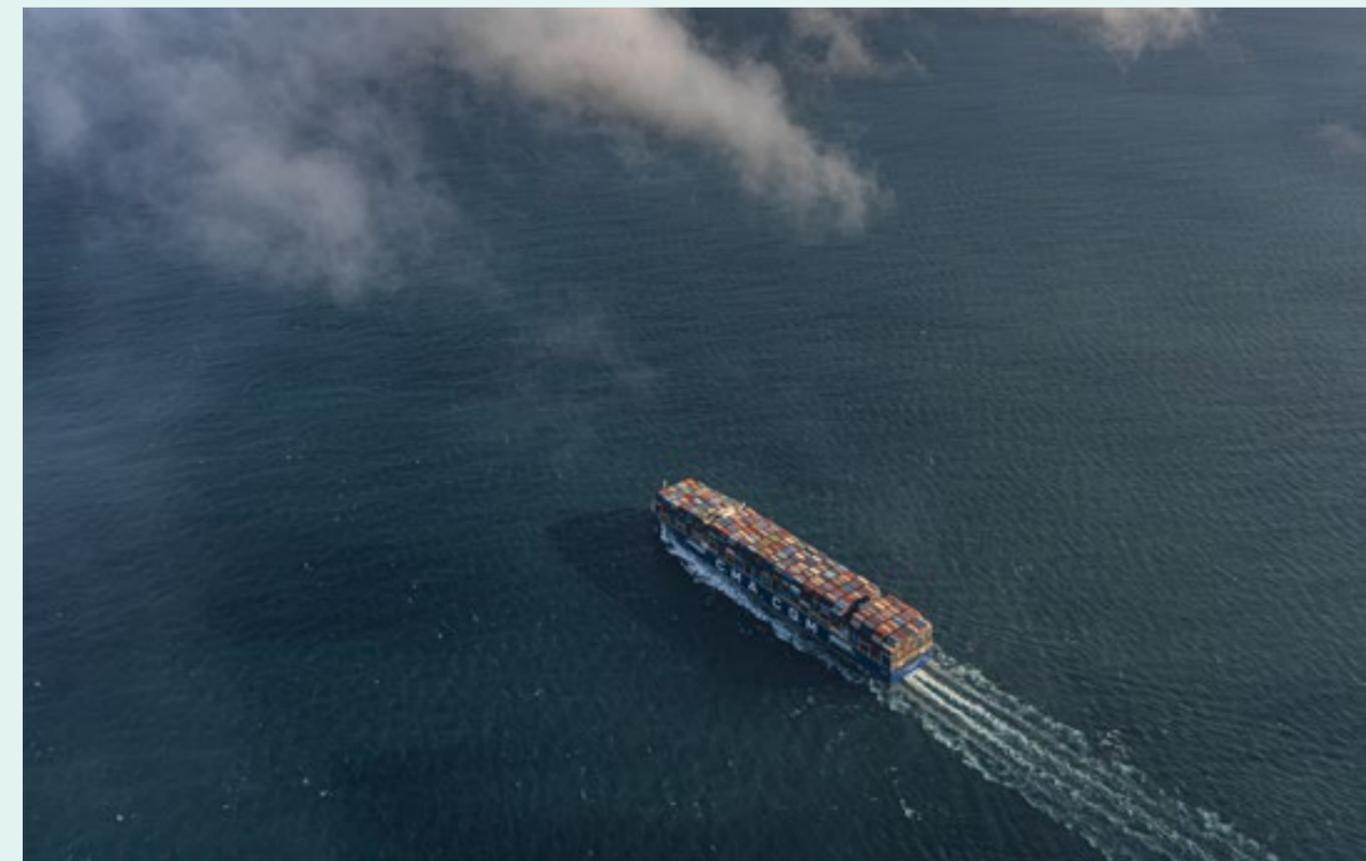
2024 also saw the launch of the ambitious "zero-emission" river transport project in Vietnam, which aims to operate a 100% electric barge and recharging infrastructure powered by a solar farm located at our Cai Mep container terminal. This electric barge will transport goods for our customer Nike, on a 180 km carbon-free round trip. We plan to replicate this project in other geographies as early as 2025.

In addition to investing in our assets and their energies, we continue to invest heavily in projects that improve the operational performance of our ships, aircraft, trucks and port terminals. Digitization and Artificial Intelligence are pillars of this investment strategy.

By the end of 2024, Artificial Intelligence had enabled to save 41,500 tons of fuel (not consumed through better operational intelligence) and 125,000 tons of CO₂ equivalent.

Finally, we are actively pursuing our work with industrial and institutional players, with the shared ambition of achieving tangible, measurable results. This is evidenced by the 6 large-scale projects delivered this year by the New Energies Coalition and its 20 permanent members, industrial and energy specialists, which we lead.

Despite the difficulties and obstacles created by a constrained geopolitical context in 2024, the CMA CGM Group has relentlessly pursued its ambitions and its program to decarbonize shipping, with a rich roadmap of projects, initiatives and investments aimed at reducing our CO₂ emissions, while multiplying opportunities to carry out specific, customized programs with our customers and partners in this field.



REDUCING THE ENERGY CONSUMPTION OF MARITIME TRANSPORT

FLEET AND INFRASTRUCTURE OPTIMIZATION

State-of-the-art ships

In order to maintain an optimal fleet, the Group has a regular fleet renewal policy. CMA CGM regularly upgrades its fleet by investing in high-technology vessels that are more efficient environmentally friendly. Since 2017, the Group has opted for "dual fuel" vessels running on liquefied natural gas, a technology available to improve air quality. This move also represents a key step in the Group's commitment to the Net Zero by 2050. The engine deployed on these ships already has the technical capacity to use bio-methane and e-methane.

CMA CGM has chosen to diversify the energy mix of its fleet. By 2029, 153 vessels, including 129 vessels that can be powered by LNG and 24 vessels by methanol, bio-methanol or e-methanol, will be added to the Group's fleet.

CMA CGM has a new construction department that ensures optimized energy use throughout the ship-building process, that new technologies are properly implemented, and that ships meet safety and quality requirements. This department works closely with the shipyards to reduce fuel consumption and optimize each vessel for its future use (speed, sailing area). Construction contracts include clauses providing for average power optimization (based on the planned operating profile) and installation of energy-saving equipment.

This is a powerful tool for optimizing energy performance and the Group has implemented numerous technical advances in the construction of new vessels. The following are some key initiatives that have been undertaken:

– **Hydrodynamic and aerodynamic optimization:** improved hull shapes, combined with devices such as rudders with bulbs, pre-swirl stators⁶ and windshields⁷, significantly reduce water and air resistance, thus reducing energy consumption.

– **Energy-efficient engines:** new-generation, more efficient engines consume less energy and reduce methane leakage, particularly for LNG-fueled vessels. Advanced technologies, such as optimized insulation tanks, LNG recondensers and gas combustion units (GCUs), maximize energy efficiency while minimizing losses. In addition, software enhances the management of electrical production and adjusts compression ratios depending on the load, thus improving the efficiency of existing engines.

– **Intelligent energy systems and energy recovery:** combining solutions, such as LED lighting, variable frequency drives (VFDs), and automated ventilation systems (cargo hold auto-control fans), optimizes power consumption according to actual needs. At the same time, devices such as recovery boilers, which use the heat from exhaust gases, or shaft generators, which harness the energy from the propulsion shaft, boost overall energy efficiency.

– **Shore power connection** (cold ironing): this technology allows ships to connect to shore power during port calls, thus eliminating emissions from auxiliary engines that would otherwise be in operation while the ships are berthed.

– **Digital tools and optimization of operations:** solutions such as Octopus for maritime route optimization and augmented navigation systems improve safety while reducing fuel consumption. In addition, innovations such as artificial intelligence tools streamline

equipment maintenance and performance, while improved handling systems maximize payload capacity, thus reducing emissions per unit of freight transported.

Retrofits

In addition to renewing its fleet by investing in new ships, the Group continuously improves the performance of the ships already in its fleet in order to generate fuel savings and reduce its carbon impact. After innovations have been tested and validated by R&D, they are deployed during scheduled dry-docking.

Certain optimizations are similar to innovations incorporated into new builds, such as engine, propulsion, cold ironing, hydrodynamics and aerodynamics optimizations.

⁶ Fixed-blade stator.

⁷ Wind deflector.

The CMA CGM MERMAID: The first of ten 2,000 TEU container ships with a one-of-a-kind design for better energy performance

The CMA CGM MERMAID

These vessels will be progressively deployed in the Mediterranean and Northern Europe. They will emit around 15% less CO₂ than similar-sized vessels of traditional design powered by conventional marine fuel. Their lines and architecture, which are different from those of conventional container ships, enhance hydrodynamic and aerodynamic performance. Their size, 204.29 meters long by 29.6 meters wide, is one of the original aspects of the project.

They are also the first ships in the CMA CGM fleet with superstructures at the front. This improves the aerodynamic performance of the bridge and living quarters and provides higher load capacity compared to conventional models.

The innovative shape of their bows provides improved hydrodynamic per-

formance, generating an average fuel savings of 15% per voyage. These dual-fuel vessels will be able to operate on biogas produced from biomethane (67% lower CO₂e emissions), and from e-methane produced from decarbonated hydrogen (85% lower CO₂e emissions).

La Méridionale

In the first quarter of 2027, La Méridionale will receive two new French flagships that will reinvent the crossing between the mainland and Corsica.

They will be equipped with all the latest technology, will be powered by liquefied natural gas, and will be able to use low-carbon fuels (biogas and synthetic methane). These ships will be equipped with 13MWh battery packs, thus eliminating pollutant emissions during port calls if the ship is not connected to shore power.

These new ships incorporate all optimization standards developed by CMA CGM for its new vessels, including hydrodynamic and aerodynamic optimization. They are equipped with an energy-efficient trim wedge installed on the stern of the vessel. Azimuth thrusters adapted and optimized to shape of the ship's aft also provide highly efficient propulsion and maneuverability without the need for a rudder.



R&D

Research and development is crucial to meeting the challenges posed by climate change. The aim of this work is to validate technologies or new energies that will reduce the carbon impact of our logistics activities, mitigate the consequences of climate-related risks, anticipate regulatory developments, and help customers reduce their CO₂ emissions.

CMA CGM's R&D Department develops innovative solutions to enable the Group to meet its net-zero carbon goal by 2050. It spearheads the Group's technological innovation adopting a comprehensive and integrated approach, and focuses on developing solutions for the energy transition across the entire supply chain. These initiatives cover ships, port terminals, the stages before and after the main carriage, and the way operations are conducted. To achieve these objectives, the department relies on the expertise of a varied team of some fifty professionals. The team includes naval engineers, engine and energy specialists, data scientists and experts in terminal digitalization and decarbonization.

CMA CGM's strategic industrial and academic partners, as well as start-ups hosted by ZEBOX, the Group's incubator, and PULSE, CMA CGM's energy fund, also participate in these projects.

R&D seeks to contribute to the development of viable sectors and ecosystems by incorporating scaling-up requirements, as well as the need to adapt regulations to new chemicals and adapt technologies to the maritime sector, from the outset of projects. It promotes solutions that are economically viable in the long term and effective in reducing emissions.

New ship concepts

When studying new technologies, the Group not only endeavors to reduce Scope 1 emissions but also assesses their associated impacts, such as safety ramifications for its crews and communities, as well as the associated environmental benefits over the entire life cycle. For example, in connection with its ammonia propulsion feasibility study, CMA CGM performed a detailed life-cycle assessment covering all stages, from ammonia production to its combustion, as well as a quantitative analysis of health and safety risks.

Incorporating tomorrow's potential energies into container ships is studied through "concept ships", which enables us to validate the technical solution and provides us with the initial emission and cost reduction impacts. Several concepts are currently under study:

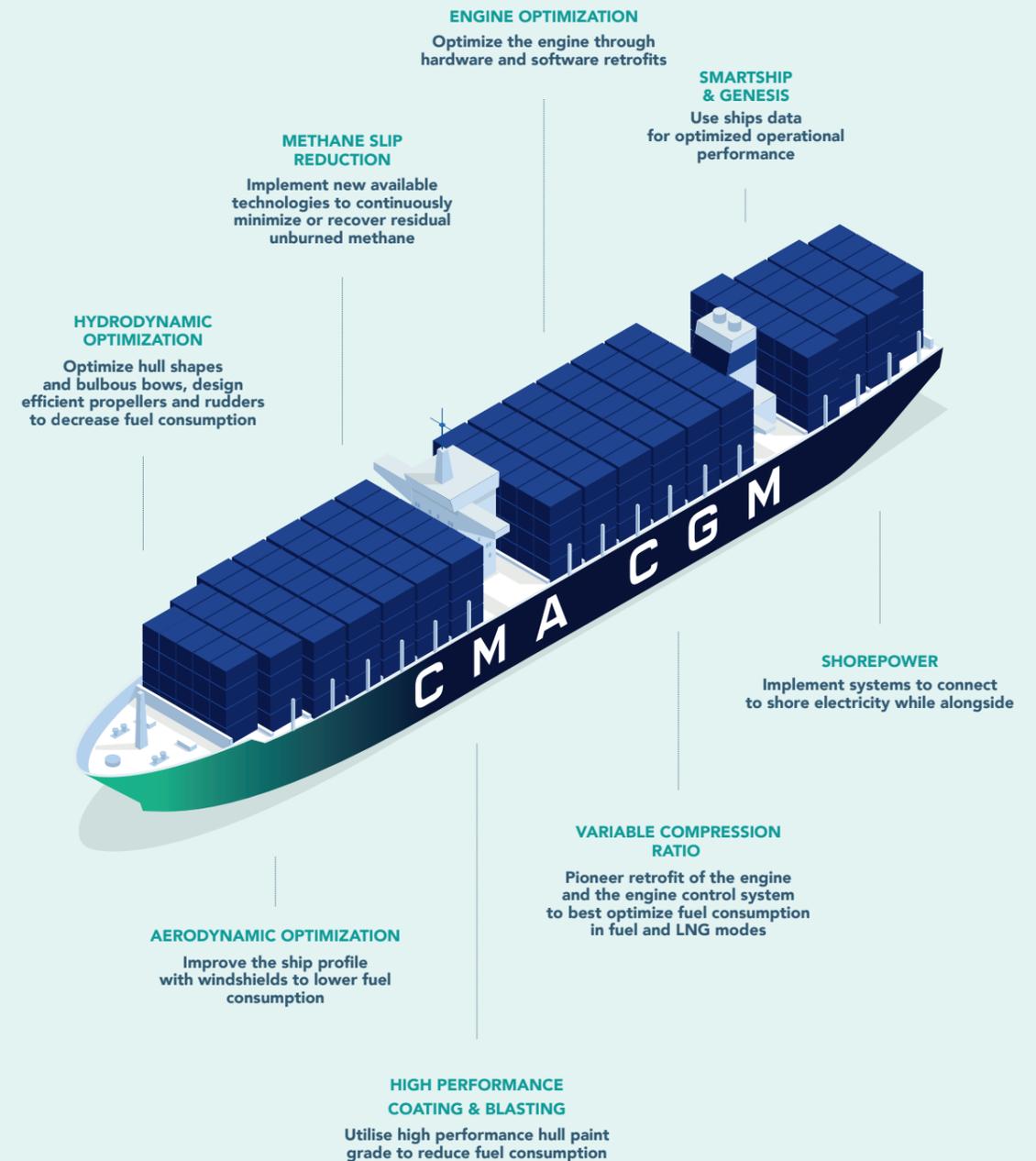
- Vessel designs incorporating multiple propulsion technologies.
- Project for an ammonia-powered containership, in collaboration with Maersk. This project studies the supply of ammonia to ships, and examines the benefits in terms of energy and decarbonization. It also considers the challenges associated with the production, procurement and use of ammonia, particularly with regard to safety and emissions. The project also studies the risks of ammonia discharges into the sea.
- Concept wind-propelled container ships, including continuing development of a tool for comparing sail propulsion performance (in partnership with the Marseille start-up Syroco, incubated by ZEBOX) and research into solutions for adding sails to the heavily loaded decks of container ships.

- Concept for converting existing ship engines to use alternative fuels. A methanol retrofit feasibility study has been carried out.

- Carbon capture: although CMA CGM has performed a study on carbon capture, the pilot project has not yet been launched. Several obstacles are currently holding back the deployment of this technology: the regulatory framework is still embryonic, the infrastructure for transporting and storing CO₂ remains limited, and the ecosystem needed to support effective implementation is not yet in place.

- Research into vessel concepts also focuses on inland waterway transportation and barges. In this regard, the Group has launched a project to develop an e-barge concept, i.e., electrified, low-carbon barges that will help meet the decarbonization goals of the inland waterway transportation sector. The R&D Department explores innovative technologies to reduce CO₂ emissions from barges that incorporate renewable energy sources and low-carbon propulsion systems.

2024 decarbonization levers



Decarbonization technologies

In 2024, the Group tested and validated several solutions, some of which are currently being deployed:

Testing and scaling up

In 2024, the Group reached key milestones by testing and validating several innovative solutions, then initiating the scaling up process. This process involves converting promising prototypes into robust solutions that are ready for actual, large-scale use in the Group's fleet, thus maximizing their positive environmental impact. Several of these solutions are currently being deployed by CMA Ships.

Hull aerodynamics

A superstructure design optimization study was carried out for several sizes of ships. Moving the superstructure forward improves aerodynamics and reduces fuel consumption, without diminishing the structural qualities of the container ship. This optimization is incorporated into the 2,000 TEU series that is currently being delivered. Adding a windshield on the bow enhances the aerodynamic optimization of large ships with two superstructures. This solution has been tested on two 16,022 TEU and 20,600 TEU prototypes, and has been shown to reduce fuel consumption by 2% to 4%, depending on wind conditions.

The solution is not systematically deployed on a wide scale: the R&D teams conduct specific simulations for each type of vessel, taking into account its size and speed. They identify the ships on which installation of windshields is most appropriate, considering key factors such as visibility, mooring operations, the stability of the naval architecture, and structural impact.

To date, the installation of wind deflectors has been approved for the retrofit of 4 ships and the construction of 17 new ships.

Hydrodynamics

CMA CGM conducted preliminary tests to optimize hull designs, bows, water flow straightening nozzles installed upstream of the propeller, steering systems (rudder blades⁸), propeller design, and vessel behavior in swells. The Group is also testing the first variable-pitch propeller retrofits, including a pitch optimization system during operation, to improve the efficiency of small vessels.

To ensure the hull operates under optimal conditions, the Group applies a high-performance paint to reduce fouling and enhance hydrodynamics. Since 2023, this coating has also been applied to propellers.

At the same time, CMA CGM carries out an ongoing underwater maintenance program, including polishing

the propeller (for non-coated propellers) and inspecting and cleaning the hull.

Biofouling detection warning system

Thanks to Smartship technology, which continuously collects a vast amount of information on board ships, the accuracy of hull fouling monitoring operations has been considerably improved. This system proactively detects any abnormal increase in fuel consumption due to biofouling build-up on the hull. If a warning is received, it is analyzed by the R&D teams, then passed on to the Fleet Upgrade team, which coordinates the response. A diver is sent to inspect the condition of the hull and, if necessary, hull cleaning operations are carried out to optimize the vessel's energy performance. This solution, which is in the process of being deployed, will be rolled out to 200 of the Group's vessels.

Part-load optimization

Part-load optimization software adjusts fuel injection parameters according to the vessel's actual load, thus reducing fuel consumption. The solution, which was tested on the CMA CGM Bougainville, has demonstrated potential reductions of CO₂ emissions of up to 1%. It will be installed and tested on a second prototype ship in 2025.

of the combustion chamber. By doing so, conventional fuel consumption should be reduced by 6% and natural gas consumption by 4.6%.

Developing this new equipment required almost 10 years of engineering by our partner WinGD, two of which were spent in collaboration with CMA CGM's R&D Department to adapt this technology to the ship's operational profile and validate its performance by bench testing. This on-

board installation will undergo a six-month program of sea trials to confirm the reliability and performance measured during the bench testing of the engine. If the results are conclusive, WinGD could implement this technology as a new standard on its engines.

Wind-assisted propulsion projects

CMA CGM's R&D Department has been working on developing a novel concept to equip its container ships with sails. This innovative project received Approval in Principle (AIP) from Bureau Veritas (BV), a certification that validates the technical and regulatory feasibility of the concept.

The Group also participates in the NEOLINE project, a project for a cargo ship using wind power for primary propulsion and designed for transatlantic routes.

Construction of the first NEOLINER began this year, with the first cut of steel in November 2023. Commissioning is expected for summer 2025. NEOLINE has opted for wind propulsion. This mode of propulsion, combined with a reduction in the operating speed to 11 knots, halves the energy required to travel one nautical mile. The NEOLINE pilot line, which is open to all shippers, will offer a tailor-made, ConRo (containers and vehicles), 265 TEU service between the Atlantic coasts of Europe and the United States, with service to the archipelago of Saint-Pierre & Miquelon.

Methane Slip

The use of liquefied methane to power cargo ships is a rapidly evolving and continuously improving technology.

Accidental leakage of unburned methane during combustion in the engine is a major issue for LNG. This is why various technological solutions are being deployed to significantly limit these emissions. We are also examining all possible options for reducing their impact.

A solution called iCER, which recirculates and burns the gas from these micro-leaks, has been developed in collaboration with engine manufacturers. The iCER system has already been installed on the 16 ships, including 6 of the 13,000 TEU CMA CGM Bahia series and 10 new vessels on order.

For the ten new 23,000 TEU LNG-powered ships on order, expected in 2026-2027, CMA CGM will take another step in reducing its methane emissions by working with another engine manufacturer to inject the gas at high pressure. The 7,300 TEU CMA CGM innovation is already equipped with this type of engine. For each new ship order, methane slip reduction under the operating conditions of the ship series has become a selection criterion.

Engine optimization also helps reduce methane emissions. For example, modifications to the main engine's intake valves result in more complete combustion, thus reducing fugitive emissions.

In addition, installing greenhouse gas optimization software, which adjusts air supply, injection and combustion in the combustion chamber of auxiliary engines, can reduce methane leakage by up to 50%.

Finally, the AE Optimal tool optimizes power generation management by configuring generators to operate at peak efficiency, which also reduces losses and improves overall energy efficiency.

In 2024, CMA CGM joined the Methane Abatement in Maritime Innovation Initiative (MAMII). Led by Safetytech Accelerator since 2022, MAMII aims to tackle methane emissions from LNG-fueled vessels by bringing together industry leaders, technology innovators and maritime stakeholders to advance monitoring and abatement technologies. In 2024, MAMII published a report highlighting the urgent need for universal methane measurement standards and a regulatory framework to accelerate the uptake of emission abatement technologies.

VCR prototype: a variable compression ratio engine

During its most recent dry-docking in Amsterdam in October 2024, the main engine of the CONTAINER SHIP AUORRA (1,400 TEU) was fitted with a novel technology: the variable compression ratio (VCR) system. This system adjusts the position of the piston to vary the volume

⁸ A rudder blade is one of the components of the rudder mechanism, which is used to steer a ship.



Decarbonization of terminals

CMA CGM innovates by developing new tools to improve terminal operations. These tools, which rely on the Internet of Things (IoT) and data analysis, are aspects of the “Smart Terminal” project. This project aims to identify possible areas for optimization within the Group’s operations (at team level), both globally and locally, and thus reduce carbon emissions by providing optimized operational solutions. This requires:

- Collecting, standardizing and merging data in spite of technological diversity and multiple data sources;
- Developing a “Digital Twin” terminal. Instant alarms and dashboards help optimize terminal activity. They centralize and analyze data in real time. This tool enables us to offer effective support and find specific ways of reducing emissions;

– Strong support for the development of an industry-wide port handling data exchange standard and deployment of this big data TIC 4.0 standard in our terminals.

In 2024, the Group rolled out the Smart Terminal project in the Malta Freeport Terminals.

SAFARI project

The SAFARI project, spearheaded by the R&D Department, seeks to adapt operational processes to anticipate business flows outside downtime periods, thus reducing the risk of business interruption. In late 2023, a 26-member consortium led by

the University of Lille, with CMA CGM in charge of designing a solution, presented a resilience proposal to reduce by 80% the impact of extreme weather conditions on ports. The EU has approved the SAFARI project, and three pilot ports have been selected in European coastal areas to demonstrate the solution: the ports of Dunkirk, Seville and Lisbon. This integrat-

ed approach confirms CMA CGM’s commitment to preparing for and adapting to extreme weather conditions using digitized and interconnected systems.

The Group reduces GHG emissions of all its terminals using several approaches and tools, such as: These include:

- Applying low-carbon energy supply solutions (electrification and green or low-carbon electricity supply, use of renewable fuels) and an equipment renewal plan integrating energy efficient solutions (“Green Terminal” project);
- Deploying LED technologies in terminals to reduce electricity consumption;
- Launching a field test campaign for electric and hydrogen-powered handling equipment, in partnership with manufacturers, in order to assess their operational capabilities on a large scale and

improve their reliability. Tests of two hydrogen-powered top loaders at the FMS terminal in Los Angeles were begun in 2023 and continued in 2024 with the acquisition of electric- and hydrogen-powered terminal tractors. The aim of these innovative technologies using electric power and green hydrogen is to decarbonize handling operations.

- The development of an innovative rail-based electric recharging system for all vehicles and rolling stock at the terminals (Startup ELONROAD, winner of the CMA CGM Startup Awards in 2024).

CMA CGM continues to roll out its decarbonization roadmap, which takes into account the geographi-

cal, energy and economic specificities of the various terminals and on-shore depots.

The collaboration between CEVA Logistics and CMA CGM in finished vehicle logistics takes on a new dimension with the imminent arrival of LNG-powered car carriers.

These four car carriers, each capable of carrying up to 7,000 vehicles, will be delivered between 2023 and 2024, and have been chartered by CMA CGM from Eastern Pacific Shipping for a ten-year period. They will be operated by CEVA Logistics, providing a fine example of synergy and cooperation between the Group’s two entities in the pursuit of a more environmentally-friendly maritime transport.



OPTIMIZING CCIS TERMINAL AND DEPOT OPERATIONS

In addition to upgrading vessels, the Group recommends that, when terminals and depots renew their stock of machinery, they progressively convert their equipment and opt for low-carbon solutions. To date, around 18% of terminal equipment is electric or hybrid.

Optimization is pursued and achieved through a number of actions:

- Choosing electrical equipment for new terminals and terminals under construction: TMT Alexandria in Abu Dhabi, Puerto Antioquia in Colombia, Cai Mep in Vietnam. These terminals are equipped with e-RTGs in order to reduce the mechanical breakdown rate, maintenance costs and greenhouse gas emissions by 70%, as well as to increase productivity. The installation of hybrid equipment is recommend-

ed for straddle carriers and RTG cranes, depending on availability and operational requirements. For RTGs, the recommendation is to choose hybrid models as a minimum and to opt for fully electric gantries as soon as possible, in order to maximize emissions reduction and energy efficiency benefits;

- Test deployment of hybrid machinery at the Fos-sur-Mer and Bordeaux depots, which has reduced fuel consumption and emissions;

– Implementation of a Maintenance Management System to optimize maintenance and improve equipment performance and service life. This system has been deployed in the following terminals: Nhava Sheva Caip Mep, Umm Qsar, Beirut, FMS, Med Europe (planned), Abu Dhabi and Puerto Antioquia;

– Deployment of TOPS, a road transport planning and optimization tool that includes a “match back” feature. This tool avoids returning empty containers to the depot by favoring exports by new customers who are near the site of the import. The tool also offers the possibility of opting for “green” transport applying prioritization rules based on our customers’ requests;

– Optimizing depot layouts to reduce unproductive handling, thus reducing fuel consumption, equipment maintenance and tire wear;

– Eco-driving training provided to raise awareness and improve driving practices;

– Research into new container repair techniques, in particular replacing acetylene cutters (which use gas canisters) with plasma cutters.

OPTIMIZING TERMINAL AND DEPOT INFRASTRUCTURE

In addition to renewing the fleet by investing in vehicles with lower CO₂ emissions, efforts have also focused on buildings.

Some terminals have installed solar panels, such as the Malta Freeport terminal. This terminal has launched one of the largest and most varied photovoltaic projects in Malta. The project, which has over 25,000 m² of photovoltaic surface within Malta Freeport Terminal, includes panels on the roofs of its buildings, solar car parks, solar bus shelters and electric car charging stations. Through this project, the Group, one of the island's biggest electricity consumers, has also become an active player in the sustainable sector, with over 2,000 tons of CO₂ saved per year.

The CCIS depots are also involved in this initiative:

- CCIS ANL - Australia has installed solar panels on the roof of its workshop (total surface area of 500 m²), which cover 50% of its electricity needs;
- CCIS Cakung – Indonesia: has project to install solar panels on the roof of the offices, the gate and the washing shed, which is expected to cover up to 50% of annual electricity consumption;
- CCLP Dadri - Inde has increased the surface area of photovoltaic panels to meet growing demand from customers with reefers. The current installation dates from 2018 and has an installed capacity of 250 KWp. The aim is to expand it to 550 KWp;
- The CCIS Bangkok - Thailand site has also joined the initiative by installing photovoltaic panels at the entrance station. The benefits of this project are monitored and posted at the site entrance for greater transparency.

All terminals under concession contracts of 10 years or longer also

participate in the solar panel installation initiative. This approach is in line with the Group's commitment to switch to green electricity when available.

Other facilities modernization projects are currently being studied or launched: - Flandres Terminal - France (study phase in 2024), Malta Freeport - Malta, Fenix Marine Services Los Angeles - United States, and Tangier Eurogate - Morocco.

The Group also recommends that CCIS terminals and depots switch to LEDs for parking area lighting. The aim of this recommendation is to increase energy efficiency and reduce light pollution.

OPERATIONAL EXCELLENCE IN MARITIME TRANSPORT

OPTIMIZING OPERATIONS THROUGH FLEET CENTERS

Operational excellence is a key lever for reducing the Group's CO₂ emissions. The Global Operations Efficiency department is responsible for optimizing all Group operations. It comprises the teams in charge of operational optimization and an operational center called the CMA CGM Fleet Center comprising three entities around the globe, which cover all time zones and operate around the clock to guide ships.

Operational teams accurately identify ship operating behaviors in order to recommend the safest routes with the lowest emissions to captains on board ships.

The Fleet Center watch officers provide support for captains on board ships using a range of tools developed in-house. Ship captains use the most reliable weather and oceanographic sources, the Group's routing algorithms, and a tracking system that provides alerts (Shiptracking), which help them navigate smoothly and make deci-

sions in bad weather. They also provide assistance in crossing piracy zones and facilitate early arrival in congested ports. These tools also protect marine wildlife (see Chapter 2). Protecting biodiversity

In 2024, with the support of the R&D and Data Science IT Departments, CMA CGM ramped up developments and implemented new tools to reduce fuel consumption, as well as the carbon impact of ships' voyages.

Dynamic Routing

The CMA CGM Fleet Center uses a sophisticated routing algorithm, designed to manage an advanced model and developed by the R&D department. Using artificial intelligence, this algorithm accurately predicts the fuel consumption and power required for each voyage. This tool, which uses SmartShip's high-frequency data, is a key component of the dynamic routing project. It optimizes routes based on weather conditions. After a route has been selected, it will be updated several times a day as new weather forecasts are received. This system contributes directly to ship safety and to reducing CO₂ emissions.

To ensure that ships arrive at their berth at precisely the right time, avoiding unnecessary waiting times or last-minute acceleration, the Operations Department has rolled out two complementary technologies: Just in Time navigation and the Smartspeed app.

Just in Time navigation

To ensure that ships arrive at the precise time they are due to dock, the Operations Department has developed an application that displays in real time the berthing forecasts for the Group's ships. This digital interface improves exchanges between the various players involved in maritime operations: terminals,

agencies, lines and the Group's ships. The aim is to optimize berthing plans to reduce vessel waiting times by adjusting their speed.

The Smartspeed app

The Operations Department has also developed the Smartspeed app which reduces ships' CO₂ emissions by optimizing their speed using an advanced statistical approach. The app uses forecasts of delays based on the Port Reporting System (PRS), Vessel Reporting System (VRS) and weather conditions. By managing the arrival of ships in "just-in-time" mode, this approach reduces average speeds at sea, thereby reducing emissions while ensuring efficient flow management in ports.

SmartShip program

Since it was launched in April 2021, the SmartShip program has been a major factor in reducing the CO₂ emissions of the Group's own fleet, by detecting non-optimized operations thanks to high-frequency data collected on board. Analysis of this data has been accelerated by the use of artificial intelligence and

can offer rapid, optimized solutions that tend towards operational excellence and help achieve net-zero carbon by 2050.

The project is being deployed in several stages:

- The first stage is the digitization of ships by installing sophisticated sensors to collect high-frequency operational performance data.
- This data is then analyzed in depth to assess the energy efficiency of the various types of equipment on board.

The aim is to optimize the ship's overall energy performance. For example, the information collected enables more efficient planning of hull and propeller cleaning. In addition, these analyses make it possible to detect less than optimal uses of energy consuming equipment on board, thereby speeding up the implementation of corrective actions. A key innovation of the project is the development of power and consumption prediction models. These highly accurate models are coupled with a routing algorithm that helps optimize container ship routes.

The main objective is to reduce each ship's CO₂ emissions by up to 5%. 200 ships will be equipped with SmartShip by the end of 2025.

Ship trim⁹ optimization to reduce emissions

Trim significantly impacts vessels' resistance in the water; therefore, trim optimization can result in significant fuel savings.

In connection with the Trim Optimization project, underwater hull tank tests are conducted and numerical calculations are performed for all ship classes in order to ascertain the optimum trim for each vessel (depending on speed and draft). These results are shared with the ships' crews so that trim conditions can be optimized and adjusted for each trip.

The fleets centers ensure that the guidelines are followed and that the requirements are met for each departure, thus reducing ship emissions.

SMARTSHIP:
*a step towards decarbonizing
CMA CGM's fleet by 2050*

⁹ Longitudinal trim is defined as the longitudinal inclination of a vessel.

IMPROVING AIR QUALITY

CMA CGM Group, committed to reducing its CO₂ emissions, also endeavours to reduce pollutant emissions from combustion of traditional fuels: sulphur oxides (SOx), nitrogen oxides (NOx) and fine particles (FPs). Air quality is a major public health issue and a priority for seafarers, terminal workers and the inhabitants of port cities. After having adopted low-sulphur fuel oil in January 2020 in accordance with IMO regulations, CMA CGM Group remains committed to a process of constant reduction of atmospheric pollutant emissions by employing new technologies and adapting its energy mix.

The Group's objectives include:

- Reducing the sulfur content of fuel oils;
- Developing environmentally friendly modes of propulsion;
- Developing shore power connections for ships.

For propulsion, CMA CGM is increasingly using of liquefied natural gas (LNG) and methanol. These fuels:

- Help preserve the air, a major public health issue, by significantly reducing pollutant emissions well below the levels allowed by current international and local regulations;
- Help protect oceans and marine biodiversity by curbing ocean acidification caused by atmospheric pollutants and reducing the risk of oil spills.

LNG reduces SOx emissions up to 99%, NOx emissions by 92% and fine particles by 91%, thus exceeding regulatory requirements. Similarly, methanol-powered ships can reduce SOx emissions by 90%, NOx emissions by 30% to 50% and fine particles by 90%.

Scrubbers

The Group has opted for hybrid flue gas treatment systems (scrubbers). These systems can operate in a closed loop circuit and are beneficial for vessels that use fuel with a sulfur content exceeding 0.5%. They capture the majority of sulfur, hydrocarbon and nitrogen oxide residues. The residues are then processed in shore-based facilities. 116 vessels are equipped with hybrid scrubbers (69 owned and 47 chartered vessels), accounting for 17% of the fleet.

Regarding flue gas treatment systems (scrubbers), local authorities may adopt specific requirements that require the use of closed loop systems only. All scrubbers installed on the Group's ships are hybrid and can operate in closed-loop mode. CMA CGM closely monitors changes in local requirements to ensure its fleet is compliant at all times, and all vessels check local requirements with local officials before berthing or entering territorial waters, inland waters and estuaries.

Cold ironing or shore power connection

By connecting to shore power (also known as "cold ironing", "shore side electricity" or "alternative marine power" (AMP), container ships can shut down their auxiliary engines for the duration of their port call. Shore power connection greatly reduce sulfur oxide, particulate matter and nitrogen oxide emissions, thus improving air quality and reducing noise pollution. If the shore power energy source is low-carbon, there may be a net benefit in terms of reduced on-shore CO₂ emissions.

All newly built ships are pre-equipped with shore power connection systems so they will be ready and able to connect to shore power when ports are equipped.

- 2023
- 2024
- > Objectives

Maritime activity

Dual-fuel ships (number)

- 37
- 63
- > 153 in 2029

SOx emissions from fuel consumption of the maritime fleet in thousands of tons √

- 68
- 76

NOx emissions from fuel consumption of the maritime fleet in thousands of tons √

- 553
- 616

Fine particle emissions from fuel consumption of the maritime fleet in thousands of tons √

- 51
- 57

The following conditions must be met for a ship to be able to connect to shore power:

- The ship must be "adapted" (retrofits to the ship to allow the installation of a connection);
- The ship must be "equipped" with mobile connection equipment (a cable container or reel to make the connection).

Between 2013 and 2024, 116 owned vessels were adapted to connect to shore power, representing 38% of the fleet.

To adapt to future European regulations, which will require all ships to connect to shore power by 2030, a review of the fleet was carried out in collaboration with the commercial lines in order to draw up a list of the owned vessels to be retrofitted first. CMA CGM endeavors to equip all its pre-adapted ships.

CMA CGM vessels are already connecting to shore power in California and China (in accordance with local law) and on a voluntary basis in various ports that offer this service, particularly in Europe. For example, in 2022, CMA CGM and Shanghai International Port (SIGP) signed a collaboration agreement to accelerate the use of shore power. In 2023, this collaboration was extended to the Chinese ports of Xiamen, Ningbo, Shekou and Yantian. Equipped ships are instructed to connect systematically to shore power at ports equipped with cold ironing systems.

- 2023
- 2024
- > Objectives

Maritime activity

Owned vessels equipped with hybrid scrubbers (number)

- 68
- 69

Owned fleet equipped with hybrid scrubbers (%)



Owned fleet adapted and equipped for shore power connection (%)



Owned vessels adapted and equipped for shore power connection (number)

- 67
- 116





REDUCING EMISSIONS FROM THE CONSTRUCTION AND USE OF CONTAINERS

The containers transported are a key component of CMA CGM's business. The teams of the Container Fleet Department work closely with container suppliers to promote environmental responsibility throughout the container's life cycle (production, use, maintenance and repair, end of life and reuse).

A major objective is to reduce the energy consumption of refrigerated containers in order to reduce their direct impact. For this purpose, the Group conducts in-depth analyses of the energy consumption of different models of refrigerated containers in order to invest only in

high-performance, low-consumption refrigeration systems. In addition, CMA CGM participates in a process of continuous innovation and testing with the manufacturers of these containers, in order to help them reduce their overall environmental impact.

Reducing the indirect impact of containers by improving design, maintenance and end-of-life management is another major challenge. The Group has launched a number of initiatives in this area:

- Investments in R&D and container construction optimization, in particular studies on types of flooring (bamboo or recycled or recyclable plastic), paints and insulation of refrigerated con-

tainers, as well as innovative container models (e.g. containers manufactured using composite materials). The aim is to choose solutions that are both environmentally friendly and effective over the long term. More generally, the Group positions itself as a key partner for suppliers in terms of innovation to improve the environmental responsibility of containers;

- Preventive maintenance to extend container life;
- Recycles refrigerant gases: CMA CGM is actively involved in the recycling of refrigerated gases at its Singapore terminal. Gases renewed during maintenance are filtered and cleaned to be

recycled and reused in other refrigerated containers;

- Reconditions parts: CMA CGM has set up a procedure for recovering defective parts on board ships, so that they can be reconditioned (preferably) or recycled, and potentially reused by the Group;
- Optimizing the inventory of older containers to give them a second life.

REDUCING THE ENERGY CONSUMPTION OF INLAND TRANSPORT

ENERGY OPTIMIZATION FOR INLAND TRANSPORTATION SERVICES BUSINESS OF CCIS

In connection with its transportation activities, CCIS has implemented a variety of actions to decarbonize its fleet:

- CCIS Finland has a fleet of 15 trucks, six of which now run on bioLNG;
- Continental Rail plans to purchase seven new electric locomotives by June 2025;
- CCIS works closely with the Intermodal Department to shift containers from road to barge and rail transport, in order to create more sustainable inland corridors.

INTERMODAL BARGE OR RAIL TRANSPORT TO REDUCE CARBON EMISSIONS FROM INLAND TRANSPORT AT CMA CGM

For inland transport, the Group prioritizes bulk and intermodal transport solutions to reduce its impact on the environment. CMA CGM endeavors to develop more sustainable, efficient and streamlined transport solutions. For the inland transport of goods, this approach means, in particular, a modal shift from road to rail or barge. In 2024, 70% of the inland freight under the Group's responsibility was transported by rail or inland waterway.

Despite a shortage of these services and infrastructure in certain parts of the world, CMA CGM's goal is to increase this share to 70% by 2025.

For this purpose, the Group sets up block trains. This service, which has been developed for several years, consists of a full or partial charter of a train at regular intervals to transport containers from a maritime terminal to an inland terminal. By increasing volumes, it significantly reduces CO₂ emissions. Block trains can transport 40 to 400 TEUs, over distances ranging from a few kilometers to several thousand. CMA CGM has developed numerous rail corridors on all continents.

Block trains have been developed in France, Italy, Spain, Brazil, India, Malaysia and Egypt.

In addition, and in places where mass transportation is not available, the Group offers low-carbon road transportation solutions (biofuel, biogas and electric). These solutions that are still relatively unknown are hampered by a lack of supply.

FLEET MODERNIZATION AT CEVA LOGISTICS

Investments to optimize the current fleet in order to reduce fuel consumption

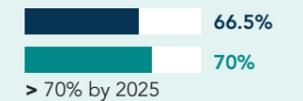
To decarbonize the road transport it operates or subcontracts, CEVA Logistics relies heavily on technology and contributes to the evolution of infrastructures.

To maintain an efficient fleet, CEVA Logistics chooses recent models when renewing equipment, and encourages its subcontractors to do the same. Its transport of finished vehicles division has converted its entire fleet of long-haul car carriers to the Euro VI, which imposes emission limit values for nitrogen oxides (NOx), carbon monoxide (CO), hydrocarbons (HC) and particulate matter.

■ 2023
■ 2024
> Objectives

Maritime activity

Rail/barge transfers - Share of inland transport by rail barge (%)



Investments in the use of alternative fuels to decarbonize the fleet

The ambitious investment plan to reduce the emissions of the vehicle fleet is ongoing. CEVA Logistics' Ground & Rail business currently operates over 1,150 low-emission trucks and vans. The goal is to have a fleet of 1,450 low carbon vehicles (powered by electric batteries, bio-gas, biofuels (HVO100 and B100), hydrogen fuel cells) by 2025. To achieve this goal, CEVA Logistics meets regularly with car manufacturers to learn about current innovations and secure future supplies. Together with its customers and subcontractors, it studies the feasibility of projects and their costs and environmental benefits: mileage and range, available charging systems and stations, performance, carbon footprint of local electricity, etc.

Electric vehicles

The Ground & Rail business currently has 520 battery electric trucks in service, the majority of which are

operated by Colis Privé for its "last mile" business. This number is set to rise in 2025, with the goal of having over 650 battery electric trucks in service worldwide.

Biodiesel

The Ground & Rail business currently operates over 460 trucks powered by HVO100 and B100 bio-fuels.

An investment in 15 HVO100 biofuel tanks was approved in 2024. These tanks are currently being installed in the United Kingdom, and will give CEVA Logistics UK one of the largest low-carbon distribution networks in the country.

Hydrogen

CEVA Logistics continues its partnership with Toyota Motor Europe (TME) to test one of the first hydrogen fuel cell (HFC) trucks on the market under a five-year contract. This prototype truck contributes to decarbonizing TME's supply chain, while providing valuable data on the performance of HFC trucks.

The deployment of HVO biodiesel vehicles has risen sharply, particularly in Italy, where the number of owned vehicles increased by a factor of 6.5 over the year (111 vehicles by the end of 2024).

CEVA Logistics has also introduced electric shuttles, which are used by car jockeys for handling operations at finished vehicle storage sites.

Transportation of finished vehicles

The decarbonization strategy of the finished vehicle transportation business incorporates a variety of actions, such as the use of low-emission vehicles (electric, HVO, bioCNG) and a growing modal shift toward rail transportation.

This year, the first electric vehicle carriers were rolled out in our operations, notably in Asia and Europe.

Multimodal transportation

In 2024, CEVA Logistics acquired 41 new "P400 mega huckepack" trailers in the Czech Republic. These intermodal trailers are designed for both rail and road transportation, enabling customers to reduce their CO₂ emissions by around 60% when they shift from road to rail transportation.

OPTIMIZING FLOWS AND MONITORING THE ENVIRONMENTAL PERFORMANCE OF ROAD TRANSPORT SUBCONTRACTORS AT CEVA LOGISTICS

In line with its asset-light model, CEVA Logistics subcontracts a major part of its road transport activity. Therefore, CO₂ emissions generated are indirect. However, this activity is one of CEVA Logistics' core businesses and it is taking action to reduce its impact. For example, in their responses to invitations to tender, subcontractors are asked to describe the environmental performance of their fleets and their actions to promote sustainable devel-

1. Fighting climate change

1,450 low carbon vehicles for CEVA Logistics by 2025

opment. Factors taken into account to qualify suppliers include whether they have adopted a CSR policy, a strategy for managing their environmental and social performance, and quantified targets for reducing fleet emissions.

CEVA Logistics also invests in innovative solutions to optimize its operational performance and reduce its environmental footprint. In particular, CEVA Logistics works on intelligent routing, quantity forecasting and capacity modeling software, in order to optimize truck fill rates and reduce the number of deliveries. CEVA Logistics has developed two major tools to improve its environmental performance:

- "RouteMax", a tactical optimization tool used to plan daily delivery rounds. The tool is designed to reduce the distance or number of routes, in particular for network activities and customer-dedicated routes. Deployment of this solution is currently underway in the United States, with full operation scheduled for the first quarter of 2025;
- "Linehaul Scheduler", a tool designed to optimize inter-warehouse routes by increasing average fill rates and reducing dis-

placements covered. This project was deployed in the United States in 2024 and is currently in the pilot phase in Europe. The goal is to roll out this tool to 80% of our global transportation network business by 2026.

DEVELOPING MODAL SHIFT AT CEVA LOGISTICS

Rail and inland waterway transportation

CEVA Logistics offers fast, cost-effective rail transport solutions that provide alternatives to air and road freight, while significantly reducing environmental impacts.

Several actions have been initiated to reduce CEVA Logistics' CO₂ footprint: These include:

- The Green Shift 2 Rail project, which was launched in Europe: the aim of this project is to develop a solid operational organization for multimodal deliveries throughout Europe, mainly for intra-continental transport. It identifies potential intra-Europe corridors and focuses on modal shift from truck transport to hybrid transport (truck and rail);
- Studies to switch CEVA Logis-

tics' current volumes shipped by truck to a truck-and-rail solution, wherever practicable;

- Proactive action by CEVA Logistics through numerous discussions with its customers to identify opportunities for CO₂ savings and modal shift from truck to rail. One of the key measures is to carry out test shipments on existing routes in order to identify the impact on production planning, delivery times and the CO₂ footprint for each shipment;
- Opportunities for modal shift to inland waterway barges, if operational conditions allow, thus generating CO₂ savings and decongesting roads.

Sea-Air hybrid transport

CEVA Logistics' Sea-Air modal shift offer is a hybrid supply chain solution that reduces costs, lead times and carbon emissions.

This offer enables carriers of low- to medium-value goods to gradually forego air freight, which is congested and has higher greenhouse gas emissions, in favor of more environmentally-friendly maritime transport.

DECARBONIZING THE LAST-MILE DELIVERY

In 2023, CEVA Logistics established a partnership with Citéliv, a French specialist in environmentally-friendly urban delivery, for more sustainable last-mile distribution in Rouen and the surrounding area. All daily deliveries are now made by cargo bike and electric vans.

Colis Privé joined the Colis Activ program to promote cycle logistics in France. This program encourages parcel delivery by bicycle by offering a bonus for each delivery made using this mode of transport. The aim is to extend this bonus to 17 different communities. The Colis Activ program will be extended to other regions in 2025.

Bicycle delivery offers the advantage of making a significant contribution to reducing greenhouse gases (GHG), thus aligning Colis Privé with its decarbonization objectives.

Since 2023, Colis Privé has also rolled out the LUG project. This project calls for bringing a fleet of delivery drivers in-house, installing charging stations, and purchasing light electric utility vehicles. This initiative will accelerate the decarbonization of last-mile logistics in the Low Emission Zones in Paris, Lyon and Marseille. However, its benefits are not limited to lower emissions: it also improves service quality and secures jobs.

DECARBONIZING LOGISTICS PLATFORMS

CEVA Logistics manages over 11 million square meters of warehouse space in connection with its contract logistics, finished vehicle logistics and freight forwarding businesses.

CEVA Logistics owns or leases around 80% of this surface area (representing over 700 sites), for which it has developed environmental performance improvement

plans. The initiatives and figures presented in the sections that follow pertain to this scope.

Reducing our footprint by fostering energy efficiency

CEVA Logistics' energy use reduction and energy efficiency plan, launched in 2022, continues. It focuses primarily on actions to reduce energy consumption (LED lighting, intelligent controls for heating, ventilation and air conditioning (HVAC) systems, etc.), monitor energy consumption and raise employee awareness.

Since 2021, CEVA Logistics¹⁰ has increased the area covered by LED lighting from 63% to 92%, thanks to the investment of its regional and local teams. Many countries, such as the Netherlands, Turkey, Slovakia, Argentina, Brazil, Australia and China, are now 100% equipped with LED lighting. This investment program has also been rolled out to the companies that joined CEVA Logistics in 2024. Excluding these companies and sites awaiting renewal or soon to be vacated, total LED coverage now stands at 96%.

The energy efficiency plan also includes converting handling equipment powered by gas or lead batteries to lithium-ion batteries. As most of these machines are leased on six-year contracts, they are being progressively replaced when the leases are renewed. Since 2022, the share of vehicles powered by lithium batteries has risen from 22% to 32%. This year, two calls for tender were launched for the renewal of 400 pieces of equipment by 2025, i.e., around 7% of our total equipment.

Finally, to reduce its energy consumption, CEVA Logistics is focusing on the HVAC (heating, ventilation and air conditioning) and refrigeration systems of its sites by deploying intelligent controls with partners such as BeeBryte. In the



EVCOM program

In 2020, Colis Privé joined the EVCOM initiative for a three-year period. This program assists freight forwarders in reducing their environmental impact. This voluntary approach aims to reduce greenhouse gas emissions from deliveries by 5%, covering the entire process from pick-up to the last mile.

In 2024, Colis Privé reached the end of its three-year commitment.

The target set was reached: between 2020 and 2023, 15% of transportation-related GHG emissions were avoided due to the implementation of various actions:

- Use of carriers that comply with the "Objectif CO₂" charter and have obtained its certification;
- Use of alternative truck fuels for upstream transportation (XTL, B100, CNG);
- Deployment of low-carbon last-mile vehicles (electric and gas vehicle and electric cargo bikes).

first two pilot tests in Singapore (Tanjong Penjuru and Greenwich Drive), electricity consumption fell by 34%, i.e., 1250 MWh, and 500 tCO₂e avoided. Following the success of these two pilot tests, a global contract was signed to continue implementation of this solution worldwide.

Improving the environmental performance of our warehouses

In addition to reducing its energy consumption, CEVA Logistics is pursuing its program to improve the environmental performance of its

sites and logistics platforms by decarbonizing electricity, producing renewable electricity and improving processes (waste management, water management, etc.).

This program is deployed through the collective efforts of several departments (Procurement, Real Estate, HSE, Operations and CSR) and applies at each stage in the life of buildings:

- When new sites are leased, CSR criteria are taken into account, such as whether buildings are certified to the highest environ-

mental standards (HQE, BREEAM, etc.), the type of lighting (LED), and whether the site has photovoltaic panels or energy management tools;

- When leases are renewed: environmental considerations are always a factor during negotiations (installation of LED lighting, solar panels, etc.);
- Throughout the term of the lease, by optimizing and monitoring the energy consumption of buildings, implementing innovative environmental solutions, etc.

¹⁰ Excluding acquisitions in 2024.

In 2024, several environmental projects were launched:

– Photovoltaic panels:

- In Mexico, the partnership with Prologis, the owner, continued and solar panels were installed on a surface area of 11,000 m² at three sites. The electricity produced will be sold to CEVA Logistics under a Power Purchase Agreement (PPA): the electricity supply of these sites will thus be 100% green;
- In Satolas, France, 2,200 m² of panels were installed as solar shades in the first quarter of 2024. They have reduced the site's energy consumption by 10%;
- In Australia and New Zealand, CEVA Logistics installed 11,000 m² of panels this year, with a new initiative in Australia: the testing of batteries to maximize self-consumption. Although this technology is known, it remains relatively underdeveloped but holds significant potential, which CEVA Logistics seeks to harness;
- Several projects have also been launched in Asia, with 7,000 m² of solar panels installed in Malaysia.

These projects represent only a part of the 799,360m² of solar panels that have been installed at the various sites in the five regions in which CEVA Logistics does business.

– Environmental certifications:

CEVA Logistics continues to cooperate with its landlords to operate sites that are increasingly efficient and that obtain environmental certification. The share of certified sites in its portfolio (LEED, BREEAM, Greenstar, etc.) rose from 8% in 2022 to 13% (2024 acquisitions included) by the end of 2024. In addition, the BREEAM In-Use certification process, which assesses buildings' performance and the

quality of their management, continues to be implemented. In particular, the Melfi site in Italy obtained this certification in the third quarter of 2024.

– Low electricity:

If the installation of photovoltaic panels is not possible, electric power contracts that come up for renewal are converted into green electricity contracts or supplemented by the purchase of guarantees of origin. In the fourth quarter of 2024, the share of low-carbon electricity in CEVA Logistics' electricity mix totaled 69%. CEVA Logistics aims to source 100% of its electricity from low-carbon sources by 2026.

Energy efficiency and decarbonization targets are monitored on a quarterly basis at both the regional and national levels.

– Colis Privé:

To reduce the carbon footprint of its sites, Colis Privé is taking action to lower the energy consumption of its warehouses by implementing a solution to manage and optimize consumption of energy and working fluids. The target is to reduce consumption by 15% by 2025 compared with 2019.

Colis Privé translates its commitment into action by leasing sites that have obtained at least a Very Good BREEAM rating. A case in point is the Compans HUB, which received the SIMI 2022 award and is aiming for BREEAM Excellent certification.

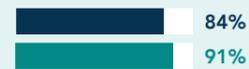
- 2023
- 2024
- > Objectives

Logistics activity

Surface area of solar panels installed on sites (m²)

- 773,295
- 799,360

Warehouse floor area covered by LEDs (%)



Rate of low-carbon electricity in warehouses (%)



Official logistics partner of the Paris 2024 Olympic and Paralympic Games

CEVA Logistics has been appointed official logistics partner to the Paris 2024 Olympic and Paralympic Games. In order to hold the most environmentally friendly Games possible, CEVA Logistics took a number of initiatives to reduce the event's carbon footprint:

- Freight transportation 47% of the fleet that CEVA Logistics used consisted of low-emission vehicles (electric, biofuel and biogas). Vehicle fill rates were maximized to reduce the number of trips made;
- Logistics warehouse management: CEVA Logistics used high environmental performance warehouses (BREEAM Very Good certification) operating 100% lithium-ion battery-powered handling equipment;
- Waste reduction and reverse logistics: CEVA Logistics' recycling rate for consumables used in connection with transportation (cardboard, pallets, plastics) was over 80%. CEVA Logistics also handled return logistics to maximize the recovery and reuse of materials utilized during the Games.

REDUCING AIR TRANSPORT EMISSIONS

CMA CGM Air Cargo works to reduce its CO₂ emissions, by focusing on three key areas: operational efficiency, aircraft performance and the use of sustainable aviation fuels.

Operational efficiency is a top priority in order to reduce our fuel consumption, and thus to reduce our CO₂ emissions. We are working on

several initiatives to this effect, including:

- Route optimization, to find the best balance between flight plans and fuel consumption;
- Optimizing the take-off and landing phases, to find the best balance between the glide path, speed and fuel consumption;
- Adopting "Single Engine Taxi" techniques, which means that aircraft use only one engine when taxiing.

The Group is also a trailblazer in terms of aircraft performance through its investment in the latest-generation aircraft in order to modernize its fleet: two B777Fs will be delivered in 2025 and four Airbus A350Fs will be delivered in 2026. These A350Fs, which CMA Air Cargo will be the first to operate, have the lowest CO₂ emissions of any aircraft on the market.



Using new less carbon-intensive energy

One of the biggest challenges for more sustainable maritime transport is developing low-carbon energies. CMA CGM continues to diversify its energy mix by integrating new low-carbon fuels. Research and development into low-carbon solutions for all Group activities involves

analyzing and qualifying sustainable processes and inputs for the production of low-emission fuels, such as fuels produced from agricultural waste and residues (biodiesel, bio-methane and biomethanol), synthetic fuels produced from industrial waste, or e-fuels produced using renewable electricity (e-methane and e-methanol).

By 2029, 153 vessels that can be powered by e-methanol or e-methane

Maritime

Alternative fuel	Maturity	Potential reduction ¹¹	CMA CGM status / Projects and partnerships
 <p>Biodiesel</p>	<p>Choice to use only second-generation or equivalent biofuels produced from biomass waste and residues (e.g. used cooking oil). Circular economy through the recovery of biomass waste.</p>	<p>Technology that meets industry safety standards. Solution available and usable immediately. Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solution currently in use (since 2020), and numerous projects are underway to develop and promote it in the coming months and years.</p> <p>Approximately - 85%</p> <p>CMA CGM, with its various industrial partners, is working to develop processes using biomass waste to produce marine fuel oils while limiting competition for use.</p>
 <p>LNG</p>	<p>Methane (CH₄) of fossil origin. Benefit for public health and air quality protection. This solution reduces SO_x emissions by 99%, NO_x emissions by 92% and fine particles (FPs) by 91%.</p>	<p>Technology that meets industry safety standards. Mature technology ready for use in the fleet of LNG vessels, developed transport and available distribution infrastructure. High energy density.</p>	<p>Solution in use since 2020, transition initiated to biomethane, synthetic methane and e-methane.</p> <p>Up to - 20%</p> <p>Several partnerships with LNG suppliers such as TotalEnergies and Shell have made it possible to set up LNG supplies as marine fuel in several major ports such as Rotterdam, Fos-sur-Mer, Shanghai and Singapore. As the leading LNG bunkering hub in France for maritime transport, Fos-sur-Mer's goal is to serve the entire Mediterranean and southern Europe.</p>
 <p>Biomethane</p>	<p>Biomethane (CH₄) is a renewable gas produced from biomass, such as bio-waste or agricultural waste via the biological process of anaerobic digestion. CMA CGM has chosen to source only biomethane produced from waste and residue to avoid negative externalities. Circular economy through recovering biomass waste and returning carbon and nutrients to the soil.</p>	<p>Technology that meets industry safety standards, mature and ready to use for the existing gas fleet. High energy density. CMA CGM is working with its partners on scaling up this solution, which is a major challenge, and on the associated regulations. Under the REPowerEU Plan, Europe aims to increase biomethane production tenfold by 2030, thus supporting the development of this fuel. Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p>	<p>Solution currently in use (since 2021), and numerous projects are underway to develop it over the long term (coming months and years).</p> <p>At least - 67%</p> <p>In 2024, CMA CGM and SUEZ signed an agreement to produce up to 100 ktons of biometane per year by 2030 and to jointly invest €100 million to develop production sites. In October 2024, CMA CGM successfully carried out a pilot bunkering test of 100 tons of Bio-LNG in mass balance in the port of Rotterdam with its partner Shell as part of the Rotterdam-Singapore Green Corridor. CMA CGM has also invested in the French company Waga Energy, which produces biomethane from landfill gas.</p>

¹¹ Compared with conventional fuels

Maritime

Alternative fuel	Maturity	Potential reduction	CMA CGM status / Projects and partnerships
 <p>E-methane</p>	<p>Methane (CH₄), a renewable gas produced from low-carbon hydrogen and captured CO₂.</p>	<p>Technology that meets industry safety standards. High energy density. Mature technology ready for use in the existing fleet of gas vessels, developed and available transport and distribution infrastructure (use of existing gas network). Scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO₂ capture projects (competition with other uses), are major challenges on which CMA CGM is working with its partners and on the associated regulations. Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p>	<p>Solution available in 2025 with many projects under development in the coming years.</p> <p>Approximately - 85%</p> <p>CMA CGM and Marsa Maroc have joined forces to operate half of the Nador West Med container terminal. Thanks to the green hydrogen production sector in Morocco, this terminal is set to become a maritime bunkering hub for new synthetic energies: e-methane and e-methanol, in particular for the CMA CGM Group's fleet of ships.</p> <p>CMA CGM is a partner in the Jupiter 1000 project in Fos-sur-Mer. This demonstrator coordinated by GRT Gaz will store renewable electricity as low-carbon hydrogen, then convert it into e-methane, using industrial CO₂ captured from the flue gases of a nearby facility.</p> <p>CMA CGM is also developing a partnership with ENGIE for this solution.</p>
 <p>Biomethanol</p>	<p>Methanol (CH₃OH) from biomass waste. Circular economy through the revalorization of biomass or industrial waste.</p>	<p>Technology that meets industry safety standards, mature and ready to use.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solutions and projects available starting in 2025-2026, programs and partnerships under development for the coming years.</p> <p>Approximately - 75%</p> <p>CMA CGM has expanded discussions with its suppliers on large-scale industrial projects with the aim of securing the production of biomethanol and synthetic methanol generated using renewable electricity.</p>
 <p>E-methanol</p>	<p>Methanol (CH₃OH) from low-carbon hydrogen (e-methanol).</p>	<p>Technology that meets industry safety standards, mature and ready to use. CMA CGM is working with its partners on scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO₂ capture projects (competition with other uses), which are major challenges, and on the associated regulations.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solutions and projects available starting in 2025-2026, programs and partnerships under development for the coming years.</p> <p>Approximately - 95%</p> <p>CMA CGM and MASDAR signed a Memorandum of Understanding (MOU) to strengthen the supply of alternative fuels for the CMA CGM fleet.</p>
 <p>Hydrogen</p>	<p>Liquefied hydrogen (H₂) produced using renewable electricity. No CO₂ emissions when burned.</p>	<p>Its current limited availability, high cost and lack of transport and bunkering infrastructure create issues to be resolved that CMA CGM is working on.</p> <p>Potential solution for small ships and short distances. Supply chain management still faces operational and operability constraints in order to meet industry safety standards. The physical characteristics of H₂ (liquefaction at -253°C and its low energy density) make its operability and use quite complex and create technical obstacles (significant loss of cargo volume).</p>	<p>Long-term solution (on certain maritime routes), R&D studies and investments in progress.</p> <p>Reduction potential under study</p> <p>CMA CGM is a contributor to the Hy24 hydrogen investment fund, along with many other major industrial groups and banks. This fund focuses on scaling up proven hydrogen technologies to advance decarbonization.</p> <p>Two years ago, CMA CGM joined the Energy Observer, an initiative that explores concrete solutions to accelerate the energy transition. They are currently working on the Energy Observer 2 project that will create and test a prototype liquid hydrogen-powered E22 container ship for use on regional lines. A study on the possible use of liquefied hydrogen on the quayside for zero-emission stopovers has also been carried out. Hydrogen is also being studied as a means of decarbonizing container terminals. At this stage, the availability of the molecule in ports is a major stumbling block.</p>
 <p>Ammonia</p>	<p>Liquefied ammonia (NH₃) produced from hydrogen and nitrogen. No CO₂ emissions when burned. However, potential emissions of N₂O (a greenhouse gas with a warming effect 298 times greater than CO₂) and NO_x (pollutants).</p>	<p>Safety constraints (human health and environment) in storage, bunkering and use.</p> <p>Ammonia technology not yet ready and limited available for ammonia produced in a renewable way.</p> <p>Low density, therefore important loss of cargo volume.</p>	<p>Long-term solution, R&D studies and investments in progress.</p> <p>Reduction potential under study</p> <p>R&D studies underway to analyze the potential of ammonia in terms of life cycle (GHG reduction potential) and the safe handling and use of this fuel.</p> <p>Participation in the project led by ITOCHU Corporation (Japanese consortium) to collaborate with 34 companies and organizations on the potential of ammonia as an alternative marine fuel.</p>

Inland

Alternative fuel (description)	Maturity	Potential reduction	CMA CGM status / Projects and partnerships
 <p>Biodiesel</p>	<p>Biofuels produced from biomass waste and residues:</p> <ul style="list-style-type: none"> - B100/HVO: Fuel obtained from vegetable matter or by hydrogenation of waste or used vegetable oils - B7: Fuel made from 7% vegetable oil - B30: Fuel made from 30% vegetable oil - RD99: Fuel made from 99% renewable raw materials, such as waste animal fats and used cooking oils. 	<p>Technology that meets industry safety standards.</p> <p>First-generation fuels: High availability but at the expense of agricultural land that could be used for farming and the agrifood industry. Second-generation fuels: Moderate availability, limited by the volume of waste recoverable from businesses and households.</p> <p>Ease of operability and use: all vehicles are compatible with HVO and B100 (after a retrofit in the case of Euro VI vehicles).</p>	<p>Solution currently in use</p> <p>From - 50% to - 90% depending on the solutions used</p> <p>CEVA Logistics: CEVA Logistics currently operates over 460 trucks that are powered by HVO and B100 biofuels. The deployment of HVO biodiesel vehicles has risen sharply, particularly in Italy, where the number of owned vehicles used in the finished vehicles transportation business increased by a factor of 6.5 over the year (111 vehicles by the end of 2024). CEVA Logistics has also invested in installing biofuel tanks. 19 tanks are currently being installed in the United Kingdom, and will give CEVA Logistics UK one of the largest low-carbon distribution networks in the country.</p> <p>Terminals and Depots: In Finland, 40% of CCIS freight trucks run on bioLNG. The Los Angeles terminal (FMS) uses RD99 for all its equipment. In Malaysia, all sites use B7.</p>
 <p>Electricity</p>	<p>Mature technology.</p>	<p>Use limitations are primarily due to the limited autonomy of the vehicles and the need to install charging stations: the installation of infrastructure with the appropriate power may encounter technical constraints (wiring, electrical connection). At this time, electric vehicles operate most easily in urban areas (small vehicles). vans, light utility vehicles)</p>	<p>Solution currently in use.</p> <p>Reduction potential under study</p> <p>CEVA Logistics: CEVA Logistics currently has 520 battery electric trucks in service, the majority of which are operated by Colis Privé for its "last mile" business.</p> <p>Terminals and Depots: Sites are gradually being equipped with hybrid vehicles, notably at the Kingston Freeport Terminal, GMP Le Havre, Somaport, Kaoshiung Terminal and FMS Los Angeles. Currently, around 18% of terminal equipment is electric or hybrid. Deployment of hybrid vehicles tested at the Fos-sur-Mer and Bordeaux depots. - Choosing electrical equipment for new terminals and terminals under construction: TMT Alexandria in Abu Dhabi, Puerto Antioquia in Colombia, Cai Mep in Vietnam. For these terminals, the straddle carriers and cranes were equipped with e-RTGs. The Group is also recommending that light "shuttles" used between terminals and depots be gradually switched to electric vehicles.</p>
 <p>Hydrogen</p>	<p>Liquefied hydrogen (H2) produced using renewable electricity. No CO₂ emissions when burned.</p>	<p>Technology under development. The very high-pressure storage and flammability of hydrogen require significant safety measures. Limited availability due to the current progress of this technology. Green hydrogen (produced using low-carbon electricity) is not currently widely available on the market.</p> <p>High operability with range levels similar to diesel vehicles.</p>	<p>Test phase. Solutions and projects available starting in 2024.</p> <p>Reduction potential under study</p> <p>CEVA Logistics: CEVA is in discussion with market players, such as the R'Hyse coalition, H2 Mobility and Airproducts.</p> <p>CEVA Logistics continues its partnership with Toyota Motor Europe (TME) to test one of the first hydrogen fuel cell (HFC) trucks on the market under a five-year contract. This prototype truck contributes to decarbonizing TME's supply chain, while providing valuable data on the performance of HFC trucks.</p> <p>Terminals and Depots: Tests of two hydrogen-powered top loaders at the FMS terminal in Los Angeles were begun in 2023 and continued in 2024 with the purchase of hydrogen-powered port tractors.</p>
<p>Biogas, biomethane, bioCNG</p>	<p>Biomethane (CH₄) is a renewable gas produced from biomass such as bio-waste or agricultural waste via the biological process of anaerobic digestion.</p>	<p>Technology that meets industry safety standards. High to moderate availability, depending on the region. Supply from the methanization industry is growing, but faces strong demand from carriers. Satisfactory operability with range levels exceeding those of current electric vehicles.</p>	<p>Solution currently in use.</p> <p>Up to - 80%</p> <p>CEVA Logistics: CEVA Logistics works in partnership with its carriers to expand the use of biogas. Currently, over 100 trucks worldwide use gas (LNG or CNG).</p>

Air transport

Alternative fuel (description)	Maturity	Potential reduction	CMA CGM status / Projects and partnerships
 <p>Biodiesel/ Sustainable Aviation Fuel (SAF)</p>	<p>Technology that meets industry safety standards.</p> <p>Circular economy through the recovery of biomass waste. Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solution currently in use</p> <p>Approximately - 85%</p>	<p>In 2024, CEVA Logistics launched the CEVA FORPLANET suite of solutions, which is designed to help its customers improve the environmental performance of their transportation and logistics flows. In particular, CO₂ emissions can be reduced by using SAF for air transportation.</p> <p>CMA CGM Air Cargo: CMA CGM Air Cargo (CCAC) works constantly to reduce its CO₂ emissions by integrating an increasing share of sustainable aviation fuels into its fuel range, due to the fact that these fuels can reduce life cycle CO₂ emission reductions of up to 80% compared with conventional fuels.</p>

The Group's decarbonization partnerships

The Group supports and drives innovation to build low emission, more sustainable global supply chains. By working with industry leaders, startups, universities and research centres, CMA CGM aims to accelerate the transition, exploring all possible solutions to meet their clients' needs.

A PARTNERSHIP TOGETHER TO ACCELERATE THE DECARBONIZATION OF THE MARITIME SECTOR

CMA CGM has partnered with Maersk to accelerate the development of more sustainable alternative fuels by:

- Defined criteria for sustainable alternative fuels (LNG, Bio- and E-Methane, E-Methanol, Ammonia, Hydrogen);
- Establishing operating criteria in key ports;
- Continued joint R&D work.

CMA CGM - CENTRAL TO AN INNOVATION ECOSYSTEM

THE PULSE ENERGY FUND: MAKING A FINANCIAL AND CONCRETE COMMITMENT TO ACHIEVING NET ZERO CARBON

In September 2022, Rodolphe Saadé announced the creation of the PULSE fund, with a budget of €1.5 billion over five years, with the aim of supporting the energy transition. This fund was created to accelerate the decarbonization of the Group and the entire transport and logistics sector.

To accelerate the Group's energy transition, significant financial resources have been earmarked and a dedicated governance structure has been set up (independence, cross-functionality, ad hoc investment committee, etc.). All Group divisions will benefit from the investments made, thus ensuring that improvements cover the entire value chain.

The investments of the PULSE energy fund are structured around four priorities.

– Developing low-carbon energy production

With the assistance of partnerships and co-investments, PULSE aims to accelerate the development of industrial production units for alternative fuels, such as biodiesel, biomethane, e-methane and decarbonated methanol;

– Decarbonizing inland transport and infrastructure

The Group operates warehouses, depots and terminals. It aims to accelerate their decarbonization through the production of renewable energy: wind, solar, biomass and hydrogen;

– Supporting and stimulating innovation

CMA CGM is involved in the development of projects, prototypes and experiments;

– Developing soft mobility and energy efficiency solutions

The Group has adopted an energy use reduction, energy efficiency and mobility plan for its offices. The main resources deployed are investments in insulation, energy upgrades, automation and awareness-raising among the users of the offices. CMA CGM also en-

courages its employees to use soft mobility when they commute and for business travel.

Projects initiated by the PULSE Fund

In 2024, the PULSE energy fund continued the projects initiated in 2023 and invested in new opportunities, with a particular focus on the needs and proposals of in-house teams. A total of €465 million will have been committed or invested in 40 in-house and external projects over two years (over €200 million for the French maritime industry alone).

PULSE also makes minority investments in startups, industrial projects, funds and in-house projects.

Several of the key projects supported by PULSE are described below.

In-house projects

Project 1: Electric barge solution

The CMA CGM Group developed a brand-new zero-emission inland waterway transport solution in Vietnam, featuring a 100% electric barge powered by batteries and a charging infrastructure powered by a new solar farm at the deep-sea terminal of Gemalink. The e-barge will transport goods between Binh Duong and Cai Mep, on a 180 km round trip, achieving zero greenhouse gas emissions and avoiding 778 tons of CO₂ annually. CMA CGM is partnering with NIKE on its commitment to use the e-barge for transportation of NIKE products from Binh Duong Province to Gemalink.



It reinforces CMA CGM commitment in Vietnam and Southeast Asia, contributing to local economic development with stronger and greener supply chains.

Project 2: Electric RTGs

In connection with the greening project for the Malta Terminal, PULSE financed 25% of the electrification of six rubber-tired gantry cranes (RTGs). The project to electrify 20 RTGs is expected to reduce the terminal's carbon footprint by 2.63 tons by 2027.

Project 3: Switch to Bike

Under the Group's Mobility Plan, CMA CGM offers its employees the possibility of adopting a more environmentally friendly form of mobility by co-financing the purchase of electric bicycles. In exchange, they commit to cycling to work at least twice a week. Currently, the fleet comprises 168 bicycles, all of which have been allocated. To encourage this trend, a dedicated changing room for cyclists will be built at the head office in 2025. This "Switch to Bike" initiative is in line with the Group's energy efficiency plan to reduce energy consumption by 10% over the next two years. A parallel "Switch to e-motorbike" initiative has been launched in Vietnam, under which 42 electric scooters have been co-financed and offered to employees of the Ho Chi Minh agency who commit to using this mode of transportation for their daily commutes and short-distance business trips.

External projects (investments)

Project 1: EODev

PULSE has invested in EODev, which develops hydrogen-based solutions and technologies with the goal of accelerating the energy transition by offering sustainable, reliable and accessible industrial solutions.

The products and solutions developed by EODev, which are the result of experiments conducted on the Energy Observer prototype ship supported by CMA CGM Group, are based on the use of hydrogen for energy storage and power generation.

Project 2: Flexis, RENAULT-VOLVO-CMA CGM joint venture

Renault Group, Volvo Group and CMA CGM are combining their expertise to pioneer and lead the European market for electrified vans, with an all-new generation of 100% electric vans. CEVA Logistics, a CMA CGM subsidiary, will contribute its logistics experience to the design of the vehicles.

Project 3: Waga Energy

Pulse has invested in Waga Energy, a specialist in the conversion of landfill gas into biomethane, which uses a proprietary solution: the Wagabox. The company owns nearly all the landfill gas biomethane production capacity in France. It is also expanding internationally.

EGREEN: REDUCING THE DIGITAL CARBON FOOTPRINT

In March 2022, CMA CGM launched the eGreen program with two objectives:

- Making the Group's IT systems and tools more environmentally responsible (Green IT);
- Helping the Group decarbonize its businesses by up to 15% using information technology and digital solutions (IT for Green).

This multi-year program involves all the Group's subsidiaries. The actions initiated in 2023 and 2024 resulted in the following achievements:

- The life cycle of 13% of head office equipment was extended from three to five years;

- Green IT criteria was included in 40% of IT calls for tender in 2024;
- 1,200 laptops were recycled over a period of two years;
- A major project to bring our IT applications into compliance with French accessibility regulations (RGAA) was launched.

EXPOSURE TO THE CONSEQUENCES OF CLIMATE CHANGE

In 2023, CMA CGM analyzed the physical risks associated with climate change at around 500 sites, including terminals, depots, warehouses, shipyards and offices, and studied their exposure to the 28 climate hazards defined by the European Union Taxonomy, according to three scenarios and three time frames (short-, medium- and long-term) determined by the IPCC.

The short-term projections (2021-2040) indicate that:

- All sites will experience temperature increases;
- 54% will be subject to significant water stress;
- Over 30% will be exposed to extreme climate events (e.g., cyclones, floods).
- Sites in India and South-East Asia are particularly exposed to heat and precipitation. Tornadoes pose a more specific threat to sites in the eastern USA, China and south-eastern Brazil.

By combining exposure data with internal information, the most vulnerable sites have been identified, one-third of which have already experienced major climate events with significant financial impacts. Some sites have already implemented adaptation measures, such as elevating sensitive equipment to minimize damage in the event of a flood.

THE NEW ENERGIES COALITION: WORKING TOGETHER TO ACCELERATE THE ENERGY TRANSITION OF THE TRANSPORTATION AND LOGISTICS SECTOR

The New Energies Coalition, which CMA CGM initiated in 2019, is made up of key players in international supply chains that do business in a variety of sectors and industries.

Based on a collaborative approach, the coalition aims to develop innovative technologies and energy solutions to decarbonize maritime, air, and road transportation activities worldwide.

In response to the need for a regulatory framework that encourages the recognition and development of new energies and low-carbon and renewable fuels, the members of the NEW ENERGIES Coalition produce studies and policy statements for public and private representatives in the transportation and logistics sector. NEW ENERGIES acts on two levels: solutions and mobilization.

In 2024, the Coalition welcomed a new member – a major player in the automotive industry – and continued to accelerate its efforts and reinforced its actions at all levels:

– **Regulatory:** through its Public Affairs Committee, it published position papers and submitted joint responses to European consultations (ETS, Net-Zero Industry Act, CCUS¹², renewable gases).

– **Mobilization:** it raised its profile on the European and international scenes, participated in major events, such as the ICM¹³ and the ITF¹⁴, and engaged in key collaborations with non-profit associations, collectives and other influential players (UNGC¹⁵, CO₂ Value Europe, etc.). Its goal is to encourage investment in low-carbon solutions for transportation, and to encourage the emergence

of ecosystems in support of the energy transition.

– **Innovative solutions:** new working groups were launched and notable achievements were realized, which confirm NEW ENERGIES' commitment to taking concrete, active steps to decarbonize the transportation and logistics sector.

– **The new working groups launched in 2024 studied:** the installation of a hydrothermal gasification biogas production unit in southern France, the impact of European regulations on the decarbonization of road transportation, and the role of new means of propulsion in the decarbonization of maritime transportation.

– **Notable achievements in 2024 include:** after more than two years of R&D work, the Coalition demonstrated the feasibility of a carbon capture system on board a container ship. It launched educational campaigns on topics such as CCUS and biofuels, and published three eagerly-awaited reports on the role of e-SAF in decarbonizing aviation, ship dismantling and wind-assisted propulsion.

Thanks to the mobilization of its over 120 experts, the New Energies Coalition is able to explore the full range of solutions that will contribute to more sustainable transport and logistics. Since it was launched, over 20 working groups have been set up.



Find the full range of the Coalition's documents and news on New Energies' [website](#) and social networks ([LinkedIn](#) & [X](#)).

GREEN CORRIDORS: CATALYSTS AND DEMONSTRATORS OF MARITIME DECARBONIZATION

A Green Shipping Corridor is a maritime route between two ports where all maritime transport and on-shore operations are low or zero carbon. It offers the possibility of accelerating progress towards decarbonizing the maritime sector through the voluntary and collaborative participation of all stakeholders in the value chain: ports, terminals, shipowners, shippers, energy providers, institutions.

It also aims to encourage the development of new business models, business opportunities and socio-economic benefits. This type of initiative reduces the impact of maritime transportation on climate change and improves air quality.

These green corridors are the result of the Clydebank Declaration for Green Shipping Corridors that was signed at the COP26 in 2021. Twenty-four States, including France, Japan, Singapore and the United States, have committed to establishing at least six of these shipping corridors by 2025.

CMA CGM's active role in promoting Green Corridors:

The Group participates in the Shanghai-Los Angeles Green Corridor project that was launched by the ports of these two cities and the C40 Cities Climate Leadership Group. In this connection, CMA CGM:

- Chaired the Carriers working group for this corridor for six months, starting in April 2024, led discussions and proposed a ship deployment plan to provide a clearer picture.
- Participated in the LA-Shanghai Green Corridor workshop that was held in Shanghai in June 2024.
- Also attended the North Bund Forum in Shanghai in October 2024 to promote this initiative in conjunction with the publication of the Green Corridor's annual report.

By 2030, this corridor aims to promote:

- The gradual introduction of ships using low-, ultra-low and even zero-carbon fuels;
- The development of best practices to help reduce emissions and improve efficiency of all ships using this corridor;
- The reduction of emissions from port operations, in particular through shore power connection;
- Improved air quality in the ports of Shanghai and Los Angeles and in adjacent communities.

In addition, CMA CGM is also a partner in the initiative between the Maritime and Port Authority of Singapore and the Port Authority of Rotterdam to establish the longest green and digital corridor between these two ports.

The Group attended the Green Corridor workshop in Rotterdam in September 2024, where this corridor's

achievements and future actions were presented.

Among this year's notable successes was the bunkering of a CMA CGM vessel with over 100 tons of mass-balanced bio-LNG at the port of Rotterdam, which was carried out in partnership with Shell to test regulatory compliance and the certification chain.

The Group actively supports the creation of Green Corridors and collaborates with its customers to develop dedicated carbon-free maritime routes initiatives. Thanks to these commitments, CMA CGM plays a leading role in accelerating the decarbonization of maritime transportation and reorienting the industry towards a sustainable future.

THE ECTN ALLIANCE: REDUCING THE IMPACT OF ROAD TRANSPORT

In 2023, CEVA Logistics, ENGIE, and SANEF joined forces to create the European Clean Transport Net-

work (ECTN) Alliance, which acts to promote the decarbonization of long-distance road transport of goods in Europe. Its aim is to develop a network of terminals specifically for heavy-duty trucks, equipped with low-carbon multi-fuel charging stations (biogas, hydrogen, electric power), and located near freeways. This new system will eventually:

- Eliminate battery autonomy problems;
- Improve working conditions for truck drivers, who will be able to use these terminals as relay stations for their trailers, and thus make shorter journeys.

The concept will be tested initially between Lille and Avignon for two years and will then be rolled out across Europe.



¹² CCUS: Carbon Capture Utilization and Storage.

¹³ ICM: Industrial Carbon Management Forum.

¹⁴ ITF: International Transport Forum.

¹⁵ UNGC: United Nations Global Compact.

2. Protecting biodiversity

The CMA CGM Group's commitment to marine and inland biodiversity focuses on four priorities: measuring our impacts, reducing them, protecting and restoring ecosystems, and supporting research and innovation into sustainable use of the oceans.

Objectives:

- Zero pollution at sea
- Zero containers lost

Measuring and reducing our impacts

Certifications and labels

USING THE GREEN MARINE EUROPE LABEL TO ENCOURAGE IMPROVEMENT

In October 2024, CMA CGM was once again awarded "with" the "Green Marine Europe" label. This environmental certification for the European maritime industry is a voluntary initiative of Surfrider Foundation Europe. Its purpose: provide maritime transportation companies with a detailed framework for measuring and reducing their environmental footprint on

the basis of seven indicators: invasive aquatic species, pollutant air emissions, greenhouse gas emissions, oily discharges, waste management, underwater noise and ship recycling. Under a continuous improvement process, these indicators are rated from 1 to 5 and audited every two years.

La Méridionale also obtained this certification.

To reinforce its commitment and efforts in support of this certification, CMA CGM participates in the Green Marine Europe working group, which focuses on the improvement of the environmental criteria. The Group is also a member of the Green Marine International Steering Committee and Board of Directors.

The Group's commitment to this approach is in line with its signature of the SAILS (Sustainable Actions for Innovative and Low-impact Shipping) Charter initiated by the French Ministry for the Ecological Transition.

CEVA LOGISTICS CERTIFICATIONS AND LABELS

Integrating logistics sites into their natural environment is a major chal-

lenge. The Group attaches particular importance to this issue in order to reduce the impact of sites in terms of surface sealing and visual nuisances.

Consistently with CEVA Logistics' real estate policy, for all new projects, building selection criteria take into account environmental certifications, which include landscape integration aspects. These include the following certifications:

- HQE (High Environmental Quality)
- BREEAM (Building Research Establishment Environmental Assessment Method)
- LEED (Leadership in Energy and Environmental Design).

In France, the Roissy logistics hub, the Pont de Normandie 2 logistics park in Le Havre and the Nantes tertiary site have been awarded the BiodiverCity® quality label by the International Biodiversity & Property Council (IBPC). This certification assesses and promotes real estate projects that integrate and enhance biodiversity. This innovative approach encourages incorporating natural elements into the construction process. The aim is to design, build and maintain a new category

of buildings that incorporate the principles of scientific ecology and give nature its rightful place in the urban environment. This approach has spread internationally: Blue Hub in Singapore is the first site in Asia to be awarded the BiodiverCity® quality label.

Preventing pollution at sea

PREVENTING ACCIDENTAL DISCHARGES

To prevent accidental discharges at sea and, in particular, oil pollution from the Group's ships or terminals, CMA CGM deploys several measures: fleet maintenance, regular simulations and exercises, and an emergency management process.

70 vessels in our fleet are equipped with a Fast Oil Recovery System (FORS). In the event of a grounding or collision, this system enables oil to be pumped out quickly, thus prevents a major pollution spill.

REDOUBLING OUR EFFORTS TO ACHIEVE ZERO LOST CONTAINERS

Whether due to bad weather, exceptional incidents or erroneous declarations, every year around the world, containers are lost at sea. This year, the geopolitical context made sailing conditions particularly difficult due to the need to travel around the Cape of Good Hope. This led to the loss of 168 containers at sea in 2024.

The CMA CGM Group deeply regrets these accidents and reaffirms its commitment to strengthening its efforts to reduce such losses. Accordingly, we will continue to deploy best practices and strengthen our procedures, in particular by optimizing the parametric roll detection tool, through extended weather monitoring, by taking advantage of the resources of our fleet navi-

gation centers, through optimized weather routing and by using our on-board container security system.

We continue to make "zero lost containers" one of our strategic priorities.

At the same time, CMA CGM actively collaborates with shipowners' associations and competent bodies, such as Armateurs de France and the World Shipping Council. The aim of this collaboration is to standardize methods and collectively reduce the risk of losing containers at sea through concerted initiatives.

Aware of the environmental issues, linked to plastic pollution, the Group is taking proactive measures. We voluntarily and systematically load plastic pellet containers in the hold to avoid any risk of losing these containers in the event of an incident. In addition, CMA CGM supports the IMO's position in favor of properly labeling these containers so they can be easily identified, and obtaining the commitment of the entire logistics chain to more responsible management.

TREATING BALLAST WATER WITHOUT CAUSING POLLUTION

Seawater tanks, which are essential for optimizing navigation and balancing ships, may contain micro-organisms that may become invasive species in another ecosystem. Since 2015, ships' ballast water has been sterilized by UV radiation. This solution is preferable to the addition of chemical substances as it does not impact local biodiversity. Currently, 100% of our owned fleet is equipped with this system.

- 2023
- 2024
- > Objectives

Number of major oil-related pollution incidents

- 0
- 0
- > 0 maritime pollution

Number of containers lost at sea

- 4
- 168
- > 0 containers lost at sea

Number of vessels with ballast water treatment systems – own fleet

- 266
- 301

Preventing trafficking in protected species

The illegal wildlife trade is a thriving business that is orchestrated by transnational organized crime groups and that takes advantage of international trade routes.

It poses a major threat to biodiversity, the safety of transport chains and the international health situation.

Since 2020, the CMA CGM Academy has provided all sales agents, including all new hires, with training on the illegal transport of protected species. This training course was designed in conjunction with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the United Nations Office on Drugs and Crime (UNODC).

Since 2022, CMA CGM has also collaborated with the University of Adelaide in Australia to:

- Identify the international shipping routes most at risk for wildlife trafficking;
- Improve biodiversity monitoring and protection in the Asia-Pacific

region and Oceania.

To achieve these objectives, both partners use innovation and developed tool, as well as a pilot project for non-invasive screening of species transported (air sampling).

Furthermore, the Group as well as six other French companies in the logistics and transport sector share their experience and expertise with WWF France. In connection with the WWF's "Logistics & Transport" initiative, the partners work together to prevent illegal wildlife trade. In concrete terms, the initiative will raise awareness and mobilize stakeholders, identify potential areas of vulnerability in transport chains, and develop tools to control exposure to the risk.

CEVA Logistics is a member of the Biodiversity working group of the French Union of Transport and Logistics Companies (TLF), which seeks to raise awareness and educate players in the transportation and logistics sector about wildlife trafficking. To achieve its goals, the working group circulates information and recommendations to reduce this risk for players in the sector. The first document produced, a leaflet entitled "Illegal Trafficking in

Protected Species: How to Reduce Risks in the Logistics Chain?", was published in May 2024.

Biodiversity footprint of terminals and warehouses

In September 2024, the Group launched a pilot project to measure the biodiversity footprint of the Malta Freeport Terminal. This assessment will provide a better understanding of the impact of CMA CGM's operations on the local ecosystem and marine biodiversity, and will identify avenues for action to make a positive contribution to biodiversity conservation.

For its part, CEVA Logistics is working to assess the biodiversity footprint of its property portfolio worldwide, in order to establish appropriate local action plans. The land footprint of some of the network's sites has already been studied by ecologists, who use a common spatial and ecological analysis methodology developed for the company to arrive at a biodiversity score for each site. CEVA Logistics' goal is to reduce the environmental

impact of its logistics activities on the fauna, flora and natural resources of its sites with high biodiversity risks.

Using this approach, CEVA Logistics aims to:

- Inform employees about biodiversity issues in the areas surrounding their workplace;
- Assist priority sites in implementing environmentally-friendly management of green spaces, as well as reusing cardboard, plastic and wood consumables in the supply chain and recycling waste;
- Measure the ecological potential score of sites in order to monitor the impact of their actions from year to year.

Over 40 sites worldwide are already implementing local action plans thanks to the commitment and best practices shared by a network of biodiversity ambassadors.

Protecting and restoring ecosystems

Protecting whales

REROUTING SHIPS TO AVOID SENSITIVE AREAS

PROTECTING THE ARCTIC BY REFUSING TO USE THE NORTHERN ROUTE

The Northern Sea Route (NSR), which runs along the coast of Siberia and links Asia to Europe, is navigable due to the effects of climate change. However, the rich, unique and largely unexplored biodiversity of the Arctic plays an essential role in regulating ocean currents and the global climate. To preserve this fragile environment, and despite the major competitive advantage it would offer CMA CGM,

no Group vessel has used this route since 2019.

PROTECTING THE HELLENIC TRENCH IN THE MEDITERRANEAN SEA

The Greek waters of the Peloponnese and Crete are also essential habitats particularly for sperm whale populations. They now number 200 individuals. However, in these areas, where they feed, reproduce and nurse their young, maritime traffic is heavy. Therefore, since July 18, 2023, the Group has diverted its vessels to avoid the area and thus reduce the risk of collision with sperm whales.

REDUCING SPEED TO MINIMIZE THE RISK OF COLLISION

In marine mammal breeding areas off the east coast of the United States and Canada, CMA CGM vessels are required to reduce their speed to a maximum of 10 knots. This restriction is intended to prevent the risk of collisions. On the West Coast, near the Santa Barbara Islands, CMA CGM has made a voluntary commitment to the Green Flag speed reduction program.

Furthermore, with the help of the CMA CGM Fleet Navigation Center (Fleet Center), whenever possible, the Group endeavors to reduce the speeds of its ships to reduce the risk of collision in whale sanctuaries and sensitive areas.

DEPLOYING COLLISIONS PREVENTION TOOLS

COMMUNICATING THE POSITION OF MARINE MAMMALS IN REAL TIME

CMA CGM uses REPCET, a collaborative system to share the position of marine mammals in real time, in the Pelagos Sanctuary in the Mediterranean and the Agoa Sanctuary in the Caribbean. The Group will soon roll out a training program to

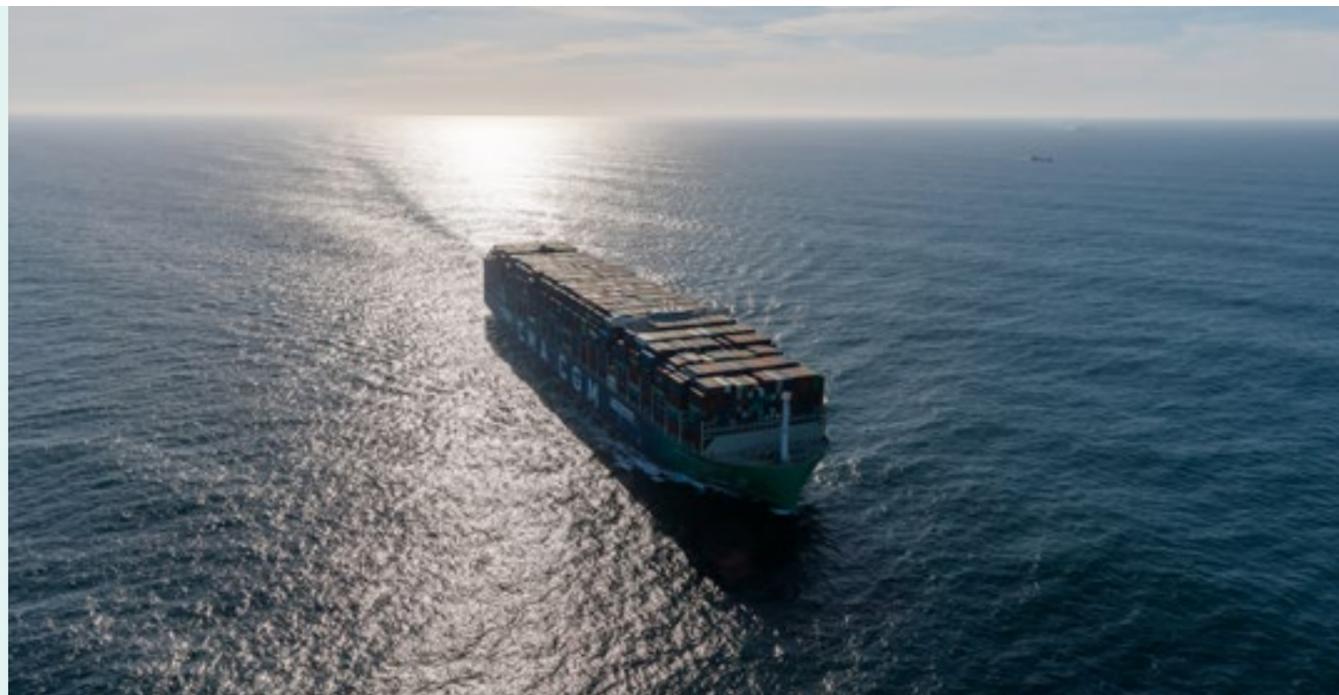
optimize the use of the system and help seafarers recognize the different types of marine mammals.

ANTICIPATING SLOW-SPEED ZONES WITH WHALE SAFE

In partnership with the Marine Mammal Center and the Benioff Ocean Initiative, an institute based at the University of California Santa Barbara, CMA CGM's Fleet Navigation Center has been using since 2021 the Whale Safe tool on the West Coast of the United States. Using acoustic data, whale watching observations and oceanographic models (migrations, species, currents, etc.), a four-level collision risk index is established. Based on this index, real-time alerts are automatically sent to ships and slowdowns can be scheduled when voyages are planned.

Based on this application, in 2023 CMA CGM developed an in-house dashboard for monitoring navigation rules. Using this new tool, the Group is able to track the rate of compliance with the speed reduction to 10 knots by ships on the east and west coasts of the United States and Canada, and provide performance indicators.

In May 2024, deployment of the Whale Safe application was extended to the east coast of the United States and Canada, with the support of the Woods Hole Oceanographic Institution, making it easier to anticipate the dynamic speed reduction zones of the National Oceanic and Atmospheric Administration (NOAA). With a compliance rate of over 80% on the east coast, CMA CGM obtained a Whale Safe rating of A.



Reducing the impact of noise from maritime traffic on marine ecosystems

CMA CGM has joined the European Life-PIAQUO consortium. This consortium, consisting of major players in the maritime industry and European research, develops and tests equipment to reduce the noise of maritime traffic and its impact on marine biodiversity.

Since 2023, the Group has also collaborated with the Enhancing Cetacean Habitat and Observation (ECHO) program of the Port of Vancouver, Canada, in evaluating the acoustic signature of its ships.

Developing more environmentally friendly projects (terminals and depots)

In connection with the project to redevelop the CCIS Roselières depot in France, environmental performance and the preservation of biodiversity and resources are under study. The redevelopment includes modernizing the site, preserving green spaces, improving the energy efficiency of buildings, and installing systems to treat and recycle wastewater.

In conjunction with key industrial players, Gemalink Terminal in Cai Mep, Vietnam, has launched its "SeedforSea" project, which offsets environmental impacts through mangrove reforestation. In 2022, 3,334 mangrove seedlings were planted in the Mekong Delta. Since 2023, the GEMALINK terminal has been raising awareness among local communities and monitoring the survival rate of trees planted on the two hectares. These actions will continue until 2025.

Restoring and informing about the Calanques National Park

The multi-year sponsorship partnership between CMA CGM Group and Calanques National Park, which was initiated in 2020, was renewed for two years in 2022. The first phase of the partnership aimed to enhance the heritage of the Calanques area by providing the public with comprehensive information about its biodiversity. In the second phase, the partnership extended to the rehabilitation of the Calelongue semaphore station, which will be opened to the public.

In 2024, CMA CGM and CEVA Logistics employees once again took part in a large-scale clean-up operation in the Calanques, near Marseille, for World Cleanup Day.

Internationally, over 49 tons of waste were collected in 102 countries. Over 3,500 employees and their families took part in this annual event. At this event, the agencies tailored their cleaning operations to local conditions (urban, coastal, mountainous and wooded areas). This year, nine countries were able to mobilize their customers to join in the clean-up operation.

Restoring Posidonia, the lungs of the Mediterranean

Posidonia are underwater plants endemic to the Mediterranean. These plants act as carbon sinks and oxygenate the water. In addition to acting as the lungs of the sea, these plants are also habitats and nurseries for numerous species.

In 2024, CMA CGM renewed its partnership agreement with Fonda-

tion de la Mer to restore Posidonia meadows in France, Malta, Greece and Turkey.

Forest restoration with the French National Forestry Agency (ONF) - "Action for Forests"

In 2021, the Group took action to respond to the environmental emergency created by the forest fires in the Var region in August 2021. The Group donated €1 million to support the Massif des Maures Restoration Plan.

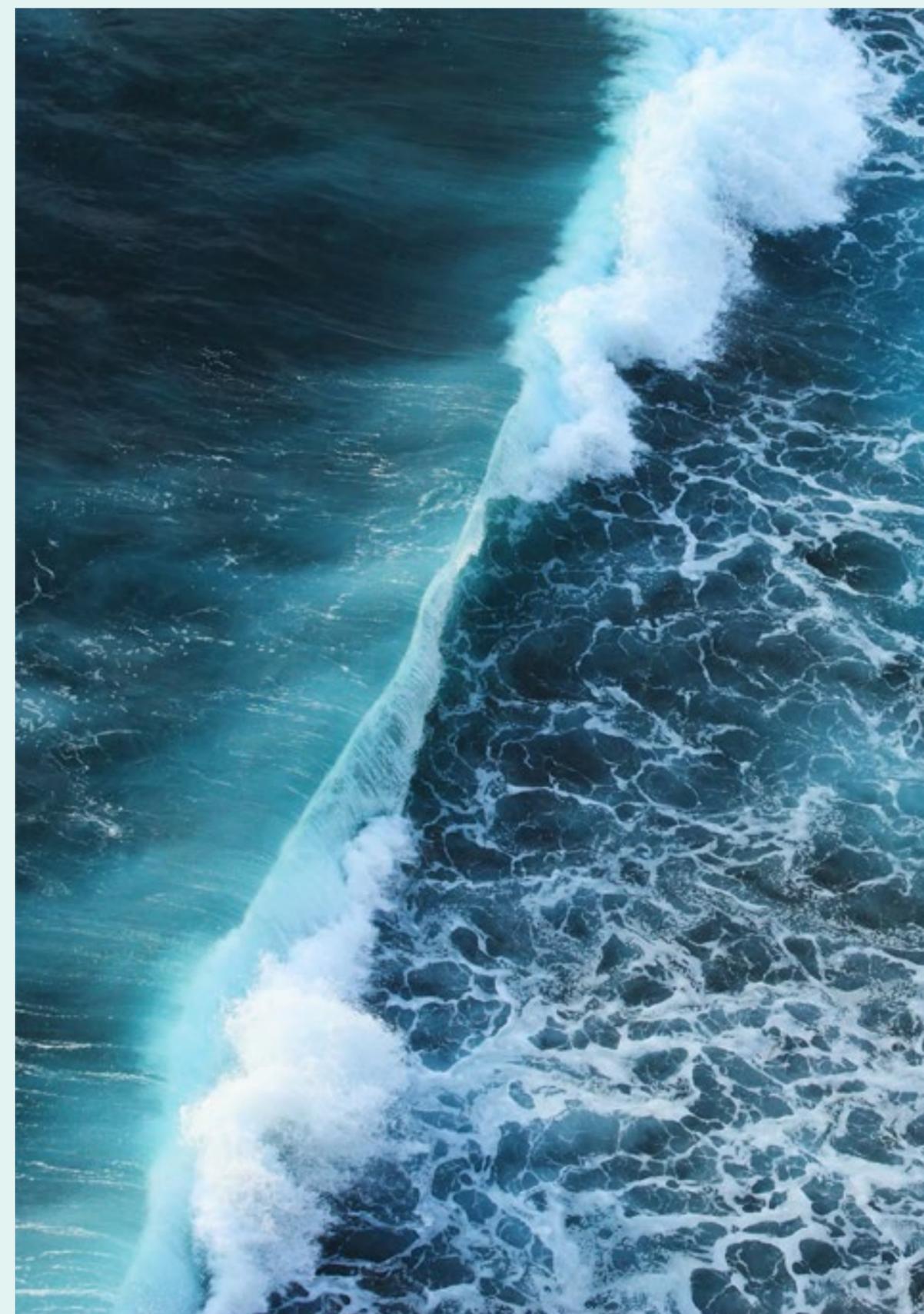
In 2022, the Group extended its partnership with the Forest Protection Fund of the French National Forests Office (ONF), pledging three million euros over the next three years.

The Group has contributed to restoring 16 burnt forests across France by supporting three types of actions:

- Raising public awareness of the risks of forest fires;
- Anticipating the risk of fire by monitoring forests;
- Restoring burnt forests.

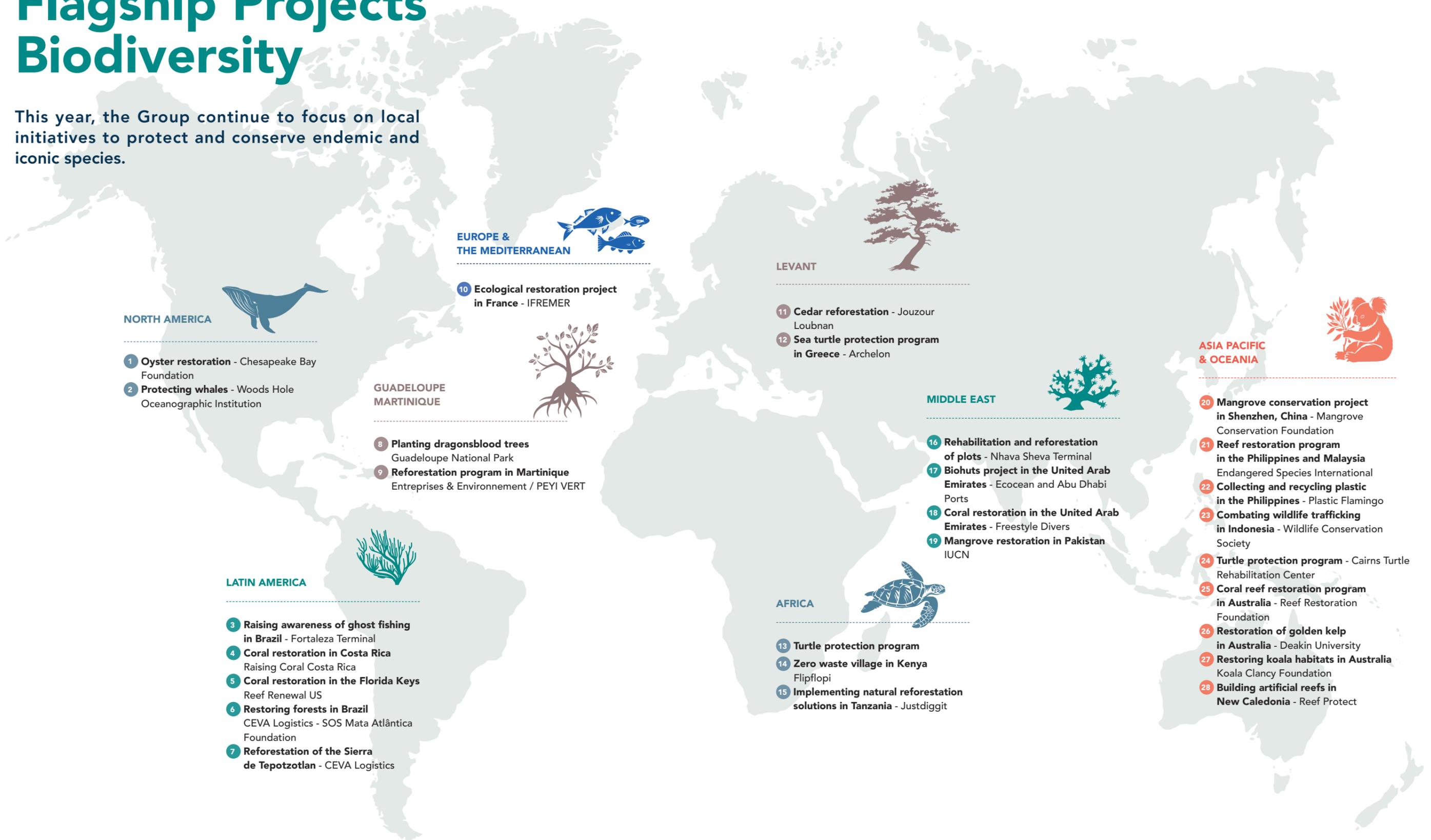
In 2024, CMA CGM supported 12 projects in three regions (Occitanie, Sud Region and Aquitaine), including:

- Planting species adapted to the new climate conditions in the Massif des Maures;
- Purchasing electric bikes for the surveillance brigades;
- Producing a series of video vignettes to raise public awareness of the risks of forest fires.



Flagship Projects Biodiversity

This year, the Group continue to focus on local initiatives to protect and conserve endemic and iconic species.



NORTH AMERICA

- 1 Oyster restoration - Chesapeake Bay Foundation
- 2 Protecting whales - Woods Hole Oceanographic Institution



LATIN AMERICA

- 3 Raising awareness of ghost fishing in Brazil - Fortaleza Terminal
- 4 Coral restoration in Costa Rica - Raising Coral Costa Rica
- 5 Coral restoration in the Florida Keys - Reef Renewal US
- 6 Restoring forests in Brazil - CEVA Logistics - SOS Mata Atlântica Foundation
- 7 Reforestation of the Sierra de Tepetzotlan - CEVA Logistics



GADELOUPE MARTINIQUE

- 8 Planting dragonsblood trees - Guadeloupe National Park
- 9 Reforestation program in Martinique - Entreprises & Environnement / PEYI VERT



EUROPE & THE MEDITERRANEAN

- 10 Ecological restoration project in France - IFREMER



LEVANT

- 11 Cedar reforestation - Jouzour Loubnan
- 12 Sea turtle protection program in Greece - Archelon



AFRICA

- 13 Turtle protection program
- 14 Zero waste village in Kenya - Flipflopi
- 15 Implementing natural reforestation solutions in Tanzania - Justdiggit



MIDDLE EAST

- 16 Rehabilitation and reforestation of plots - Nhava Sheva Terminal
- 17 Biohuts project in the United Arab Emirates - Ecocean and Abu Dhabi Ports
- 18 Coral restoration in the United Arab Emirates - Freestyle Divers
- 19 Mangrove restoration in Pakistan - IUCN



ASIA PACIFIC & OCEANIA

- 20 Mangrove conservation project in Shenzhen, China - Mangrove Conservation Foundation
- 21 Reef restoration program in the Philippines and Malaysia - Endangered Species International
- 22 Collecting and recycling plastic in the Philippines - Plastic Flamingo
- 23 Combating wildlife trafficking in Indonesia - Wildlife Conservation Society
- 24 Turtle protection program - Cairns Turtle Rehabilitation Center
- 25 Coral reef restoration program in Australia - Reef Restoration Foundation
- 26 Restoration of golden kelp in Australia - Deakin University
- 27 Restoring koala habitats in Australia - Koala Clancy Foundation
- 28 Building artificial reefs in New Caledonia - Reef Protect



The Group's projects to protect biodiversity



NORTH AMERICA

1. Oyster restoration - Chesapeake Bay Foundation

Since 2022, CMA CGM America has contributed to restoring 6.6 million oysters, with the participation and commitment of its employees. The Group's goal is to restore 10 million oysters in Chesapeake Bay by 2025.

2. Protecting whales - Woods Hole Oceanographic Institution

In 2022, CMA CGM financed the installation of two passive acoustic whale monitoring hydrophone buoys on the east coast of the United States, in partnership with WHOI. That partnership was renewed this year, and the Group will continue to provide maintenance for the buoys. Detecting these whales, especially right whales, helps protect one of America's most critically endangered species during its migration.



LATIN AMERICA

3. Raising awareness of ghost fishing in Brazil - Fortaleza Terminal

In Brazil, Fortaleza Terminal has joined forces with the Federal University of Ceará, Docks Company and the fishing community of Praia Mansa to raise awareness of ghost fishing and its impact on marine biodiversity. Beach clean-ups are also organized.

4. Coral restoration in Costa Rica - Raising Coral Costa Rica

This partnership aims to restore and conserve coral reefs through activities such as transplanting 1,200 fragments, cultivating and propagating corals, and educating local communities at two strategic sites (Golfo Dulce and Cahuita). The association

has reported a survival rate of 80% for transplanted corals since 2023.

5. Coral restoration in the Florida Keys - Reef Renewal US

The project, led by Reef Renewal US, seeks to transplant corals and protect their habitat in three regional nurseries, in order to foster the growth of coral populations in the Florida Keys. Since 2022, CMA CGM has supported this initiative for the Molasses Reef coral nursery, off Key Largo in Florida.

6. Restoring forests in Brazil CEVA Logistics – SOS Mata Atlântica Foundation

In Latin America, CEVA Logistics partners with the SOS Mata Atlântica Foundation. This foundation works to preserve the Atlantic Forest macro-ecosystem along the coast of Brazil and Paraguay. In 2024 alone, 1,510 trees were planted, bringing the total to 5,670 since the partnership began in 2015. This has led to the restoration of more than two hectares, the equivalent of sequestering approximately 940 tons of carbon. This partnership between CEVA Logistics and SOS Mata Atlântica Foundation raises employee awareness about the importance of protecting the fauna and flora of Brazil. It also encourages CEVA Logistics to innovate and be creative in its operations as the number of trees planted was calculated on the basis of the CO₂ emission reduction targets to be achieved.

7. Reforestation of the Sierra de Tepozotlán - CEVA Logistics

In Mexico, CEVA Logistics took part in an exceptional day focused on the reforestation of Sierra de Tepozotlán. This natural area is protected by law and, in connection with the new urban planning project, CEVA Logistics took part in preserving and protecting this invaluable green lung for local communities. Teams from

CEVA Logistics Mexico helped plant 6,000 trees in the area. This effort reflects an ongoing commitment to the environment and local communities.



GUADELOUPE

8. Planting dragonsblood trees Guadeloupe National Park

The CMA CGM Group is helping to protect the biodiversity of the Guadeloupe National Park and to rehabilitate the Golconde swamp forest in the municipality of Les Abymes, by maintaining and planting dragonsblood trees.

MARTINIQUE

9. Reforestation program in Martinique - Entreprises & Environnement / PEYI VERT

Since 2022, CMA CGM Martinique has been involved in the Péyi Vert reforestation program alongside the Entreprises et Environnement non-profit association. Between 2022 and 2024, the Group has helped plant 600 species in the municipality of Lamentin, including dragonsblood trees.



EUROPE & MEDITERRANEAN

10. Ecological restoration project in France - IFREMER

Under the partnership with IFREMER, the Living Port project will assess the status of ecological restoration in the urban area of the Port of Marseille and the impact of previous rehabilitation projects.



LEVANT

11. Cedar reforestation - Jouzour Loubnan

CMA CGM is committed to restoring Lebanon's forests and promoting sustainable reforestation. The Group has financed the protection of 340 Cedrus Libani (the cedar that is Lebanon's national symbol). In all, 90.5% of the trees survived replanting.

12. Sea turtle protection program in Greece - Archelon

CMA CGM is continuing its efforts to rescue, rehabilitate and protect turtle nests on the beaches of Greece. CMA CGM has also contributed to building the center's infrastructure and to raising public awareness by co-financing an exhibition on climate change and sea turtles.



AFRICA

13. Turtle protection program

The Group is committed to protecting turtles in five African countries: in Benin, in collaboration with the NGO Nature Tropicale; in Tunisia, with the association Notre Grand Bleu; in Côte d'Ivoire, with the NGO Conservation des Espèces Marines (CEM); in Congo, with the NGO Renatura; and in Gabon.

14. Zero waste village in Kenya Flipflopi

After a 12-month pilot phase, CMA CGM renewed its partnership with the Flipflopi Foundation to continue reducing plastic waste and restoring mangroves in the heart of the Lamu archipelago, with the involvement of a greater number of local

communities. This second phase will include initiatives such as improving infrastructure for storing non-recyclable materials, employing local people to recycle textiles (75% of waste collected) and processing organic waste. The aim is to create a zero-waste village by October 2025.

15. Implementing natural reforestation solutions in Tanzania - Justdiggitt

CMA CGM has teamed up with Justdiggitt to train local farmers in natural planting techniques that have proven their effectiveness and are easy to replicate. In addition, the project will implement an innovative rainwater harvesting technique to re-green the plains of northern Tanzania. Finally, eight Masai women will operate a seed bank created as part of this project, and will receive a higher wage than the national average.



NEAR AND MIDDLE EAST

16. Rehabilitation and reforestation of plots - Nhava Sheva Terminal

In collaboration with Hirva Swapna and The Satsang Foundation, the Nhava Sheva Terminal has undertaken a reforestation operation on a 8,000 m² plot of land. With the participation of 30 employees, the area was cleaned and rehabilitated, and an irrigation network was installed enabling the planting of 375 local plant species. This initiative reused construction waste during the redevelopment, and involves employees who commit to maintaining and regularly monitoring the plants.

17. Biohuts project in the United Arab Emirates - Ecocean and Abu Dhabi Ports

In 2024, 48 biohuts were installed at the Port of Khalifa in collaboration with Abu Dhabi Terminal. These artificial nurseries provide a refuge for aquatic species where they can feed and protect themselves.

18. Coral restoration in the United Arab Emirates - Freestyle Divers

Since 2023, CMA CGM has been working with Freestyle Divers on a coral restoration program in Fujairah. It includes the creation of a coral nursery and the construction and installation of permanent artificial reef structures covering an area of 2.43 km².

19. Mangrove restoration in Pakistan IUCN

In 2024, the Group took part in the restoration of 300 hectares of mangroves through a strategic partnership with the IUCN. Employees were able to join local communities in this planting initiative. A total of 262,500 seeds were planted at the Miani Hor site, and 52,500 seeds were planted on the Sindh coast.

¹⁴Ghost fishing refers to fishing gear that has been abandoned, lost or discarded, and that alters the seabed.

The Group's projects to protect biodiversity



ASIA PACIFIC/ OCEANIA

20. Mangrove conservation project in Shenzhen, China - Mangrove Conservation Foundation

In 2023, CMA CGM signed a three-year partnership with the Mangrove Conservation Foundation to support initiatives to restore local mangroves, manage invasive species, maintain bird nests and coastal areas, and clean up and deal with marine debris in a mangrove wetland in Shenzhen Bay. Since it was launched, this partnership has helped to restore 18 hectares of mangroves, maintain the habitat of 200 birds and three mammal species, and manage invasive species, with the contribution of 250 volunteer employees.

For this project, the Group received the Sustainable Business award, in the Biodiversity Conservation Leader category, from the European Union Chamber of Commerce in China in 2024.

21. Reef restoration program in the Philippines and Malaysia - Endangered Species International

This partnership was set up in 2021 to protect and restore around 6,000 km² of coral at three sites in the Coral Triangle between Malaysia and the Philippines. Each year, 5,000 local people receive coral and mangrove awareness-raising training.

22. Collecting and recycling plastic in the Philippines - Plastic Flamingo

CMA CGM has been working with Plastic Flamingo since 2022 and, each year, 200 tons of plastic waste are collected and reprocessed in recycling plants, thus preventing it from reaching the oceans. This plastic waste is

then turned into furniture. CMA CGM also financed a plastic recycling line and helped create 12 jobs at Plastic Flamingo to complete the project.

23. Combating wildlife trafficking in Indonesia - Wildlife Conservation Society

The aim of this new partnership is to step up the fight against wildlife trafficking, by training control officers in canine detection for purposes of maritime transportation and improving inter-agency cooperation in surveillance measures. This project reinforces an existing program that was launched in 2018 by WCS and the Indonesian Ministry of Environment and Forestry.

24. Turtle protection program - Cairns Turtle Rehabilitation Center

Support for the rescue and rehabilitation of injured turtles, sponsorship of a rehabilitation pond, and support for an educational exhibition for tourists since 2024, near Cairns in northern Australia.

25. Coral reef restoration program in Australia - Reef Restoration Foundation

Since 2021, the Group has participated in the restoration of the Great Barrier Reef around Fitzroy Island off the coast of Australia. A second coral nursery was created and co-financed with key customers.

This year, the Reef Restoration Foundation experimented with an innovative new technique to introduce hundreds of millions of coral larvae into the ecosystem each year. The coral nurseries on Fitzroy Island and Moore Reef will now be preserved and restored using mobile aquatic nurseries.

26. Restoration of golden kelp in Australia - Deakin University

Over the past 20 years, kelp forests and macroalgae habitats have declined throughout Australia. For the endemic golden kelp, some areas

have seen losses as high as 90%. In partnership with Deakin University, studies will be conducted to determine the best way of restoring this species, which will feed and shelter an entire marine ecosystem.

27. Restoring koala habitats in Australia - Koala Clancy Foundation

Every year, forest fires destroy swathes of koala habitat in Australia. They endanger the survival of these animals, which regulate an entire ecosystem by feeding on eucalyptus leaves, which are lethal to most other animals. In June 2024, CMA CGM employees helped plant 2,000 trees to provide new habitats for koalas, thereby encouraging their reproduction, as well as sequestering CO₂.

28. Building artificial reefs New Caledonia - Reef Protect

Thanks to this partnership, 10 coral "reef balls" will be deployed in the lagoon of Maître Islet, a Unesco World Heritage site. These artificial reefs, made from marine-friendly concrete designed to mimic natural reefs, serve as an erosion control system that protects the shoreline and encourages natural coral growth.



Supporting research and innovation

IFREMER (French Research Institute for Exploitation of the Sea)

CMA CGM Group signed a three-year framework agreement with IFREMER, an institute that raises awareness of and contributes to monitoring the marine environment. This partnership aims to preserve ecosystems and improve research into the protection of marine environments in the Mediterranean and the West Indies.

Two projects were launched in 2023 and continued in 2024:

- In the Mediterranean, a scientific mission will assess the status of ecological restoration in the urban area of the Port of Marseille

and the impact of previous land rehabilitation projects;

- A feasibility study for a marine fauna observation and data collection system carried out thanks to CMA CGM Group vessels.

In 2024, the Group supported the "Martinique – Environmental Diagnostic and Restoration Analysis (MARDI)" project in Martinique. This initiative will conduct a preliminary study of the environmental condition of Fort de France Bay. It will focus on acquiring the knowledge and developing the diagnostic tools that are a prerequisite for any restoration project.

Continuous Plankton Recorder (CPR) Survey

The CPR Survey is an oceanographic survey operated by the Marine Biological Association based on plankton sampling. The CPR Survey provides an overview of the evolution of the oceans, from genes to ecosystems, and provides open-access data.

Between March 2018 and July 2023, the CMA CGM Group made its vessels available to deploy the CPR device and carry out plankton surveys during the voyages of several ships, thus contributing to the acquisition of a quarter of the data now available. In 2024, the Group renewed this commitment and deployed the system on the CMA CGM ENDURANCE.

Supporting exploration of the oceans: SeaOrbiter

Through its Fund for Energies, CMA CGM supports the SeaOrbiter ocean observatory. Designed by Jacques Rougerie, a French architect with a passion for the oceans, this exploration vessel and floating oceanographic laboratory aims to learn more about the seas and oceans and their essential role in the Earth's climate and biodiversity. CMA CGM is funding a new study to restructure the business model and provide technical support to SeaOrbiter.

3. Using resources efficiently and promoting a circular economy

The Group is committed to promoting a circular economy and responsible water management in all its activities. Through dedicated offers and services, CMA CGM assists its customers in adopting sustainable practices. The Group's actions focus on optimizing its water management, reducing wastage of resources - based on life-cycle analyses - and reducing the volume of packaging and waste.

variety of activities carried out and/or that have high consumption levels. The audits conducted at all sites audited made the following findings:

- Leaks discovered: 81,700 m³ in 2023
- Potential water savings by installing more efficient equipment: 14,160 m³
- Potential water savings by awareness-raising: 14,320 m³

The audit discovered leaks at nine sites. The Group immediately took corrective action to repair all these leaks, and requested that local action plans be implemented to optimize water use management. Several actions have been prioritized:

- Installing water-saving faucets;
- Appointing a person responsible for implementing a Sustainable Water Management Plan at the sites audited;
- Developing staff training and awareness-raising programs (reporting leaks, efficient water use, posters, etc.).

In addition, the steering committee established the objectives of the Sustainable Water Management Plan:

- Reducing water consumption by 30% by 2030 (compared to 2019);
- Wastewater treatment, with targets set for the various regions and countries;
- Reusing water to reduce the pressure on natural resources, taking into account regulatory constraints and technological innovations in each region or country;
- Raising awareness and engaging employees.

In addition to these audits, CMA CGM carried out an in-depth study using the WWF Water Risk Filter. This tool was used to assess and classify the Group's sites based on various water-related risks, whether physical, regulatory or reputational. Based on this analysis, actions to be taken were identified, with efforts to be concentrated where they will have the greatest impact, taking into account the specific features of each river basin, as well as local issues. This approach will enable CMA CGM to optimize its water management strategy and improve the resilience of its operations in the face of water-related challenges.

To meet the objectives of the Sustainable Water Management Plan, the following actions will gradually be extended to all sites:

- "Water management" officer appointed at each site;
- Implementing an action plan tailored to each type of activity, including setting KPIs, monitoring progress towards targets, and establishing a corresponding schedule and budget.

Water management at Terminals and CCIS Depots

Shore-based activities, such as washing handling equipment and containers, account for the greatest water consumption at CCIS terminals and depots. Since 2022, the Group has monitored the water consumption of these activities:

- The monitoring system set up has been instrumental in discovering leaks. Repairing these leaks and promoting more responsible water use have resulted in a 56.5% reduction in overall consumption. In 2024, additional measures were

implemented, which reduced consumption by a further 4% compared with consumption in 2023; - The Group's target of reducing the consumption of the CCIS Terminals and Assets scope by 30% by 2030 has already been reached.

To enhance oversight, the Group recommends that dedicated meters be installed to monitor consumption trends for each of these operations.

To date, 57% of CCIS depots are actively working to reduce their water consumption: 24% have systems in place to treat and/or recycle wastewater from washing operations, over 20% have begun discussions about installing such systems, and 13% are working on alternative methods to reduce consumption.

The Group's terminals are also progressively being equipped with wastewater treatment systems. In particular, this is the case for TMT Alexandria (Egypt), CMA CGM Kaohsiung Terminal (Taiwan), Malta Freeport Terminal (Malta), Générale de Manutention Portuaire du Havre (France) and, since 2024, Puerto Antioquia (Colombia). The latter three are currently in the project discussion phase. Terminal Générale de Manutention Portuaire du Havre is also studying the installation of a rainwater recovery system at the same time as the installation of a wastewater treatment and recycling system. This type of system is already in place at other sites within the CCIS terminal and depot scope.

In addition to reducing water pollution, these wastewater treatment and recycling systems help to protect biodiversity and the surrounding environment, while optimizing washing activities at these sites and thus optimizing water consumption.

Objectives:

- Managing the end of life of the Group's physical assets more responsibly
- Reducing waste and contributing to the development of treatment facilities
- Partnering with different actors to find innovative solutions

More responsible water management

Sustainable water management plan

To reduce its environmental impact, CMA CGM adopted a Sustainable Water Management Plan in 2023 in order to conserve and sustainably manage this resource. This plan is coordinated at quarterly meetings of a steering committee that was

set up in April 2023, which is chaired by the CSR Department, and which monitors progress.

When the Sustainable Water Management Plan was prepared, a list of the various uses at all sites was drawn up, along with the activities concerned (container cleaning, vehicle washing, water consumption in service buildings, water consumption on ships, etc.).

As a first step, the Group launched an audit of water consumption, management and recycling at 32 CEVA Logistics warehouses, 36 CMA CGM agencies, and two assets (Terminal Générale de Manutention Portuaire in Le Havre and CFS CCLP Dadri in India) that are representative of the

Water management in logistics

Three of CEVA Logistics' activities are particularly water-intensive:

- Car washing: this is carried out at only a few sites but consumes a lot of water;
- Washing reusable bins: this is carried out at only a few sites and consumes a moderate amount of water;
- Warehouses: individually, they consume very little water (domestic water use), but collectively they account for a very large number of sites.

For all its activities, CEVA Logistics is looking into ways of reducing consumption, such as:

- Rainwater harvesters;
- Wastewater recycling (for washing cars and reusable bins);
- Reusing water from air conditioners for washing machines and filling batteries;
- Replacing faucets with more water-efficient models.

The investments made to date will save 79,000 m³ of water per year.

Life-cycle assessment of our assets and alternative fuels

In late 2024, the Group signed a partnership with Hyundai Samho Shipyard and HD Hyundai Marine Solution to develop a standardized life-cycle assessment (LCA) model for ships. The aim of this assessment is to measure the carbon emissions of shipbuilding and shipping, as well as the impacts of maintenance and extending the lives of ships.

CMA CGM is actively conducting detailed life cycle assessments (LCAs) to evaluate the environmental impact of alternative marine fuels, including ammonia and methanol.

In collaboration with various industrial partners, we are participating in an ammonia LCA study commissioned by Maersk. This study examines the full life cycle impact of producing and using ammonia as a marine fuel, considering the production of ammonia both from renewable sources (green ammonia) and from fossil fuels with carbon capture and storage (blue ammonia), in comparison to conventional very low sulphur fuel oil (VLSFO). The environmental life cycle impacts of these fuels are assessed comprehensively according to international LCA guidelines, covering greenhouse gas emissions (CO₂, CH₄, N₂O) as well as other environmental impacts such as air pollution, nature occupation, water acidification, and ecotoxicity.

In parallel, CMA CGM is conducting an internal LCA study focused on greenhouse gas emissions from ammonia and methanol, tailored to representative models of CMA CGM vessels developed by our R&D team. This effort provides precise insights into the greenhouse gas footprints of green and blue ammonia, as well as bio- and e-methanol. Special attention is given to emission boundaries and plausible fuel production pathways to ensure that all viable scenarios are thoroughly examined.

For instance, we evaluate the use of both grid and renewable energy sources to power auxiliary processes in fuel production and assess the gap between regulatory accounting systems and comprehensive assessments of full cradle-to-grave emissions. Other impacts of collecting biomass for biofuels production are also monitored, including hydrology, land-use change, etc.

These studies offer a holistic understanding of the environmental challenges and opportunities associated with transitioning to cleaner fuels. They also reinforce CMA CGM's role as a leader and collaborator in driving sustainable solutions for the shipping industry.

Waste management and optimizing packaging

Promoting waste circularity

GREEN SHIP: THE ENVIRONMENTAL PROGRAM FOR SHIPS

The Group is deploying an exemplary environmental program called Green Ship on all its owned vessels. This program goes beyond the requirements of the MARPOL international convention for the prevention of marine pollution from ships. In particular, ships monitor, update and report the quantities of waste generated, and shipboard personnel receive specific training.

In 2023, CMA CGM Group and SINWA launched a program in Singapore to measure the accessibility and feasibility of waste recycling in terminals operated by PSA. This program seeks to facilitate the collection, transport, storage and recycling of waste, in particular paper and cardboard, plastic bottles and metal cans. This project promotes waste circularity and may be extended to other types of waste in the future.

In 2024, 30,150 kg of paper, 1,890 kg of cardboard, 5,530.5 kg of plastic bottles and 2,706 kg of metal cans were collected and subsequently sent for recycling.

WASTE MANAGEMENT AT TERMINALS AND CCIS DEPOTS

At CCIS terminals and depots, the Group monitors hazardous and non-hazardous waste on a quarterly basis. The Group also focuses on waste recovery. In 2024:

- 17,462.08 tons of hazardous waste were generated;
- 20,689.69 tons of non-hazardous waste were generated;
- 1,308.77 tons of hazardous waste were recovered;
- 5,162.25 tons of non-hazardous waste were recovered.

WASTE MANAGEMENT PLAN LAUNCHED AT CMA CGM AGENCIES

Waste management at our tertiary office sites is handled locally in a

variety of ways. As it has for energy and water, CMA CGM is launching a waste management plan, which will establish a waste assessment reference system in order to:

- Acquire a comprehensive view of existing waste management practices at its tertiary sites;
- Harmonize practices;
- Help sites progress by taking into account their specific contexts;
- Propose and implement avenues for improvements, both upstream (reduction) and downstream (recycling and reuse);
- Monitor developments on waste regulations applicable to its sites;
- Collect data for use in non-financial reporting and to drive continuous improvement.

The results of the self-assessments are expected in September 2025.

STOPPING THE TRANSPORT OF PLASTIC WASTE (PLASTIC SCRAP BAN)

At the 2022 One Ocean Summit, the Group announced that it would cease to transport plastic waste on board its ships as of 1st June 2022. With this pioneering move in the maritime transport industry, CMA CGM doesn't transport plastic waste to destinations where it cannot be sorted, recycled or recovered. Through this commitment, the Group reaffirms its intent to contribute to the protection of the oceans and biodiversity, and manifests the development of economic exchanges that are more respectful of the integrity of all persons and of the planet.



SHIP DISMANTLING

The end-of-life of ships is a major challenge for the maritime transport industry given existing dismantling practices and the materials used in the construction of ships. With the new ratification of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, since 2008 the Group has inventoried hazardous materials on board its owned ships.

It is important to note that the Group's fleet is young, and that no vessels will be dismantled in 2024. Nevertheless, preparations for the ship end-of-life phases to come in future years must begin now.

When ships must be decommissioned, the Group takes measures to ensure they are sent to dismantling yards that are systematically audited and that comply with international and local health, safety and environmental standards. A set of requirements governs this type of work, covering aspects such as areas where initial cutting operations may be conducted and hazardous waste storage.

The Group complies with the list of shipyards deemed compliant by the European Commission for all its ships that have sailed under a European flag. For other flagged ships, in 2024, the Group expanded the audits of international shipyards to ensure they comply with the most recent international regulations, and prepared a shortlist of partners selected.

In 2024, the Group renewed its participation to the Ship Recycling Transparency Initiative (SRTI) working group, currently hosted by the Smart Freight Center. This initiative provides the Group and its peers an opportunity to share best practices and new developments in the dismantling sector.

In conjunction with the working group led by the New Energies Co-

alition, CMA CGM has analyzed the interdependence of two markets: ship dismantling and steel. In October 2024, the results of this study were published in a report that describes the challenges and opportunities created by ship dismantling and the possibilities for steel circularity in Europe.

The Group is also following closely the work done by the Steel Zero initiative, to develop its roadmap towards circularity and to ensuring a supply of low-carbon steel for the container and container ship market.

Packaging optimization and recycling at CEVA Logistics

Packaging is unavoidable in the logistics business. At CEVA Logistics, the impact of packaging is reduced, from the new packaging stage to disposal, through the following initiatives:

– Reusable packaging offers:

- The Reusable Packaging System (RPS) offer, which provides reusable boxes for flows between suppliers and automotive plants. The boxes are sent to the supplier, who fills them with its products and then ships them to the customer's automotive plant. Once emptied, the boxes are returned to CEVA Logistics, which cleans them if necessary (without water or using water in semi-closed loop washing machines). This system generates 60% less CO₂ than single-use cardboard (i.e., a savings of 38,000 tons in 2024). We are looking to extend this solution to other sectors,

- The REcycle offer replaces disposable plastic packaging used for goods shipment activities with reusable solutions: airplane pallet covers, eco-wraps for pallets and

■ 2023
■ 2024
> Objectives

Quantities of solid waste reported per ship (m³)

■ 148
■ 136

Oil sludge production in thousand tons

■ 186
■ 188

isothermal kits for containers. A dedicated digital app tracks and manages these consumables to optimize their use. This project has saved 39 tons of plastic waste between its launch in 2022 and December 2024;

– Using less harmful materials:

- Replacing plastic adhesive tape with paper tape;
- Replacing disposable pallet straps with reusable velcro straps;
- Wrapping pallets with biodegradable or reusable materials;

– Various packaging reduction or reuse solutions:

- Shredding cardboard packaging for reuse as wedging material;
- Setting aside undamaged cartons for reuse;
- Reducing packaging size (customized packaging system) to save resources and optimize truck fill rates;

– As a last resort, **through waste separation and sorting**, which the Group has set up at all sites. On average, 61% of our waste is recycled.

CEVA Logistics has launched several major projects:

- In Australia, CEVA Logistics has launched a "Zero Landfill Waste" project, which will increase the percentage of recycled waste from 45% to 72% between 2023 and 2024, while reducing waste management costs by 56%. A digital platform, which records all waste tonnages, is integrated into this program;

- After working with the Particule consulting firm on measures to optimize waste management at all sites, CEVA Logistics France and Colis Privé have deployed the TROC project. Contracts have been completely reworked and centralised by the Purchasing Department and the work of

the sites has been facilitated by the implementation of WastePilot software. This oversees the entire waste management process, from requesting collection to verifying invoices. In 2024, this project generated the following benefits;

- Increasing the recycling rate by 6% (from 81% to 87%), while halving all waste-related costs and reducing the landfill rate by a factor of 3;

- Baling presses were installed at Colis Privé logistics platforms, thus reducing cardboard and plastic volumes. These systems generate numerous environmental and economic benefits: they avoid sorting errors, increase recycling rates, reduce management costs and cut the number of journeys by a factor of 15, thus reducing the CO₂ impact of collections.



Collaborations and partnerships

EUROPEAN CLEAN TRANSPORT NETWORK (ECTN) – CEVA LOGISTICS

This alliance between CEVA Logistics, Engie and Sanef aims to decarbonize long-distance road transport of goods in Europe.



FRENCH NATIONAL SPACE STUDIES CENTER (CNES)

In partnership with CMA CGM, the CNES is working on intelligent ship routing and connected port operations.



LIFE-PIAQUO

This consortium, consisting of major players in the maritime industry and European research, develops equipment to reduce the noise of maritime traffic and its impact on marine biodiversity.

FONDATION DE LA MER

This foundation supports local players and also implements its own programs to protect marine biodiversity, combat pollution at sea, support research, encourage innovation, and inform and raise awareness among the general public.



ARMATEURS DE FRANCE

This professional association includes all French maritime transport and service companies. Its role is to represent French maritime companies before national and EU authorities, the International Maritime Organization and the International Labour Organization.

FRENCH UNION OF TRANSPORT AND LOGISTICS COMPANIES (TLF)

This professional association represents all trades in the transportation and logistics chain. It represents, promotes and defends the interests of the industry before the public authorities and local, national and international bodies.



SOCIETY FOR GAS AS A MARINE FUEL

This NGO was established to promote safety and best practice in the use of gas as a marine fuel.

LNG PLATFORM

This platform, which was created in May 2017, brings together numerous shipowners, ports, LNG suppliers, classification societies, engineering companies, and associations with a common objective: promoting LNG use in France and replacing tradition fuel oils for marine and inland waterway transport.

METHANE ABATEMENT IN MARITIME INNOVATION INITIATIVE (MAMII)

The MAMII initiative brings together experts to develop technologies for monitoring, measuring and reducing methane emissions from LNG-powered ships. Its aim is to provide precise data to better assess the environmental impact of these vessels. This information should encourage investment in cleaner solutions and accelerate the transition to low-carbon fuels.



FEDERATION OF EUROPEAN PRIVATE PORT OPERATORS (FEPORT)

This working group seeks to reduce greenhouse gas emissions from port terminals.



SHIP RECYCLING TRANSPARENCY INITIATIVE

This online platform provides a forum for sharing information about ship recycling, based on a set of criteria previously defined with the main stakeholders in the maritime sector.



SAILS (SUSTAINABLE ACTIONS FOR INNOVATIVE AND LOW-IMPACT SHIPPING) CHARTER

This charter, which is the work of the French Ministry of Ecological Transition, aims to encourage shipping companies to implement voluntary measures to reduce their environmental impact and encourages actions to protect biodiversity, combat global warming and cooperate with scientists.



GREEN MARINE EUROPE

This environmental certification for the European maritime industry is a voluntary initiative of Surfrider Foundation Europe with the aim of defining a framework for measuring environmental footprints.



IFREMER (FRENCH RESEARCH INSTITUTE FOR EXPLOITATION OF THE SEA)

IFREMER is a French research institute entirely dedicated to knowledge of the ocean. Through its scientific and technological research, innovations and expertise, IFREMER is a contributor to the protection and restoration of the ocean, the sustainable management of marine resources and environments, and the sharing of marine data and information. IFREMER is involved in scientific initiatives and programs with a national, European and international scope.

OCEAN STEWARDSHIP COALITION

The UN Global Compact has developed key recommendations for businesses and governments to take advantage of ocean-based climate solutions, particularly in four action areas: zero-emission shipping, low-carbon blue food, the exploitation of offshore renewable energy and biodiversity-based solutions.



SUSTAINABLE OCEAN PRINCIPLES

These principles for a sustainable ocean provide a framework for responsible business practices for all industries and geographical areas. They build on and complement the ten principles of the UN Global Compact on human rights, labour, the environment and the fight against corruption.



PLASTIC ODYSSEY

This association works to reduce plastic pollution in the oceans through its global network of plastic waste recycling and reclaiming local initiatives.

PLASTIC FLAMINGO

This Philippines-based social enterprise collects and converts plastic waste into a range of sustainable building materials.



FRENCH NATIONAL FORESTS AGENCY (ONF)

This French public institution is responsible for managing public forests (nearly 11 million hectares). It is under the supervision of the Ministry of Agriculture and Food and the Ministry of Ecological Transition and Solidarity.

INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)

The mission of this global intergovernmental organization is to influence, encourage and assist companies in their actions to promote nature conservation and mangrove restoration. It also advocates for an equitable and sustainable use of natural resources.



CALANQUES NATIONAL PARK

To preserve the park's exceptional biodiversity, CMA CGM will contribute to the enhancement of the park's heritage and the organization of several annual events, including waste collection operations.



CHESAPEAKE BAY FOUNDATION

The Chesapeake Bay Foundation (CBF) is an organization dedicated to protecting Chesapeake Bay and to seeking effective, science-based solutions to the pollution that is degrading the bay and its rivers and streams.



WOODS HOLE OCEANOGRAPHIC INSTITUTION (WHOI)

The Institute's mission is to advance knowledge of the ocean and its relationship to onshore systems through a sustained commitment to excellence in science, engineering and education, and to apply that knowledge to the problems facing society.

ECOCEAN

Ecocean strives to maintain biological populations in coastal marine areas and freshwater aquatic ecosystems. This company offers simple, operational and effective solutions that help to improve the living conditions of aquatic organisms.

Acting for PEOPLE

CMA CGM considers its employees to be its greatest asset and endeavors to offer them optimal working conditions. The Group rigorously manages its potentially high-risk activities and promotes a robust safety and security culture. These initiatives are driven by open, ongoing management-labor dialogue. To encourage employees' professional and personal development, the Group implements training, mobility and competitive compensation policies, while promoting diversity and well-being. The Group is also vigilant in its value chain to ensure respect for human rights. Finally, CMA CGM logistical expertise and resources are placed at the service of local communities around the world.

Direct contribution



Indirect contribution



4. Providing a safe and healthy working environment

CMA CGM Group takes concrete action to provide a safe and inclusive work environment. This action is exemplified by efforts to promote a maritime safety culture and by competitive remuneration policies.

Objectives:

- Preventing all accidents
- Reducing by 40% accidents at sea causing injuries by 2025 (compared to 2019)
- Reduce the frequency rate of workplace accidents at terminals and CCIS shore-based assets by 10% by the end of 2024 (compared to 2023)
- For CEVA Logistics, reducing the frequency rate of workplace accidents by 30% in 2025 (compared to 2021)
- Modernizing workspaces at head offices in France (CMA CGM, CEVA Logistics, CMA CGM Air Cargo, La Méditerranéenne, CMA Media)
- Taking action to protect the mental health of our employees by implementing a psychosocial risk prevention program

Protecting employees

Safety culture in maritime activities

Health and safety risk management is a continuous improvement process. All persons involved, from management to crew and operational staff, are active participants in this process on a daily basis. The process is steered by the Accident Prevention Committee (APC). It is responsible for providing feedback on accident investigations, accidents avoided and dangerous situations in order to implement prevention strategies to improve safety levels.

The "Safety Vision" internal safety strategy reflects this determination to reduce the risk of accidents. This strategy is based on:

- A fundamental motto: WORK SAFE, GO HOME SAFE;
- 3 key focus: THINK, TALK, ACT.



The Group strives for excellence, with one key objective: zero accidents. Its safety vision is aimed at all levels of the hierarchy and across all scopes.



The "Safety Vision" strategy is translated into concrete measures specific to actual work situations and documented by the QHSE departments, which relay the information to staff in the field.

To entrench its culture of safety, the Group provides a range of resources to its employees, particularly:

- Dedicated programs, in particular the "Safety Improvement Plan";
- Effective reactions, for example in the event of a dangerous situation;
- Tools: risk assessment, toolbox meetings, etc.;
- Appropriate equipment: PPE, safety equipment.

To prevent risks in its maritime business, CMA CGM follows the most stringent standards, such as those of the Oil Companies International Marine Forum and the Marine Injury Reporting Guidelines. Information on on-board accidents is collected, analyzed, investigated if necessary, and shared with all teams. This enables measuring the effectiveness of the systems in place, facilitates comparison of safety performance with other shipping companies, and enables coordinating practices and policies. Through these efforts, the Group seeks to reduce the frequency rate of injuries to seafarers.

SAFETY IMPROVEMENT PLAN

The program focuses on six priorities:

1. Individual assessment of officers' level of awareness of safety at work;
2. Training in safety culture for shore-based staff involved in maritime activities and senior ships' officers, by recognized industrial safety players (Leadership in Safety);
3. On board safety training by working on behaviors using digital tools available on each seafarer's phones or tablets. SAYFR, for example, is a mobile application that provides an entertaining way of putting into practice the best safety practices within the Group;
4. Bridge Resource Management (BRM) training, which facilitates communication aboard ships to prevent accidents;
5. Training in on-board firefighting provided to maritime staff by external companies, who issue mission reports containing proposals for improvements. These reports are translated into action plans that are regularly monitored;
6. Increasing awareness of safety issues by sharing actual situations on a weekly basis, via the Weekly QSSE Focus.

PREVENTION AND AWARENESS RAISING

CMA CGM continuously renews its safety awareness resources for seafarers. In connection with its process for sharing feedback about on-board events, the Group uses a variety of tools, including:

- Incident analysis, including root cause analysis, through monthly reports;
- Sharing investigation reports of high-severity cases;
- Comic books that share best practices in a playful manner.

MONITORING AND HARMONIZING PRACTICES

Safety management is integrated into SMART-TOUCH, our fleet management tool. The update developed in early 2024, and currently being rolled out across the Group's owned fleet, extends the applicability of the tool to sedentary staff. The record of daily operations aboard vessels is used to share feedback on a weekly basis about accidents that have occurred and actions and practices to be encouraged. In order to harmonize and improve health and safety practices, the risk analysis and incident reporting tool was simplified, digitalized and incorporated into SMART-TOUCH in 2022.

Internal indicators have also been defined to assess the Group's Quality-Health-Safety-Environment (QHSE) performance. They measure the results of the QHSE policy: severity rate, accident frequency rate, number of fatal accidents, etc. An annual target is set for each of the indicators, which are tracked with the Qlik Sense tool. Adding the participation rate in the "Leadership in Safety" program as a new performance indicator is currently under study.

SUPPORT FOR EMERGENCY DECISION-MAKING

The CMA CGM Fleet Center monitors, in real time, all movements of the fleet of vessels operated by the Group. It has a 20-screen panoramic display with a variety of key features, such as real-time monitoring of ship maneuvers to track their consumption (carbon emissions), speed and numerous other factors, including weather conditions. The crisis unit adjacent to the Fleet Center is able to interact via videoconference with the ships' captains for faster decision-making.

Safety culture for inland activities and terminals

The risk mapping of inland activities, logistics and terminal activities has identified 10 critical risks: natural disasters, fires and explosions, collisions, cargo handling, falls from heights, the environment, ships and inland transport, maintenance/energy, security, occupational health and safety.

Each site implements a process to manage these 10 critical risks, with the support of the Terminals and Inland QHSE department (TI QHSE). It provides a documentary database that includes tools and methods for preventing and controlling risks.

To instill a culture of safety and raise employee awareness, CMA CGM has introduced a number of initiatives at its sites. In particular:

- The Group has developed dedicated resources to promote discussion: toolbox meetings, safety briefings, etc.
- An annual audit is also performed at each site by a designated auditor.



In addition, several actions were carried out in 2024 at Group level:

- CMA CGM rolled out a compulsory e-learning program that reworks the information contained in reference documents into best practices to be applied in the field. It is aimed at all Group employees of the Terminals and CCIS assets;
- The Group held three global QHSE Terminals and Depots seminars in New York, Le Havre and Cai Mep, Vietnam, with Terminals and Depots and CCIS Management. At these events, the sites that presented the best safety initiatives received a "Regional Safety Award";
- A standardized module was deployed to carry out inspections and conduct Gemba Walks;
- In 2022, the Group first rolled out its "Leadership in Safety" training program to its QHSE managers and terminal and shore-based site directors. This training focuses on managerial actions and tools to be applied to promote the implementation of a safety culture at each site. In 2024, the Group extended the scope of this training to middle management and operational staff.

In April 2024, on World Day for Safety at Work, all the Group's Terminals and CCIS assets held local events focusing on employee safety.

Internal indicators have also been defined to assess the Group's QHSE performance at the sites. They fall into two categories:

- "Lagging" indicators, which list and challenge accident rate indicators;
- "Leading" indicators, which list prevention indicators.

These indicators are combined into a single indicator, which is communicated each month as a ranking to the management of all sites.

Safety culture at CEVA Logistics

CEVA Logistics has defined a global Health, Safety and Environment (HSE) vision aligned with the company's values: continuous improvement of standards and actions, working safely while respecting the environment, as well as providing value to customers through HSE support programs.

CEVA Logistics developed a three-stage roadmap to improve its HSE performance:

- Setting up a governance structure with consistent standards and accurate performance measurement;
- Improving safety skills through hybrid training programs;
- Developing safe conduct and habits, and promoting each employee's ability to act.

CEVA Logistics' HSE policy is deployed at all levels of the company, and all employees are committed to actively contribute to achieving its objectives. CEVA Logistics has built its safety management culture around three levels of responsibility:

- Global level: definition of strategy and objectives, systems management and support for certification;
- Regional level: facilitation and technical support;
- Site level: operational control and risk management.

CEVA Logistics continues to improve its reporting capabilities through the use of technology, with ambitious metrics, KPI dashboards and a particular focus on trends. In particular:

- Raising awareness about unsafe behaviors and conditions and encouraging employees to report them;
- Reducing accidents caused by human error;
- Bridging the gap between operations and centralized reports and analyses;
- Providing a platform to simplify the recording of behavioral conversations;
- Implementing a complete monitoring cycle, from the evidence gathered by local on-site inspections to central audits;
- Collecting indicators to provide a complete picture and contribute to improvements.

All new employees and subcontractors receive safety training. Sites with over 10 employees have Health, Safety and Environment Committees. Site managers conduct safety inspections and Gemba Walks¹⁶ at their sites each month to discuss safety-related issues with employees. Workplace accidents, illnesses and incidents are systematically investigated, the cause identified, and corrective measures taken to prevent any recurrence.

¹⁶ Management practice where managers do a walk-through of employees' workplaces.

Safety of operations

OPERATIONAL SAFETY PROGRAM

The Group has a robust and effective safety program, which is coordinated by the senior management of the organization and at all levels: Management, employees and stakeholders. CMA CGM centralizes the management of emergency situations to ensure appropriate action and immediate responsiveness adapted to each situation. This approach is aligned with the Group's risk mapping and the implementation of business continuity plans in all operating departments and at all sites.

Interactive workshops are held to explain the risks of errors and potentially dangerous behavior.

The program is based on four key aspects, which promote a culture of trust, responsibility and learning:

1. Trust yourself;
2. Be proud to act;
3. Learning together;
4. Ensuring the safety of our staff.

The Group seeks to improve this initiative by working with employees in the NORTAM¹⁷ region. The aim is to develop a cultural maturity matrix in support of safe actions.

CMA Ships carries out internal audits and has appointed an outside organization to carry out external (QHSE) audits of its ships, which are standardized on the basis of a

list of audit points. In addition to these audits, CMA Ships assesses the condition of each vessel on a weekly basis and reports the results to Management.

CEVA Logistics' UKI (United Kingdom and Ireland) entity has adopted a behavioral safety program that goes beyond a mere culture of compliance and submitting reports to management, to an approach that engages employees by defining safety principles and encouraging them to talk about safety on a day-to-day basis.

CEVA Logistics has set up inter-regional discussion groups bringing together HSE professionals. They leverage their expertise and continuously improve risk reduction capabilities across the organization by sharing best practices.



MONITORING OF INCIDENTS

CMA CGM has set up incident investigation procedures that are subject to continuous improvement. They cover: behavioral analysis, feedback, training, e-learning, best practice and awareness campaigns

CMA CGM monitors incidents, i.e., events that impact the health and safety of people and equipment or that have environmental or financial impacts.

At terminals and depots, all fatal accidents are investigated and corrective action is taken, regardless of the employee's contract.

Each accident is investigated on site and in depth, according to its severity and likelihood. Improvement plans and protective measures are then circulated and implemented within the teams:

- Procedures: strengthening equipment inspection and safety procedures (including marking high-risk areas); requesting the services of specialists for risk assessments;
- Communication: alerts issued to check all potentially dangerous situations at all sites concerned. Specific communication on safety conditions and applicable procedures, increased focus on ensuring proper transmission of safety procedures (particularly in the event of staff turnover);
- Psychological support, sites with similar conditions identified, (identification of sites at risk and inventory of hazardous products), action plans jointly developed with employees at the site in order to implement the most appropriate measures.

In 2024, there were no fatal accidents among Group employees.

RESCUE OPERATIONS AT SEA

The entire maritime industry works together to save lives. It may be necessary, at any time, to divert ships to come to the aid of a vessel in distress.

International search and rescue (SAR) organizations investigate and organize concerted assistance to persons in distress or imminent danger. Shipping companies are regularly called upon, and in such case are obliged, to assist in the rescue of life at sea by the Maritime Rescue Coordination Center (MRCC). In addition, CMA CGM Group is a member of Automated Mutual Assistance Vessel Rescue (AMVER), a worldwide voluntary reporting system sponsored by the United States Coast Guard (USCG).

In 2024, CMA CGM vessels carried out 16 rescue operations at sea.

INTERNATIONAL CERTIFICATIONS

The Group adopts international standards to operate more efficiently, make its processes more reliable and deliver high-quality service. In particular, CMA CGM has obtained certifications for its management systems: ISO 9001 for quality, ISO 14001 for the environment, and ISO 45001 for occupational health and safety.

Continuous improvement of quality, environmental and occupational health and safety processes is at the heart of the strategy of the terminals and shore-based assets. In accordance with this strategy, the target of obtaining three ISO certifications (9001, 14001, 45001) by 2025 has been set for all these assets.

- 2023
- 2024
- > Objectives

Major incidents

Maritime

- 0
- 6

Terminals

- 0
- 0

Depots - CCIS

- 0
- 0

Rescue operations

- 21
- 16

Number of Group fatal accidents

- 2
- 0

¹⁷ The NORTAM region includes the USA, Canada and Mexico.

In just one year, thanks to the commitment of Management and all teams involved, the number of ISO certificates obtained by terminals and shore-based assets rose from 29 to 111, i.e., an increase of 282% compared with 2023.

CEVA Logistics has defined a Global Quality Vision in line with the company's values, making customer satisfaction a priority. CEVA Logistics is committed to providing products and services that meet and exceed customer expectations.

To make this quality vision a reality, a three-year strategy has been launched:

1. 2023: establish a governance structure and the foundations for compliance with standards and regulatory requirements by developing and deploying a Global Quality Management Framework. Create a culture in which the regions commit to and adopt the global framework;
2. Capacity-building program on quality standards and continuous improvement methods: in 2024, CEVA Logistics focused its actions on team capabilities and commitment and developed comprehensive training programs designed to help it achieve its strategy;
3. 2025: customer-focused continuous improvement cycles (PDCA method) and reducing the cost of quality defects.

The compliance of each CEVA Logistics site with the Global Quality Management Framework continues to be closely monitored to ensure optimal levels of compliance, enabling CEVA Logistics to meet global certification targets while continuing to develop a culture of continuous improvement.

Today, CEVA Logistics holds multi-site ISO 9001 and Good Distribution Practices (GDP) quality certifica-

tions. GDP certification is a springboard for onboarding customers in the healthcare sector and further developing the healthcare business.

ENSURING THE SECURITY OF EMPLOYEES, PROPERTY AND ACTIVITIES

The Group Security Department ensures the security of staff, goods and activities worldwide, on land, at sea and in the air. It adopts preventive measures, develops security analyses, procedures and measures, and provides ongoing support, particularly in emergencies.

On land, the Group is deploying an approach to prevent and manage three types of major risks:

- Security risks due to factors such as geopolitics and crime;
- Health risks, such as pandemics or medical evacuations;
- Natural and industrial hazards, such as earthquakes, cyclones, tornadoes, typhoons and floods.

At sea, the Group's security approach is designed to prevent two major risks:

- Piracy and terrorism at sea;
- Trafficking: drugs, weapons, counterfeit goods, illegal cigarettes, endangered species.

Finally, the Group ensures the security of its employees on business trips. CMA CGM and CEVA Logistics have set up a dedicated platform for the Group's business travellers. It assists travellers in preparing their trips and facilitates rapid intervention by the Group's Central Security Division in the event of an emergency (security event, natural disaster, etc.). In addition, an e-learning program dedicated to travel security has been developed and distributed to the entire Group. It discusses the full range of good practices to follow before and during a trip abroad.



SITUATION IN THE RED SEA – SINCE DECEMBER 2023

To ensure the highest level of protection for its crews and vessels at all times, CMA CGM Group applies the Best Management Practices recommended by the international community and the French military authorities, in particular when assessing and making Red Sea transits. A continuous link is also maintained between the crews and the Group's management. A company liaison officer can be assigned to help crews comply with the processes in place. Finally, the 24/7 emergency hotlines provide dedicated oversight, in collaboration with CMA CGM's security experts. The alternative to transiting the Red Sea is to go around Africa via the Cape of Good Hope.

CONTROL AND MANAGEMENT OF HAZARDOUS MATERIALS

All terminal ports monitor the transit of dangerous goods, whose

transportation is strictly regulated by the IMDG Code.

To control the risks associated with their transportation, dangerous goods must be identified and segregated, and the conditions under which they are transported must be validated, in accordance with procedures that are directly incorporated into CMA CGM's production tool.

This incorporation includes a separation of powers in order to ensure compliance with the IMDG Code and the additional rules imposed by CMA CGM. The persons who handle dangerous goods loading requests are different from those who validate such requests, and the latter are different from the persons who establish the rules and monitor compliance with them and the IMDG Code. Employee training and emergency preparedness complement the above measures.

Global hazardous goods management standard, supported by a network of professional associations, have been published and ensure

robust governance and compliance with local laws in all regions. The main standards applicable to the various means of transport are:

- The IMDG international code (maritime transport);
- IATA regulations (air transport);
- ADR agreement (road transport);
- European ADN agreement (inland waterway transport);
- RID regulation (rail transport).

Hazardous goods training is mandatory at sites that have conducted such inventories.

Created in collaboration with various stakeholders, an evolving risk management framework for lithium batteries has been put in place. Assessment tools are also provided to help CEVA Logistics teams transport and store this type of battery.



Ensuring the health and well-being of our employees at work

In accordance with the conventions of the International Labor Organization (ILO) and the principles set out in its ethical charter, the Group is committed to respecting the fundamental rights of each employer, including the right to organize and the rules of association in the various countries in which it does business, and to provide an environment that fosters well-being at work.

Social dialogue

CMA CGM Group supports a harmonious, respectful and constructive social dialogue in all its labour-management bodies in accordance with applicable local rules. Social dialogue is an essential component of the life of the company. A major element is keeping employees informed. Strategy, economics, finance, and social and organizational issues are discussed in the various bodies in which staff representatives and Management participate.

MANAGEMENT-LABOR DIALOGUE IN FRANCE

Management-labor relations are punctuated by a number of key annual events. During the first quarter of each year, salary negotiations are held, as well as negotiations on various corporate benefits designed to meet the specific needs of its businesses.

These negotiations have led to the implementation of several agreements and the construction of a

comprehensive social architecture for the benefit of employees: collective profit sharing, a value-sharing bonus, and an agreement on quality of working life.

The company offers employees the opportunity to express their views on their work relationships through regular, anonymous surveys. The results of these surveys are used to guide the company's social policy and action plans to be implemented in the field, covering matters such as working conditions, relations with managers, internal communication, etc.

In accordance with the law in France, in 2022, the employee representative bodies (Works Council, Workplace Health, Safety and Working Conditions Committee and Employee Representatives) were merged into a single body: the Social and Economic Committee (SEC).

A regular dialogue is held between staff representatives and Management.

In 2024, six new agreements were signed:

- An employee profit-sharing agreement for the CMA CGM Economic and Social Unit was signed for a three-year period (2024-2026);
- Agreement on teleworking in the CMA CGM Economic and Social Unit – 2024;
- Agreement on the economic, social and environmental database of the CMA CGM Economic and Social Unit – 2024;
- An agreement on Quality of Life and Working Conditions within the CMA CGM Economic and Social Unit was signed for a three-year period (2025-2028);
- Agreement on the annual negotiations of the CMA CGM Economic and Social Unit (stationary staff) for the year 2025;

– An amendment to the Agreement on Medical and Surgical Coverage for employees of the CMA CGM Economic and Social Unit was signed on October 30, 2006.

MARITIME SOCIAL DIALOGUE

In France, the representatives and social partners are convened quarterly or for extraordinary meetings in the event of an emergency. A specific committee within the SEC focuses on health, safety and working conditions. It reports on safety performance indicators and the regulatory watch on employment issues, and presents actions taken by CMA CGM to improve the working conditions of seafarers.

The work undertaken with the social partners concerning French seafarers serves as a basis for the teams to disseminate good practices and actions internationally. Major actions have been initiated following consultations with seafarers, such as refurbishing living spaces, providing sports equipment, and establishing a nutritional plan program.

SOCIAL DIALOGUE AT CMA CGM AIR CARGO

A regular dialogue is held between staff representatives and Management at the plenary meetings of the SEC. These meetings provide the Chief Executive Officer of CMA CGM Air Cargo a unique opportunity for dialogue with the employee representatives in order to discuss the various projects and answer their questions. In addition, regular social dialogue occurs during negotiations on specific matters.

Ongoing social dialogue with employee representatives is a key element of CMA CGM Air Cargo's corporate policy.

SOCIAL DIALOGUE AT CEVA LOGISTICS

Worldwide, CEVA Logistics respects employees' right to form labor unions or join active workers' committees. CEVA Logistics has operations in 100 countries, and local laws differ from country to country. As a result, local policies also differ.

A competitive remuneration policy

To attract, retain and motivate its employees, the Group has a global remuneration policy that focuses on four priorities:

- Internal fairness;
- External competitiveness;
- Remuneration of performance;
- The care and protection of our employees

CMA CGM ensures that each employee is compensated in an adequate, fair, non-discriminatory and competitive manner, by assessing the Group's compensation positioning relative to the market.

Under the impetus of its Logistics division, the Group has added a new focus to its compensation positioning: guaranteeing a living wage. The goal is to promote fair wages and decent living conditions. For this purpose, CMA CGM works closely with the NGO Fair Wage Network.

The annual remuneration review process is also conducted globally, and is monitored and approved centrally, to ensure that remuneration in each country is managed fairly and consistently with our global principles.

Since 2023, a Total Reward Statement (TRS) has been generated for stationary employees of the French maritime Economic and Social Unit (employees with permanent con-

tracts who joined the company no later than January 1). The ISB is a personalized information document that is provided electronically to employees in their MyHR profile. It summarizes the salaries and benefits received by each employee over the past year. In 2024, the approach was extended to employees at CEVA Logistics' head office in Marseille.

LIVING WAGE AT CEVA LOGISTICS

Under its Employer of Choice strategy, CEVA Logistics is committed to ensuring fairness and dignity for all its employees. In 2023, CEVA Logistics launched a living wage pilot project with the NGO Fair Wage Network. Seven countries were selected: Uganda, Saudi Arabia, South Africa, Poland, the UK, Ireland and Singapore, all of which successfully received Fair Wage Network certification.

Based on the success of this pilot project, the living wage policy has become a pillar of CEVA Logistics' Employer of Choice program. In 2024, 32 countries were undergoing the certification process and an ambitious target has been set for subsequent years:

- By the end of 2025, CEVA Logistics will have initiated the assessment in 50% of the countries where it does business;
- By the end of 2030, CEVA Logistics targets obtaining certification in 75% of the countries where it does business.

In 2024, 8 countries in Europe obtained Fair Wage certification, compared with 6 in the APAC region.

With this program, CEVA Logistics is more than simply improving compensation: it is committed to promoting social and economic sustainability, ensuring that CEVA

Logistics makes a positive contribution to society and values its employees.

Health and prevention

PERSONAL PROTECTION AND HEALTH COVER

Protecting employees is a core component of the Group's values.

CMA CGM is committed to building a solid package of employee benefits, including an appropriate level of service in terms of personal protection insurance and coverage of medical expenses. The Group implements a continuous improvement process, drawing on its network of HR professionals and the assistance of leading international brokers to negotiate and renew policies (death, permanent disability and healthcare insurance).

For example, CMA CGM and CEVA Logistics ensure that all their employees have access to reimbursements of medical expenses, either through the government social security system or through the health cover offered by the company.

In addition, CMA CGM and CEVA Logistics employees are covered by a personal protection plan, which enables them to protect their families against the financial consequences in the event of the employee's death.

Under its Employer of Choice program, CEVA Logistics is currently analyzing local practices in all its regions where it operates, in order to offer competitive coverage to its employees.

HEALTH & PREVENTION PLAN

The Group's Health & Prevention plan is an initiative designed to improve the overall health of employees through awareness-raising and prevention actions. In 2024, CMA CGM continued its Health and Prevention plan for head office employees. It focuses on five priorities:

- Pink October: raising awareness of breast cancer screening and providing support to employees;
- Cardiovascular risks: holding awareness-raising sessions on cardiovascular risks;
- Vaccination and risk prevention: promoting vaccination and preventing health risks;
- Tobacco-Free Month: an awareness campaign to encourage employees to stop smoking;
- Movember: raising awareness of male cancers, especially prostate cancer.

The plan includes talks and health workshops, and goodies and prevention kits are distributed. It has been rolled out across the Group's international network, with local initiatives tailored to the specific needs of each region.

In 2024, 45 sessions were held on actions and habits that help to maintain good health, thus raising awareness among 1,200 employees.

THE GROUP'S SPORT AND HEALTH ACTIVITIES PROGRAMS

TRAINME BY DECATHLON

TrainMe by Decathlon is a wellness and sports program launched by the Group, in partnership with Decathlon. This program aims to promote the physical and mental health of CMA CGM and CEVA Logistics employees, in line with the Group's commitment made as an Official Partner of the Paris 2024 Olympic and Paralympic Games.

The program offers interactive on-line group courses led by certified coaches. Employees can take part in sessions, watch replays of courses, and chat with other participants via a dedicated Group platform.

With an internet connection, courses can be accessed anywhere and at any time: on vacation, on business trips or at home, for example. They include a variety of activities, such as relaxation and yoga.

To encourage employees to become more active, the program allows them to track their progress and to enroll in a loyalty program. The points accumulated entitle employees to discounts in Décathlon stores.

In July 2024, a pilot program was launched in three regions: Miami, Singapore, and Europe. The aim is to roll out this program to other regions and Group entities by 2025, adjusting activities and schedules on the basis of employee feedback.

WORKCARE HUMAN FAB

The Workcare Human Fab program seeks to improve the quality of life at work and employee health. A pilot program was launched in June 2024 at CEVA Logistics France, with 150 employees involved.

The program encourages employees to get involved in sporting activities. Employees who sign up receive scientific health check-ups performed by experts at our sites. These check-ups include strength, flexibility and balance tests. Based on the results, a personalized health and well-being program is created for each employee.

The program includes events focusing on health and well-being, with different themes addressed each quarter. Over the course of the year, CEVA Logistics, in partnership with

HumanFab, offered all its employees specific talks focusing on the following subjects: Dry January, Anti-Smoking Day, World Heart Day and World Diabetes Day.

PREVENTING PSYCHOSOCIAL RISKS

Since 2023, a collaborative approach has been initiated in France to promote the prevention of psychosocial risks at the head office. This initiative led to an overhaul of the method for updating the Workplace Risks Assessment Document (DUERP), with the aim of encouraging shared understanding and greater commitment on the part of elected representatives and employees.

This has enabled CMA CGM France to identify the psychosocial risks to which its teams are exposed, and to deploy targeted, long-term preventive measures tailored to actual conditions in the field.

This project involved around 100 ambassadors from the teams and Management, who played a key role in establishing a direct link with their team members, collecting their feedback and representing their needs. Group workshops were held based on their contribution, and the workshops' conclusions were incorporated into the comprehensive risk assessment.

This approach provided an in-depth analysis of relevant issues, while strengthening employee commitment. In this way, the Group has laid the foundations for proactive, long-term occupational risk management that capitalizes on the collective intelligence of its teams.

Improving the working environment of employees

At the Group's head office, employees have access to a break room and a fitness room that offers a wide range of activities: yoga, dance, meditation and indoor sports sessions of varying intensity.

In addition, an occupational psychologist is available in Marseille to meet or talk remotely with employees in need of psychological advice or assistance.

In advance of the entry into force of the new teleworking agreement

in September 2024, the company restaurant was refurbished over the summer to improve the quality of service and streamline the various services offered to employees.

Mirabeau Tower, which historically housed the Group's head office, has been completely rebuilt in accordance with the latest guidelines and practices in the field of ergonomics and workspace layout. Since August 2024, it has been the workplace of the employees of the CEVA Logistics head office and of La Méridionale.

A major project to refurbish four additional floors has also been launched, at the conclusion of which

the employees of the CMA CGM head office will also be transferred there. The aim is to reduce the number of workers at the Jacques Saadé Tower, which will undergo major renovations. This project, which is still being finalized, will provide more collaborative spaces and shared areas, including different types of meeting rooms, in line with the latest interior design guidelines, with the goal of fostering employee cohesion.



Quality of life and well-being

PROMOTING QUALITY OF WORKING LIFE

In June 2024, to mark national Quality of Working Life (QWL) week, the Group released a video highlighting all measures taken to foster QWL for employees.

An e-learning module shows employees the actions and positions that will maximize their day-to-day comfort. To encourage concrete action, a dedicated e-mail address has been set up that employees can use to contact a nurse with a specialization in ergonomics to check the layout of their workstation. A catalog specifically for ordering small items of equipment has created. It is available from the medical service and from assistants in each department.

In Marseilles, as part of its efforts to improve the quality of working life and foster an enhanced work-life balance for its employees, the CMA CGM Group has renewed its exclusive partnership with the "Les Petits Chaperons Rouges" daycare center. Under this partnership, a number of cribs in several daycare centers near the Jacques Saadé Tower are reserved for employees' children. In 2024, the company decided to increase this number. Starting in September 2024, nearly 25 cribs have been made available to employees (subject to prior registration and approval by the daycare center's admission committee).

PROMOTING MENTAL HEALTH

In 2024, CMA CGM confirmed the importance it places on mental health by creating a position dedicated to preventing psychosocial risks at the head office. This key action is part of a larger initiative to sustain the efforts undertaken in the long term.

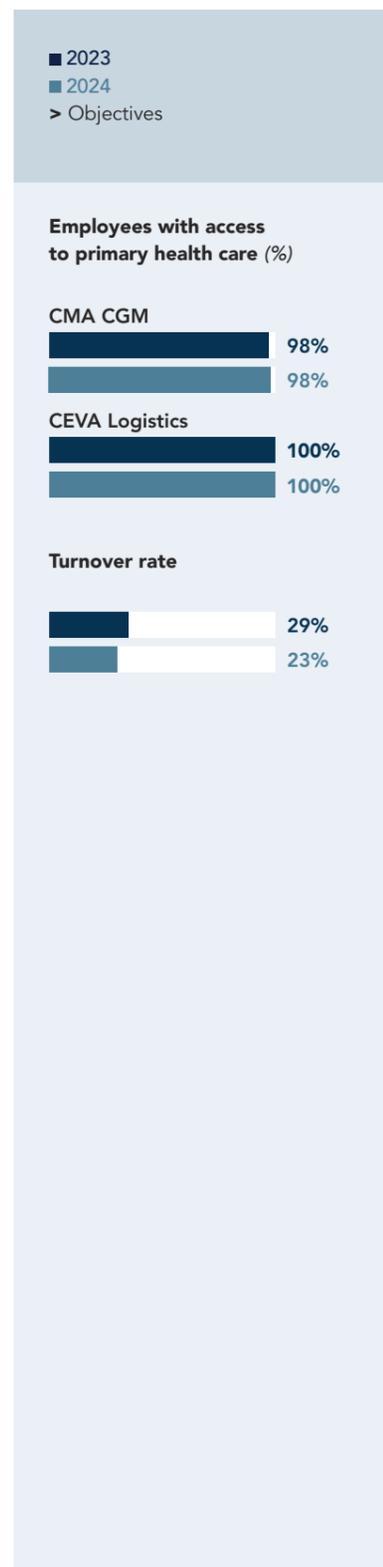
Starting in 2023, the Group set up a series of training programs focusing on preventing psychosocial risks:

- 3,814 employees have received training on preventing workplace harassment, a significant step forward in advancing collective awareness;
- 860 managers have attended specific training sessions at various sites, many of which were held in an auditorium setting;
- 179 managers and all Human Resources Business Partners (HRBPs) at the head office have attended training courses on preventing psychosocial risks, proof of a coherent and inclusive approach;
- Over 500 employees have been trained to identify and understand cognitive biases, a key factor in improving workplace interactions.

In addition to these actions, CMA CGM has also set up training programs to support its employees in their personal development. These modules, focusing on key themes such as stress management, prioritizing, emotional intelligence and assertive communication, reflect the policy of offering all employees the tools they need to develop their potential in a stimulating work environment, while preserving their well-being.

By continuously improving its action plan, the Group reaffirms its commitment to the mental health and well-being of its employees, while reinforcing its ethical, inclusive and protective working environment.

In North America, a comprehensive program offers support to employees: general well-being, physical fitness, mental health, financial management. Employees have access to a mental wellness app (Headspace) and wellness leave.



FOSTERING WELL-BEING ON BOARD SHIPS

The Group complies with the Maritime Labour Convention, which enshrines fundamental rights, such as the elimination of discrimination and respect for employees. In its Code of Ethics, CMA CGM guarantees the rights of each employee and undertakes to prohibit discrimination of any kind, whether based on social or national origin, gender, sexual orientation, age, political opinions, religious beliefs or any other grounds. The Group therefore opposes all types of psychological, physical and sexual harassment and promotes gender equality.

The teams on board ships are offered:

- Counselling, available in several languages;
- Contact with the occupational psychologist;
- The right to contact a Psychosocial Risk officer on board (for French seafarers);
- Access to the system in place for filing complaints, which is managed by the Group's expert services;
- "Sexual Harassment" officers have been appointed. These officers hold a pre-embarkation

- briefing before each sailing by women seafarers, and remain available throughout the duration of the sailing. The discussions remain confidential;
- Mandatory anti-sexual harassment training for all seafarers is available on board as e-learning modules;
- Training course for French captains on the laws against sexual harassment is taught by a law firm expert in the field;
- On-board gym available on ships;
- Access to digital entertainment;
- Debriefing after each sailing.

Seafarers are offered a wellness program called WorkCare. This program based on an intelligent, personalized mobile app recommends a body movement routine tailored to the seafarer's work environment and personal physical characteristics. The aim of the program is to improve well-being and vitality.

The Group is particularly committed to providing support for seafarers through improved management of on-board periods, workload analysis, exchanges between shore staff and seafarers, and monitoring and alert procedures focusing on the handling of psychosocial risks.

At CMA CGM Air Cargo, all employees on assignment are covered by MEDAIR services, which provides assistance in the event of a medical problem. This protection takes several forms:

- **MEDLINK:** coverage in-flight and during layovers, with 24/7 access to doctors while on assignment. If a diversion is necessary, options are studied and teams coordinate with local ground operations to ensure that medical services are available to meet the aircraft on arrival;
- **MEDICAL ASSISTANCE:** 24/7 access to nurses and doctors, as well as teleconsultation services;
- **MENTAL HEALTH AND EMOTIONAL SUPPORT:** focuses on managing emotional trauma and providing immediate psychological support;
- **SAFETY AND SECURITY:** support in the event of natural disasters or acts of terrorism at layover locations, advice on safety measures to be taken when new ports of call are opened, and emergency evacuation arrangements.

5. Committing to equality, diversity and inclusion

In a Group that is undergoing significant external growth, the issues of equal opportunity, diversity and inclusion are of particular importance. They are essential to the integration and cohesion of all our teams, in each country where the Group does business.

Objectives:

- 30% women in the Top 400 by 2028 and 50% women in the Talent pools, leadership training and succession plans
- Systematically include diversity aspects in the Group's human resources programs and tools and, in particular, each year during the People Review
- Conduct an internal and external communication campaign to promote women's careers within the Group and in its business sectors
- 3 days of training per employee per year in 2024



David Schajer,
Executive Vice President –
Group Human Resources

2024 marked a transformative journey for the CMA CGM Group. Despite rapid growth, geopolitical instability, and technological disruptions, our employees demonstrated resilience and dedication. In these

challenging times, HR teams are eager to partner with managers and employees on a unique people-focused agenda.

Engaging teams

We fostered a unified culture. This year, we established the CMA Media Division and integrated Bolloré Logistics teams into CEVA. We updated our Gender Diversity roadmap and set ambitious targets, supported by the expansion of our Women Empowerment Program and the launch of the She Sails Campaign to inspire and recruit female officers on our ships. We encouraged Group employees to support CMA CGM Foundation projects and give back to local communities.

Developing talents

We inaugurated TANGRAM, our training and innovation center in Marseille, hosting over 2,000 employees. These diverse

groups received advanced training in leadership, climate change, and artificial intelligence, while also networking across regions and business activities. Our "Emerging Talents" strategy supported early career growth, and our first Graduate program commenced with 12 participants, offering impactful global projects and international exposure.

Driving transformation

We launched a Workforce Planning project to monitor resources and needs, along with a new Talent Acquisition Policy to optimize the candidate experience and process efficiency. We began leveraging AI in HR and supported the group-wide deployment of AI solutions. In 2025, we will roll out our new group job architecture and implement AI solutions, creating a common language and a better understanding of career opportunities for all employees.

Promoting our values of diversity and inclusion

The Group cultivates intergenerational, cultural and international diversity. Training and awareness campaigns aim to eliminate any types of discrimination.

Actions taken in 2024 included:

- Training provided to all Group recruiters and HR staff on various forms of discrimination, through the "Recruitment without Discrimination" program;
- Training for all managers in France, including top management, on preventing various forms of discrimination during the employee induction phase, as well as on preventing workplace harassment;
- The Group's leadership programs, such as the Shipping Excellence Program and Explore, address diversity and inclusion issues, including in specific sections tailored to the authority of each management level. The Group strives for gender parity and to have all Group entities represented in these programs;
- Training promoting inclusion provided to all Group employees through mandatory e-learning modules on preventing discrimination, including awareness-raising about the unconscious biases most frequently observed in the workplace.

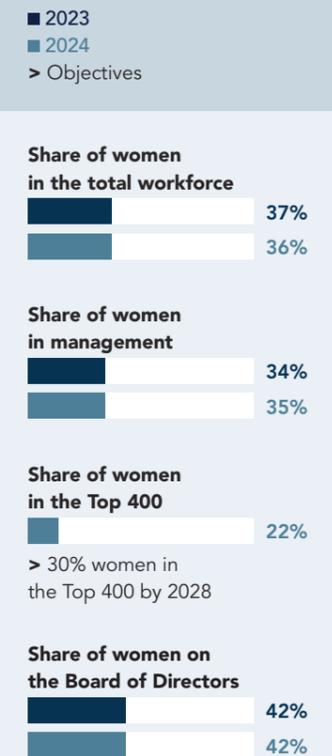
ACTING FOR GENDER EQUALITY

Building on the (Diversity, Equity and Inclusion (DE&I) action plan adopted in 2023, in 2024 the Group launched a specific aspect focusing on gender equality, the 50/50 Gender Diversity plan. Its aim is to provide momentum for actions carried out in each entity by local HR managers, as well as for measures overseen directly at Group level:

- Including 50% women in each of the Leadership programs;
- Striving for parity in succession planning and promotions, as well as in talent pools, including development programs for emerging talents (International Corporate Volunteers, Graduate Program);
- Finally, in hiring, HR teams are also careful to systematically propose both male and female candidates, and the percentage of women recruited is monitored to ensure that gender balance is maintained.

The Gender Diversity Plan promotes a culture of inclusion at every stage of employees' careers.

Executive Committee members and the entire global HR community have been made aware of the importance of these issues and are mobilized to bring the Gender Diversity Plan to fruition. By implementing all these levers, the Group intends to meet the target of having 30% women on its management bodies by 2028.



Gender equality index

The gender equality index assesses the differences between women and men using several indicators: the pay gap, the gap in pay rises and promotions, pay rises after maternity leave, and the percentage of women among the 10 highest earners.

In 2024, CEVA Logistics' head office had a score of 89/100 and CMA CGM had a score of 90/100 for France.

For a number of years, the Group has actively promoted gender equality, with the support of social partners. This includes a budget dedicated to reducing pay inequalities in France, which is submitted to the employee representatives.

A flagship action exemplifying this movement: the signature, in December 2020, of a collective bargaining agreement on workplace gender equality and quality of life at work covering the period 2021-2025.

In 2024, new negotiations were initiated on a new agreement on workplace gender equality and quality of working life for the period 2025-2028.

Promoting diversity

In an industry traditionally perceived as male, in 2018 the Group took the initiative of creating a program dedicated to the development of female leadership: "We are Shipping." In 2023, the "WE – Women Empowerment" program was launched, in partnership with KEDGE Business School and Coach Hub.

Each participant will benefit from:

- Comprehensive support, including group training to strengthen the ability to assert oneself;
- Individual e-coaching to help them progress in professional development;
- Inspiring discussions during networking sessions.

In 2024, three WE cohorts began the program in France and Lebanon, with a total of 51 female employees of the Group receiving support. The first tangible results are already perceptible, as nine female employees have been promoted to positions of greater responsibility.

Several years ago, the Group formed a partnership with the "Elles Bougent" association. This initiative is part of the DE&I action plan to in-

crease gender diversity in the Group's professions and promote the diversity of talent within the Group.

"Elles Bougent," which was created in 2005, is dedicated to helping young women discover professions where there is a shortage of female talent, such as in the automotive, aeronautical, energy, rail, digital, space, maritime, logistics and other fields. It raises awareness among middle and high school girls and university students about career opportunities in technical and industrial professions, by holding meetings and setting up mentoring programs to provide support to young girls in making their career choices. For example, two CMA CGM Group female mentors took part in the "Elles Bougent career choices" event with 45 schoolgirls from the Chevreur Champavier middle school in Marseille. The aim of the initiative is to help young female students discover different career paths and ask questions that will help them determine their career plans.

The Group also took part in the "Women's Network and Careers" forum, a digital recruitment event that offered job, internship and work-study opportunities to over 1,500 female candidates across France.

CMA CGM runs internal and external communication campaigns designed to promote women's careers within the Group and in its business sectors

Elles Bougent for Industry

The "Elles Bougent for Industry 2024" event was an initiative to promote scientific and technical professions among young girls and to break gender stereotypes in the industrial sector, where female talent is underrepresented. This event was organized by CMA CGM, in partnership with the Elles Bougent network, to coincide with Industry Week, which is sponsored by the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty.

The main objective of this event is to introduce young girls to career opportunities in industry, and to encourage them to enter these fields by offering them the chance to meet and talk to female employees of the Group.

At the event held on November 21, 2024 at the Group's head office in Marseille, 40 young students heard testimonials and had the opportunity to discuss with the Group's 10 female mentors from the CSR, Research & Development, Digital, and Human Resources fields.

"She Sails" program

In 2024, CMA CGM launched a new program called "She Sails", with the goal of making maritime careers more attractive to women.

The program has three main priorities:

– **Appeal:** offering internships and mentoring programs to women in maritime studies, to provide practical experience and career guidance;

– **Promotion:** women who join CMA CGM will work on a modern, environmentally-friendly fleet and will have access to stimulating jobs and ongoing training, both onshore and on board;

– **Retention:** encouraging women to apply for higher positions, guaranteeing equal career development opportunities and pay, and prioritizing crew safety and protection from harassment. Leadership development and management training programs are also offered.

The Group's goal is to have 500 female crew members by 2026, more than double the current number.



Sharing best practices within Human Resources

To encourage the sharing of best practices on diversity and inclusion around the world, the Share HR Projects platform was launched in 2024. It presents all projects covering issues such as inter-generational workplace support, equal opportunities, disability, gender equality, the environment and working conditions. This initiative, which is spearheaded by the HR community, seeks to anchor teams in a continuous improvement process, by inviting them to discover and "vote" for the initiatives deemed to have the greatest impact, and by facilitating interaction between project leaders to replicate the best ideas in other regions.

Here are just a few examples:

Well-being and mental health:

- **In Lebanon,** CMA CGM conducts an annual program designed to empower employees while promoting a holistic approach to well-being. Through a series of engaging initiatives, the program covers key areas, such as physical health, nutrition, mental well-being, self-awareness, stress management, positive and social intelligence, and work-life balance;

- **In Morocco:** Workshops are held to help employees manage stress better and find a healthy work-life balance. These interactive sessions provide practical tools and strategies to improve participants' overall well-being;

- **In Canada:** Breast cancer risks awareness campaign conducted in connection with "Pink October" to inform employees about the importance of early detection and preventive care;

- **In the United Kingdom:** A Mental Health Charter was developed

reflecting the six mental health core standards set out in the UK government's "Thriving at Work" report. This charter aims to create a healthier working environment and provide support for employees' mental well-being;

- **In Estonia:** An internal support community has been created to promote listening and protecting mental health in the work environment. This initiative encourages employees to help each other and share their experiences to better manage stress and psychological challenges;

- **In Singapore:** The "CARE" support program for employees and their families has been established. This program offers coaching to help employees overcome personal and professional difficulties, and also provides support for their families.

Commitment to diversity and inclusion:

- **In China:** To mark International Children's Day, 85 GBS Chongqing employees and their families visited an institution that helps orphans and disabled children. They provided the children with an original day through a host of fun activities focusing on the theme of environmental protection;

- **In Italy:** In connection with an awareness-raising session on Down's syndrome, employees visited two centers specializing in the care of children and adults with this condition. The aim was to raise awareness among employees of the day-to-day lives of people with Down's syndrome, promote inclusion and strengthen understanding within the company;

- **In Italy:** "Let's Deepen Diversity & Inclusion", an initiative to raise awareness of diversity and inclusion issues among all managers and human resources officers;

- **In NORTAM region¹⁸:** Training and ongoing development of three Employee Resource Groups (ERGs): black women in logistics, women's empowerment network, military and veterans. These groups involved hundreds of employees, as well as a number of external stakeholders (local girls' clubs, local scout troops, the US Navy stationed in the Red Sea).

Combating cognitive bias in hiring

The Group HR Director sent a video message to all Shipping and Logistics division managers, calling for a new, harmonized approach to all hiring by the Group. This message accompanied the roll-out of our hiring practices, which have now been implemented across the entire global network of recruiters, as well as in the head office and Shipping and Logistics.

A "Hiring Guide for Managers" was created and shared. It contains tips and best practices for making the hiring process as efficient as possible. For each stage, it examines the biases and behaviors that can lead to discrimination. Its also aims to ensure managers offer an optimal experience to applicants that differentiates the company in a highly competitive talent market.

Promoting work-life balance

To provide its employees with a work environment and working conditions conducive to a healthy work-life balance, the company is committed to implementing a continuous improvement process.

In 2024, the Group continued its actions, including:

- The "Parenthood and Caregivers Booklet" was updated in a context in which employees increasingly

demand a better balance between work obligations and time with family. This booklet is available to employees and is provided to future parents to help them understand their rights as parents and the Group's specific provisions in this area. Since 2023, the Group has been a signatory of the charter of the French Parenthood Observatory;

- Awareness-raising training on parenthood-related issues provided to Business Partner Human Resources (BPHR);

- The new Quality of Life and Working Conditions agreement, which will take effect in 2025, will offer personalized support and flexible working arrangements to employees facing major life events, thus enabling

them to continue working and maintain social ties with co-workers.

In Marseille, as part of its efforts to improve the quality of working life and foster an enhanced work-life balance for its employees, the CMA CGM Group has renewed its exclusive partnership with the "Les Petits Chaperons Rouges" daycare center. Under this partnership, a number of cribs in several daycare centers near the head office are reserved for employees' children. In 2024, the company decided to increase this number. Starting in September 2024, nearly 25 cribs have been made available to employees (subject to prior registration and approval by the daycare center's admission committee).

Supporting employees with disabilities

If an employee reports a disability, often through the occupational medicine department, the Group proposes individual measures to adapt or convert their workstation, thus enabling the employee to continue to work as long as possible. Measures include adapting workstations (footrests, telephone headsets, ergonomic chairs, special computer equipment, etc.), providing assigned parking spaces, and granting two extra days of leave for employees with a disabled dependent child.

Several actions have been implemented to take the process further, such as:



¹⁸ The NORTAM region includes the USA, Canada and Mexico.

- The creation of a dedicated page on the Group's intranet (objectives, definition of disability, process, key contacts);
- The appointment of a disability reference person within the company;
- Development of a specific training course, "What is a disability?", which is available online to all employees;

- The creation of a dedicated email address to promote discussion on the subject.

In Latin America, CEVA Logistics has set up partnerships with a number of entities to make its premises physically accessible to 400 persons with disabilities, and to raise awareness about the various forms of disability.

The Paris 2024 Olympic and Paralympic Games

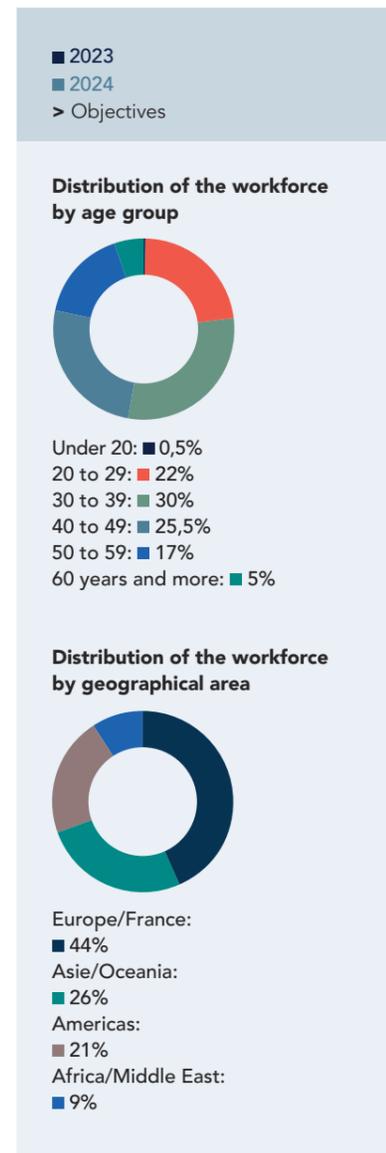
The slogan of the Paris 2024 Olympic and Paralympic Games, "Games Wide Open", calls to mind the organizers' commitment to combating discrimination.

The Group capitalized on the Paralympic Games to launch awareness-raising and training initiatives promoting the inclusion of persons with disabilities:

- A series of profiles of famous Paralympic athletes, who have echoed the Group's values through their careers and achievements, was distributed on the Group's internal communication platform;
- Short digital training courses that present different types of disabilities and aim to combat preconceptions are available via MySociabble and the Group's training platform;

- Guidelines have been circulated on the Group's internal social network to promote inclusive action in the workplace.

The Group also set up an initiative to recruit persons with employability difficulties in connection with its missions as Official Logistics Partner of the 2024 Olympic Games. The Nes&Cité association preselected 40 persons from disadvantaged communities who face structural, social and economic obstacles. At the end of the selection process, several of them were hired by CEVA Logistics to help handle the increase in activity associated with the logistics of the Olympic Games.



Promoting the inclusion of persons with employability difficulties

CEVA Logistics has launched programs fostering access to employment in several countries to achieve this goal. Two notable examples are the United Kingdom, where a program has been developed to offer a genuine work experience within the company to young adults from disadvantaged educational and social backgrounds. At the conclusion of this project, 12 young adults were hired by CEVA Logistics.

selves on a daily basis, and their participation in various events and initiatives is at the heart of this commitment.

Consulting and involving our employees

Employees are regularly consulted through surveys.

An initial Group survey, conducted in 2022, led to the implementation of action plans at several levels of the organization (global, regional and local). The next Group survey will take place in the first half of 2025 and will include newly-acquired entities.

Encouraging the engagement of our employees

CMA CGM Group places great importance on employee engagement in its transformation. It is willing to listen and discerns employees' expectations through an engagement survey. Employees commit them-

Engaging employees in the Group's environmental challenges

To contribute more effectively to the challenges facing society, and to enable employees to take action in the general interest, the CMA CGM Group offers its employees the oppor-

tunity to take part in missions carried out with partner associations.

CEVA Logistics launched a pilot project with Vendredi, an engagement platform that enables CEVA Logistics employees to devote three days of Volunteer Time Off (VTO) to missions of general interest, in partnership with associations and non-profit organizations. Employees can thus participate in missions with an environmental or social impact. Vendredi also informs and raises awareness among employees of environmental and social issues, and facilitates the mobilization of employees through skills sponsorship programs and volunteer actions. It allows employees to choose actions according to theme, duration and geographical location.

The project was launched in June 2024 in eight pilot countries: Thailand, Singapore, Uganda, Egypt, United Kingdom/Ireland, France, Mexico and Peru, reaching nearly 14,000 people.



Helping each employee develop their skills

CMA CGM Group pays particular attention to employee recognition and development through various initiatives. These efforts include scalable platforms to improve internal communication, innovative training offers, and an internal mobility policy that encourages career progression. The Group also invests in training, including programs for specific trades offered by the CMA CGM Academy, and leadership programs available at its TANGRAM training center.

Involving employees in the Group's strategy

The Group regularly provides its employees with information on strategic, economic, financial, corporate and organizational matters, as well as about social and sustainable development issues.

The MySociabble internal communications platform, which was launched in late 2023, is common to all integrated entities. It groups together several channels, which are segmented by business and geographical area, and which enable each entity to communicate with its teams.

MySociabble is a forum for sharing the latest news, and gives Executive Committee members a platform for discussing major projects and significant successes in an informative manner. The platform can also be used to launch interactive campaigns and participatory challenges, to provide greater familiarity with key issues such as the ecological transition and the Group's decarbonization trajectory, and to encourage employee involvement.

In addition, employees receive more in depth information through:

- Regular newsletters, such as the weekly Group newsletter and the newsletter specifically for logistics employees;
- Webinars on specific topics that discuss major events, such as the integration of Bolloré Logistics or the decarbonization trajectory of the Shipping business, and webinars focusing on CEVA Logistics' role as the logistics partner of the Olympic and Paralympic Games;
- The intranet and videos posted by manager.

Accelerating employee development

HARMONIZATION OF CAREER MANAGEMENT PRACTICES AND TOOLS

The career management process identifies talent, proposes development goals, and provides access to training programs and global mobility opportunities. The "MyHR" platform groups the HR processes, such as talent reviews and performance reviews. It is gradually being expanded to the Group's new companies.

In 2024, the employees of Bolloré Logistics and Stellar were integrated into MyHR, an addition of over 15,000 employees. To facilitate the new HR professionals' uptake of MyHR, a specific e-learning course was finalized at the end of the year.

DEPLOYMENT OF THE KEY SKILLS DATABASE

To support the transformation and performance of all divisions of the Group, CMA CGM has developed a database of key skills. The key skills database has been integrated into all development tools and programs and is used for the assessment and development of employees.

A VIBRANT GROUP INTERNAL MOBILITY POLICY

CMA CGM is constantly evolving and offers numerous career opportunities in diverse activities, business line and geographical locations.

Each employee is responsible for their own development and career path. The internal mobility policy sets out the internal mobility process and key principles to assist each employee in navigating this process. These principles and the process are available on the Group intranet, broken down by profile in specific guides for use by employees, HR officers and managers.

The Group continues to extend its talent reviews to new geographical areas, boosting internal mobility and developing diversified career paths.

GROUP LEADERSHIP PROGRAMS

The Group continues to structure its leadership programs, which are crucial to the Group's transformation and to maintaining strong growth.

These programs can be generic and reinforce the managerial hierarchy globally, such as:

- The "Leadership" program created in partnership with HEC Business School, which brings together cohorts of TANGRAM employees from around the world;
- The "Explore" program, which is disruptive and entirely digital, and targets first level management. In 2024, it brought together two cohorts of 110 participants, who worked on key managerial skills;
- The Shipping Excellence Program, launched at TANGRAM in 2024. It assesses the development potential and needs of participants from the Shipping division. This program is designed

to assess the ability of employees to become Line Managers and Agency Directors worldwide, and to develop their skills. Participants are immersed in their future role, solve case studies through group and individual exercises, and are graded by observers from the Business and Human Resources departments and by external consultants. Two cohorts began the program in 2024, bringing together 20 participants who held two key Shipping Division management positions (Agency Director Manager and Line Manager).

THE CMA CGM ACADEMY OFFERS TRAINING FOR ALL

The CMA CGM Academy offers in-person and distance training courses, as well as solutions (C-Boxes) that teams can facilitate on their own. It is available to all CMA CGM and CEVA Logistics employees and offers solutions adapted to each individual. The Academy offers 601 in-person or virtual classroom courses and 1,340 e-learning courses. For example, the three-day "Managing with Impact" management course is available in both in-person and distance learning formats and is offered in over 40 countries. The Academy has launched "Virtual Ship Visit," an immersive e-learning course that provides all employees with the opportunity to embark on a container ship and discover life on board. In 2024, three new immersive e-learning courses were added to this offering: virtual tours of a terminal, a depot and a warehouse.

In October, the Group launched its new mandatory training campaign for all employees. The program includes five e-learning modules specifically covering the particular issues the Group faces in the areas of fraud, corruption, human rights, cybersecurity and the climate. Over 67,000 employees have completed the mandatory training modules of the CMA CGM Group.

The Group aims to expand access to the Academy to all its employees. In December 2024, the integration of Bolloré Logistics employees and Terminals (deployed in MyHR) was finalized. In addition, the employees of the Media division will be integrated in 2025.

In 2024, the Group provided 1,875,499 hours of training, i.e., an average of 2.5 days of training per employee over the year. The target for training is 3 days of training per employee per year in 2024.

C BOX: FACILITATION KITS AVAILABLE TO ALL TEAMS

The Group has created facilitation kits designed to help teams stimulate their collective intelligence, strengthen their cohesion and solve specific problems. These kits –called C-Boxes– assist teams to organize workshops independently. Ten C-Boxes are already available: Teams, Change, Creativity, Diversity, Feedback, Trust, Sustainability, Better Ways, Digital and Efficiency, and more than 7,400 persons across the Group have taken advantage of them. The "Welcome" C-box was developed and rolled out in 2024 to help new employees understand the Group's culture, and to provide teams with the tools needed for optimal onboarding.

CMA CGM has created an immersive, team-based serious game called CC World, which is designed for new hires and is deployed in all Group entities. It is a tool for learning about the Group, its history, its values, its organization and its different businesses.

■ 2023
■ 2024
> Objectives

Number of days of training per year and per employee

■ 2.3
■ 2.2
> 3 days by 2024

E-learning: total number of hours

■ 272,664
■ 498,716

In-person: total number of hours

■ 1,433,577
■ 1,376,783

Number of training hours on CSR topics

■ 90,482
■ 147,827

TRAINING FOR MARITIME TRANSPORT JOBS

In-house trainers provide training in the jobs specific to the Group's maritime transport business: sales representatives, cargo flow officers, ship managers, etc. One of the Academy's priorities is to coordinate a community of in-house trainers. This requires recruiting, training, providing support, and creating opportunities for discussions between colleagues. These encounters are used to share experiences, reinforcing engagement and improving skills.

TRAINING FOR MARITIME AND SHORE-BASED EMPLOYEES

The safety of seafarers requires adapted training. In addition to regulatory and mandatory training, the Group has a matrix of additional specific training, some of which is required prior to crew members' first boarding.

The CMA CGM Academy holds an integration day for new seafarers.

CMA CGM has trained its seafarers in the use of SAYFR, a digital solution with over 11,000 users. This safety awareness tool consists of two modules: SAYFR WE2D, which can be used at the individual level to simulate real-life situations and behaviors, and SAYFR Team for team activities. SAYFR focuses on 8 behaviors and sharing good practices, and aims to make every incident a starting point for strategic thinking.

The Group rolled out in France and internationally a one-day training course covering on-board psychosocial risks. Seafarers who have taken this training course will supplement it with two days of additional training to become psychosocial risk reference persons in order to provide support to teams aboard vessels.

To enhance their managerial skills, officers attend "Process Com" sessions.

Marine Superintendents (MSIs) are expert seafarers who accompany and train crews at sea.

The operation of ships powered by liquefied natural gas (LNG) requires crews to acquire new skills. Under international regulations, seafarers on board ships subject to the IGF international safety code must receive mandatory training in order to embark on such ships. Depending on their rank, seafarers must complete the training and hold a basic or advanced certificate. Since January 2023, the company has continued these training courses: 2,115 additional sailors received IGF Basic Training and 1,132 received IGF Advanced Training. Exceeding the requirements of international regulations, the Group has set up additional training courses, some of them in house, which will continue as new ships are delivered.

Seafarers who will crew on methanol-powered ships are trained following a similar process.

Ongoing training of seafarers is also provided by the Seagull OLP platform, which offers regularly updated training (e-learning). This platform also supports the Competence Management System (CMS), which forms an integral part of the crew members' career management.

Knowledge is shared at regular seminars for seafarers, and discussions are enriched by workshops held with on-shore departments.

TRAINING FOR AIR TRANSPORT EMPLOYEES

CMA CGM Air Cargo provides training for its employees, with a strong emphasis on instilling a safety culture throughout its operations.

AIR CREWS

For pilots who are not certified to fly our aircraft, CMA CGM Air Cargo finances a six-week "Type Rating" training course on hiring. Each new pilot then undergoes a

two-week regulatory ground training course that familiarizes them with all the airline's procedures. Simulator sessions are also held to confirm the pilot's level of proficiency. The pilot will then operate flight segments under an instructor's supervision. Subsequently, as their career progresses, periodic checks are carried out every six months.

In 2024, flight crews, including pilots, averaged 116 hours of training per year. To promote internal mobility within our airline, in 2024 CMA CGM Air Cargo:

- Transferred 18 pilots from the A330 fleet to the B777 fleet. The selected pilots underwent a six-week training course (including on simulators);
- Conducted 5 "Upgrade Captains" courses to train first officers for the role and responsibility of captain.

GROUND STAFF

CMA CGM Air Cargo has an Operation Control Center (OCC) with a 24/7 team that supervises flights in real time.

When hired, shift supervisors (who coordinate operations) and flight dispatchers are trained to ensure proper shift performance and implementation of operations: flight preparation, weather, flight execution.

Internal compliance teams regularly verify that procedures are properly implemented. These in-house verifications supplement quality controls designed to ensure that procedures function properly and are followed.

The Maintenance Coordination Center (MCC) teams, which supervise all aircraft maintenance operations, also take B777 type rating qualifying courses to gain a better understanding of the aircraft.

Training was also provided to obtain airport authorizations for relevant employees.



In 2024, CMA CGM Air Cargo launched its first "Managing with Impact" training program, which focuses on developing managerial skills and is tailored to the actual conditions of each business line. In all, 27 managers completed this training.

A CSR TRAINING PROGRAM FOR ALL EMPLOYEES

Our CSR programs are designed to raise employee awareness and prepare them for changes in their business practices due to the environmental upheavals underway. These training courses also explain the new regulations, in particular the European CSRD requirements, and prepare the employees who are directly concerned to apply them.

MY CLIMATE SCHOOL

CMA CGM has renewed its partnership with Axa Climate for an additional three years. This project makes available a wide selection of e-learning modules that educate employees about the causes and consequences of global warming. My Climate School, which can be accessed on the CC Academy portal, has also been available to CEVA Logistics employees since 2024.

New modules are frequently added to the catalog and fall into two categories: "Understanding," which covers the scientific fundamentals of climate change, and "Taking Action," which aims to encourage the transformation of the business lines. To raise general awareness among employees, the Group has developed three complementary tools:

- A specific My Climate School module has been created, which in 30 minutes presents the Group's decarbonization strategy for its transportation and logistics activities;
- A more condensed climate and decarbonization module has been added to the mandatory 2024 training campaign for 70,000 CMA CGM and CEVA Logistics employees;
- The Group has subscribed to Axa Climate's Climate Briefs: these five-minute videos, which take a humorous, guilt-free approach to climate issues, are available on the CC Academy channel on My Sociable aim to reach a wide audience, regardless of their level of maturity on climate issues.

On request, the Academy offers teams the opportunity to view the

Climate School's "Taking Action" modules in groups, followed by a discussion facilitated by CSR experts on a topic relevant to their activities (responsible purchasing, taking action for biodiversity in business, the Group's decarbonization strategy, regulations and climate, etc.).

To raise awareness of climate change among its employees and stakeholders, the Group held 21 Fresque du Climat workshops at the head office and in the regions, and trained 11 employees to facilitate them, in order to accelerate deployment in 2025.

A pilot of the Ocean Fresco was tested at the head office with CSR teams and ambassadors in late 2024, in order to assess its relevance and add it to the training catalog in connection with the UNOC to be held in France in 2025.

To maximize impact, a monitoring indicator and associated target have been created for the international network of agencies: two modules per employee, per agency, per year. More than 7,000 of the agency employees have seen the required decarbonization module, as well as a second module of their choice.

At CEVA Logistics, the target is for all employees to see 2 My Climate School modules of their choice.

CSR TRAINING TARGETED BY BUSINESS LINE

CSR for Sales

In conjunction with CMA CGM Academy, the Group's CSR Department has developed a three-module "CSR for Sales" course for Group sales staff.

The first module familiarizes participants with the Group's three-pillar global CSR strategy, and the second module focuses on the Group's decarbonization strategy, with an emphasis on alternative fuels. The third module is in the form of a workshop to work that works on practical cases focusing on multimodal optimization, CO₂ calculations in responses to calls for tender, or sales of ACT+ products.

This training course, which is available on request, is designed to give sales teams some simple tools for answering their customers' initial questions.

CSR for Business

A single three-hour module is also offered to the Group's various business lines, and is included in various Academy flagship programs, such as the "Shipping Excellence Program" and "Forward", which targets young graduates preparing to join the Group in key positions.

DEVELOPING YOUNG TALENT

The Group pays particular attention to emerging talent and coordinates a community of around 200 interns and work-placement staff in France. An international network of ambassadors also contributes to coordinating the community by holding events and taking part in various school initiatives to promote the Group's image.

Each year, the Group hires around 50% of its interns and apprentices during their final year of study. They are seen as a talent pool and an investment in the future.

One of CMA CGM's main objectives is to promote diversity in recruitment. In France, the Group hires candidates with international profiles (31%) and a variety of educational backgrounds: 53% of them have graduated from business schools, 18% from engineering schools and 29% from political studies institutes or universities.

Since 2022, the CMA CGM Academy trains tutors of interns and work-placement staff to familiarize them with their supervisory and training role. In December 2024, a new support document was created to enable tutors to better support students during their apprenticeship. The roll-out of this tool will be coupled with webinar sessions.

All identified talents undergo a specific development program: training in leadership, coaching, mentoring and internal sponsoring. CMA CGM updates its succession plans annually.

For the 10th consecutive year, the Group has been awarded the Happy Index® Trainees quality label. This certification rewards the quality of internships and work-placement contracts. More than 85% of respondents would recommend the Group for an internship or work placement.

TRAINING APPRENTICES FOR AIR, MARITIME AND INLAND TRANSPORT JOBS

In 2024, the Group also continued the TAMM air and sea freight transportation program in France. This work-placement training is designed for young Master's graduates who wish to develop expertise in the transport and logistics field. This one-year program confers the Air or Maritime Freight Transport

Organiser certificate, which is registered in the National Roster of Professional Certifications, as well as an internal certificate. More than three quarters of the graduates of the first two classes were hired by the Group. 15 participants took this course during the year.

INTERNATIONAL CORPORATE VOLUNTEERS (ICVS)

Every year, the Group's ICV program hosts around 100 ICV candidates. This program provides an opportunity to kick-start their international careers, and has a 50% conversion rate at the conclusion of their assignment.

In October 2024, the Group received an award for its commitment to inclusion and diversity in career paths. CMA CGM was awarded the

"Tenth-Grade Internship" initiative

In June 2024, the Group welcomed around 100 high school students under the "Tenth-Grade Internship" initiative launched by the French Ministry of Education and Youth.

CMA CGM offered high school students a program that included presentation sessions and visits to various Group facilities. This initiative is concrete evidence of the commitment of the Group and its Foundation to education and youth.

The Group hosted 92 students throughout France, drawing on its various entities to help young people discover the world of work.

Employees were on hand throughout the internship period to introduce them to over a dozen of the Group's business lines, in the fields of shipping, logistics, passenger transportation and the media.

"Company Committed to Inclusion and Diversity in Career Paths" trophy at the annual IVC forum organized by Business France.

FORWARD, THE GROUP'S GRADUATE PROGRAM

The Group has decided to invest in new graduates at the start of their professional careers, drawing on its global network of partner schools and universities. The first cohort of the Graduate Program, comprising 12 graduates, was welcomed in October 2024. These graduates of prestigious French and international business schools, such as HEC, Polytechnique and the Indian Institute of Technology, began their career with a personalized induction program, which introduced them to the Group's history, its values and the diversity of its activities. They had the opportunity to meet with inspiring directors, benefiting from their business visions, with a particular focus on business strategy.

After this integration phase, the participants joined their teams for their first key assignment. This eight-month stage is crucial to their professional development. They

will then spend six months abroad within the Group's global network, gaining practical experience and a better understanding of the complexities of international business.

At the end of this program, participants will have:

- Experienced an accelerated path to leadership, with opportunities for career growth through our international network;
- Contributed to the digitalization and decarbonization of the global supply and logistics chain;
- Explored different assignments within our various activities: business development, data, CSR, finance, e-commerce and energy transition.

UNIVERSITY RELATIONSHIPS AND PARTNERSHIPS

CMA CGM works closely with a number of higher education institutions in France and internationally to raise awareness of the Group, its businesses and its challenges.

CMA CGM carries out out nearly 100 initiatives in schools every year. Through recruitment fairs and job

presentations, as well as through innovative educational initiatives (master classes, hackathons and challenges, student projects), every year dozens of employees play an active role in training and guiding students.

In 2024, key strategic partnerships were renewed or established:

- Sciences Po Paris – partnership focusing on international relations and geopolitics;
- HEC – partnership in connection with the HEC-CMA CGM chair backed by TANGRAM;
- Paris-Dauphine University – partnership with a focus on finance;
- CEMS network – an international network of excellence comprising 34 leading business schools worldwide and 70 partner companies;
- Ecole Polytechnique – global employer brand partnership, in line with the goal to raise the company's profile among top-level engineering students.

CMA CGM has projects with over 270 schools and universities worldwide. To expand this program, the company launched its global university relations network in 2024.



This strategic initiative is intended to support the Group's future growth worldwide.

The network is composed of HR professionals identified within each region and is tasked with:

- Identifying and developing strategic partnerships with local and regional schools and universities;
- Attracting and recruiting new talent to join our programs of excellence;
- Supporting local teams by strengthening international recruitment efforts as needed;
- Developing our employer brand and institutional relations with schools and universities worldwide;
- Expanding our diversity actions and including talent from all backgrounds.

TANGRAM, THE NEW TRAINING AND INNOVATION CENTER FOR THE TOMORROW TRANSPORT AND LOGISTICS

CMA CGM has established TANGRAM, a new center of excellence open to all parties who wish to collaborate to create the sustainable transport and logistics of tomorrow. Its

goal is to make a pivotal contribution to the transport and logistics sectors in response to the major challenges facing the world today (environmental, societal, geopolitical, etc.). It is based on two interconnected priorities, training and innovation.

TANGRAM is a catalyst designed to create a rich ecosystem and develop synergies between experts in all areas: CMA CGM employees, start-ups, customers and partners, major companies, research centers, universities, competitors, etc. The project is already active through "Powered by TANGRAM" training courses and university chairs. Since April 2024, the site hosts all these projects at a prestigious location at La Pointe Rouge in Marseille.

TRAINING

By 2024, the Group developed three training programs of excellence. These training courses focus on issues that are strategic for CMA CGM and aim to train nearly 3,000 international employees over the course of the year:

- Artificial Intelligence with BCG University;
- Leadership with HEC Paris;
- Climate with Imperial College.

In 2024, 23 cohorts of 120 persons per program were welcomed, for a total of nearly 2,044 people.

Each program will have three phases. An initial e-learning phase, a second in-person phase at the TANGRAM site, and a third e-learning certification phase.

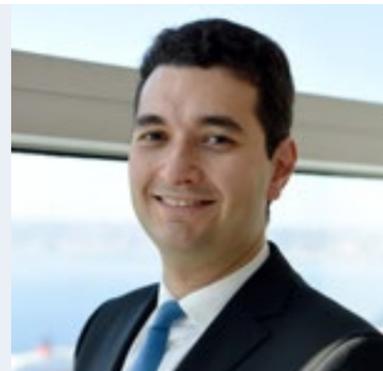
In addition, the training courses that the CMA CGM Academy already provides take place at the TANGRAM site.

LOCAL ENGAGEMENT

The Group is a major employer in Lebanon with over 2,330 employees. In 2021, it launched a scholarship program to support deserving Lebanese students and promote academic excellence.

For the third year, a class of Lebanese students, supported by the CMA CGM Excellence Fund for Education program, began studies at the HEC Paris campus.

Awarded on the basis of students' merit and financial situation, this individual and financial aid enables talented young people to realize their professional ambitions. The program



Angelo-Gabriel Mikael,
General Manager - TANGRAM

In 2024, TANGRAM has become a reality! More than 2,000 employees have already had the opportunity to follow excellent training courses in strategic areas for the future of our industry. All the feedback has highlighted the significant benefits of these training courses, both for the employees, who come from all around the world and from all the Group's entities, and for the company itself.

More than just a place, TANGRAM is now a real community, resolutely focused on innovation. A place where employees, partners and leading experts can exchange ideas and learn from each other to develop the skills needed to meet the challenges of tomorrow.

The CMA CGM Group offers its employees the opportunity to engage in day-to-day actions to advance environmental and social causes

covers a variety of study fields, such as finance, economic management, science, social science, engineering, mathematics, AI and tech.

Each year, 145 students are able to realize their professional ambitions by entering the program's top partner schools:

- In Lebanon: American University of Beirut (AUB), Université Saint-Joseph (USJ) and École Supérieure des Affaires (ESA);
- In France: HEC Paris and École Polytechnique;
- In the United Kingdom: Oxford University, Imperial College, King's College and Bath University.

HEC CHAIR

Since 2022, CMA CGM has endowed a "Sustainability and Supply Chain Analytics" Chair at HEC Paris. This Chair, which is headed by a professor from the business school and will be coordinated by TANGRAM, develops knowledge on supply chain sustainability based on analyses of the Group's operational data. A variety of work is in progress, which will result in workshops, publications, etc. This Chair will also hold conferences over the next three years. This commitment with HEC Paris also includes a recruitment component. It is overseen by Human Resources and enables

students to learn more about our Group and potentially develop an interest in joining it.

Raising employee awareness about the Group's environmental challenges

PLANET CHANNEL ON MYSOCIABLE

MySociabble is an internal communication platform of the CMA CGM Group and CEVA Logistics designed to inform our employees and share news about meetings, events and actions. It was set up in response to the communication needs identified in the Group's engagement survey.

A PLANET channel was launched on MySociabble in June 2024 to raise awareness and motivate our employees to take part in biodiversity protection and decarbonization actions. It publicizes all initiatives launched within the Group. Articles are posted every week about our flagship decarbonization and biodiversity projects, the Group's strategy to achieve net-zero by 2050, and employee training and engagement programs. It currently has over 37,000 registered employees.

PLANET DAYS

"Planet Days" is a Group initiative to raise employee awareness of climate and biodiversity issues. The event was held on June 6 and 7, 2024, in conjunction with World Environment Day and World Oceans Day.

During these two days, CMA CGM highlighted the various actions and projects initiated by our employees at the local level. It was also an opportunity to discover the Group's commitments to taking concrete action to reduce its environmental impact, protect biodiversity and combat climate change.

During Planet Days, a variety of activities took place, such as awareness-raising workshops, webinars, climate fresco workshops, information stands, and actions by volunteer employees. Below are some examples:

- Our employees in Europe were made aware of the consequences of using plastic and learned techniques for reducing their consumption of this material;
- Webinars to raise awareness among employees in Latin America and the Caribbean about the impacts of climate change on coral reefs and marine biodiversity were facilitated by our partners.

Climate School training sessions and videos were broadcast, enabling employees to share their views during Planet Days;
 – Flagship projects, such as mangrove conservation in Shenzhen Bay, whale preservation in North America and many others, were highlighted.

The event also mobilized employees via a global challenge on My-Sociabble, which enabled them to share the various CSR initiatives carried out in each country and vote for the year's flagship project. The mangrove conservation project in China was voted best project of the year.

Planet Days are an opportunity to raise employee awareness and spur them to take part in concrete, long-term actions, while strengthening cohesion and commitment within the Group.

CSR AMBASSADORS PROGRAM

As a global transportation and logistics company, CMA CGM has a duty to actively contribute to reduc-

ing the impact of its businesses. Its social and environmental commitments are at the heart of its Better Ways mission: to contribute to sustainable globalization that is respectful of every human being and our planet.

Building on the My Daily Impact program, and after two years of awareness-raising, CMA CGM aims to inculcate a CSR culture at all levels of the organization and in all business lines, to encourage all employees to take action to promote sustainable practices.

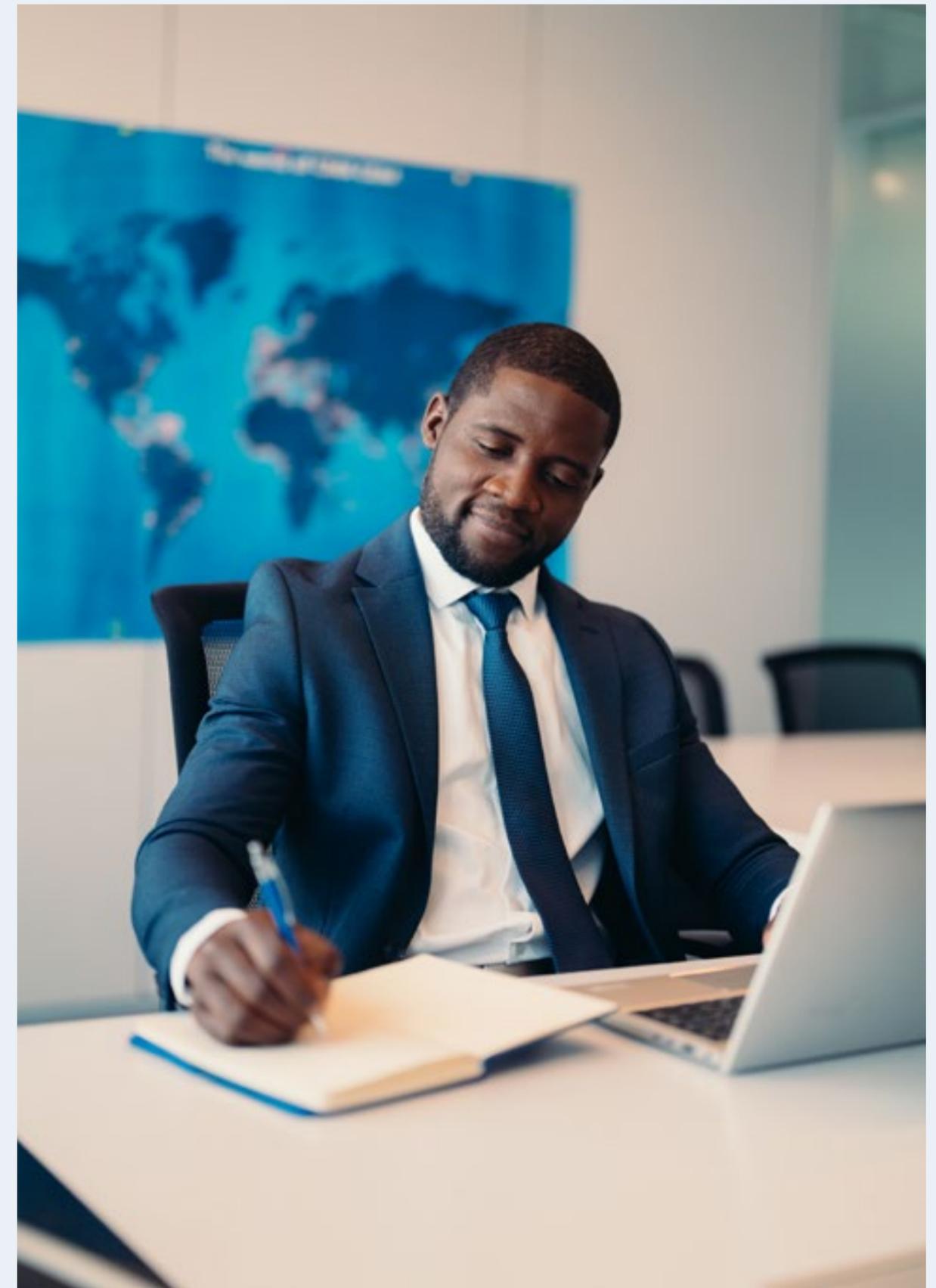
This program reflects our employees' growing commitment to CSR. The CSR Ambassadors program was therefore launched in February 2024 and has already mobilized over 250 volunteer ambassadors from different regions and business lines.

The goal of this program is to enable participants to develop their CSR knowledge and skills. It has established a network of CSR ambassadors who act as information relays in the various units and agencies. These Ambassadors are informed,

coached and trained in environmental and societal issues so that, in turn, they can raise awareness, mobilize and/or organize awareness-raising workshops for their colleagues and their respective departments. Under this program, ambassadors participate in:

- Training courses that provide a more comprehensive understanding of environmental issues, such as "Fresque du Climat" workshops and CSR For Sales, and provide tools for impelling concrete actions;
- Monthly Catch-Ups to share best practices and promote CSR initiatives;
- Pilot workshops to gauge employee interest in certain CSR topics, such as the Ocean Fresco.

The aim is to create a long-lasting and dynamic network that becomes a genuine catalyst for transformation within the Group, and to establish a network of Group ambassadors by integrating our various subsidiaries, such as CEVA Logistics.



6. Ensuring respect for human rights across the value chain

The Group implements measures to identify risks and negative impacts on human rights resulting from its own activities or those of its suppliers or subcontractors. Thus, appropriate actions for prevention, mitigation, or remediation can be implemented.

The Group's commitments

The Group takes its human rights responsibilities very seriously, in particular those internationally recognized in:

1. The International Bill of Human Rights (comprising the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights);
2. The ILO Declaration on Fundamental Principles and Rights at Work and related fundamental conventions; and
3. The Maritime Labor Convention, 2006.



In 2024, the Group renewed its membership of the United Nations Global Compact and presented its "Communication on Progress". It also continued to participate in the initiative's working groups.

In addition, the Group publishes annual reports on its human rights activities, in accordance with legislation such as:

- The French law on the duty of vigilance;
- The German Supply Chain Act;
- Modern slavery legislation in the UK and Australia.

Dedicated governance

The Group General Counsel and the Group Compliance Officer, in cooperation with the Group Human Rights Officer, oversee the measures adopted to protect human rights. These measures are implemented in close collaboration with other Group functions and entities, in particular:

- The CSR, Risk, Internal Audit, Human Resources, Purchasing, QHSE and Security Departments;
- Certain entities and employees of the Group's operating units, both at the head office and internationally.

Risks, impacts and initiatives are reported to various committees, including the Operational Risk Committee, the Risk, Compliance, Audit and Investigations Committee, and the Audit and Accounts Committee (a committee of the Board of Directors).

Strengthening due diligence processes

In accordance with UN and OECD guidelines, the Group endeavors to strengthen its human rights due

diligence by adopting a risk-based approach. This approach applies to the Group's operations, as well as those of its supply chain. It applies processes designed to identify, prevent, mitigate and remedy human rights risks and negative impacts. For example, the CMA CGM Group performs human rights due diligence checks of suppliers and subcontractors, using third-party ethical compliance assessment software that has recently been deployed under the Group's Sustainable Procurement program.

Actions to promote respect for human rights

In 2024, notable measures at the Group level included:

1. Drafting a new Human Rights Policy, which was approved by the CEO, and which sets out the Group's approach to human rights, including due diligence measures;
2. Developing a new human rights and environmental risk map, covering all Group activities (own operations and supply chain). It is currently being finalized by an international consultancy firm and, when completed, it will highlight the most significant human rights risks and establish new priority actions;
3. Rolling out a new Group-wide human rights training program, which raises awareness of the risk of human rights violations in the business context and instructs staff to report any actual or potential violations;
4. Conducting an awareness-raising campaign "Speak Up", reminding staff of their duty to

report any ethical or compliance breach (including human rights) they discover in a business context, and also covering the Group's whistleblowing system, the Ethics and Compliance Helpline. This campaign included seminars and promotional materials distributed on Group premises.

In addition to the initiatives described in Chapters 4, 5, 8 and 9 on health and safety, equality, diversity and inclusion, the whistleblowing system and supplier due diligence, CMA CGM has implemented various other actions to strengthen respect for human rights, including:

- Implementing enhanced measures to ensure the safety and well-being of the Group's seafarers during the Red Sea crisis;
- Holding specific training sessions on preventing harassment in the workplace;
- Conducting a preliminary living wage gap analysis study concerning employees worldwide;
- Setting up exchanges with external stakeholders to improve compliance with human rights standards in the inland transportation sector;
- Recruiting a new compliance officer in the Group's logistics division with responsibility for human rights.

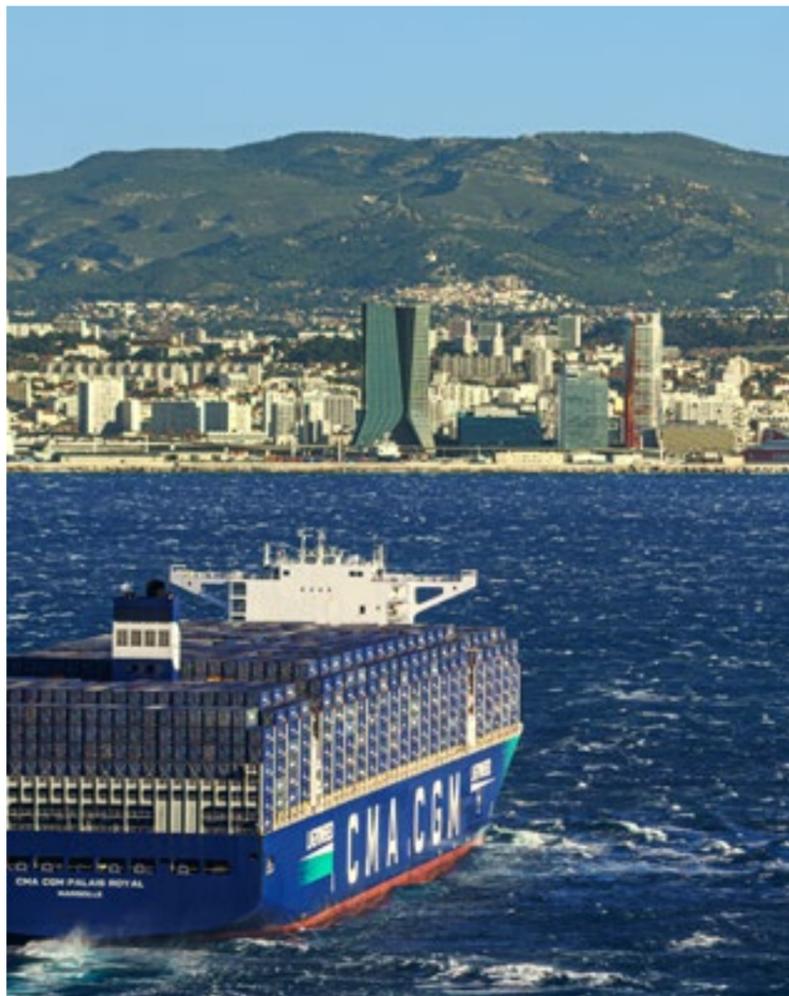
Additional details on the measures taken in 2024 are provided in the Group Vigilance Plan, which is available on the Group's website (Group Vigilance Plan 2024 available under "Our Publications").

7. Supporting local communities

In 2024, the Group strengthened its commitment to local communities in France and other countries where it does business. Thanks to the active participation of its employees, the Group carried out joint initiatives in several countries, as well as specific actions tailored to the needs of local populations. Through its ZEBOS startup accelerator, CMA CGM supports local entrepreneurs and encourages responsible innovation. Finally, due to its international presence, CMA CGM is able to contribute to the socioeconomic development of a variety of regions around the world.

Objective:

- 100% of countries will have carried out at least one local action with a direct impact on local communities and/or areas to contribute to the socio-economic development of the countries in which the Group operates



High-impact local initiatives around the world

Each year, the Group holds a number of events for its employees that promote social cohesion and focus on preventive healthcare. Around 100 events took place, including blood donation drives, at which nearly 800 employees donated blood at 26 agencies worldwide.

In 2024, more than 30,000 participations were recorded in actions supporting local communities, demonstrating the mobilization and commitment of CMA CGM Group and CEVA Logistics employees. They participated in a variety of actions several times during the year:

These initiatives in support of communities are also ideal opportunities to hold awareness-raising sessions on various topics, such as the consequences of climate change and the individual day-to-day actions everyone can take to help the planet.

In connection with its “Employer of Choice” program, CEVA Logistics acts to integrate its sites into local communities. CEVA Logistics offers its employees the opportunity to take part in collective actions in all countries where it operates, and encourages them to participate individually in volunteer initiatives: working in contact with animals, actions for children, assisting with people in need, educational projects, etc.

Since 2023, a pilot project, Volunteer Time Off (VTO), is underway in the APAC region of France. Under this program, employees are entitled to take off three work days with pay to take part in volunteer actions. This program was extended to the other regions in 2024 through the partnership with the Vendredi engagement platform (see Chapter 5).

In 2024, CMA CGM continued its efforts to improve the day-to-day lives of local populations, both through actions common to various Group entities and through actions specifically tailored to the needs of local communities.

■ 2023
■ 2024
> Objectives

Percentage of countries that have launched at least one local initiative



Number of local initiatives worldwide



Actions in favor of local communities

In 2024, the Group committed €1.2 million to support these local initiatives in all areas where it operates. In all, 780 initiatives in favor of local communities were carried out during the year, improving the lives of more than, 37,000 beneficiaries.



Building homes for the poor
Chile

16



Collecting and recycling clothing
United Kingdom

15

Sustainable mobility
France

14

13

Flood prevention
Hungary

Robust construction works in an orphanage
Saudi Arabia

9

Toy production
United Arab Emirates

8

7

Waste collection, recycling and recovery
Egypt

10

Raising awareness about healthy eating
Uganda

6

Creation of a squash club
Tanzania

11

Cultivating mangrove silkworms
Madagascar



Teaching autistic children to appreciate nature
China

1

Providing access to water for students
Cambodia

17

Promoting inclusion
Indonesia

5

4

Providing health assistance to young Timorese women
Timor Leste

Recycling and upcycling
South Korea

18



Education and awareness-raising of underprivileged children
French Polynesia

3

2

Plan in support of reconciliation with indigenous peoples
Australia



Actions in favor of local communities

1. China - Teaching autistic children to appreciate nature

In Shanghai, 200 children with autism can now enjoy a small organic farm created by our staff at a specialized school. Instruction with a focus on nature is an important factor in helping autistic children discover the world beyond their understanding. It will also help to improve the school environment on a day-to-day basis.

2. Australia – Plan in support of reconciliation with indigenous peoples

In connection with its flagship project in support of reconciliation with the country's indigenous peoples, CMA CGM Australia has carried out several actions to promote diversity and inclusion, including:

- A cultural awareness workshop for employees;
- Helping to fund a mobile thrift store project, in collaboration with Remote Opshop Project, to help indigenous peoples living on the land develop a network of community thrift stores operating based on the principle of the circular economy. The project provides training for small businesses and employment opportunities, while generating funds for cultural projects.

3. French Polynesia - Education and awareness-raising of underprivileged children

For the second consecutive year, CMA CGM has teamed up with Saga Tahiti to offer an educational and cultural program for around 100 children in foster care. This program enabled the children to discover nautical activities and learn about underwater life. Our employees enthusiastically participated in this eagerly awaited annual event.

4. Timor Leste – Providing health assistance to young Timorese women

For the fourth year running, the Group has helped to improve the daily lives of 680 women through its collaboration with the Days for Girls association. At this event, health kits were distributed, and awareness-raising sessions on gender equality were held for a mixed audience of men and women.

5. Indonesia – Promoting inclusion

To mark World Down's Syndrome Day, ten employees from the Jakarta site in Indonesia visited the Kopikamu inclusive café. This gave them the opportunity to talk to Vanessa, an employee with Down's syndrome.

6. Tanzania – Creation of a squash club

The team in Tanzania joined forces to create an association and open an official squash club to spark an interest for sport in around 100 children in the region and enrich their daily lives. This project, which is supported by the local authorities, has a real impact in a country experiencing extraordinary demographic growth.

7. Egypt - Waste collection, recycling and recovery

Since 2023, the Group has partnered with VeryNile in a collaborative project that aims to collect and recycle six tons of plastic waste from the Nile. It contributes to the local economy by involving 70 fishermen in the collection process, providing jobs for five young people on the island of Qorsaya, and selling the recycled products for the benefit of employees and local communities.

8. United Arab Emirates – Toy production

Around 30 employees of the CMA CGM Dubai agency produced stuffed toys from recycled materials for children in a refugee camp. This action brought a small dose of joy and comfort to these children's daily lives.

9. Saudi Arabia – Robust construction works in an orphanage

Our employees in Saudi Arabia mobilized to carry out improvement work. The work focused on the orphanage's courtyard, which was fitted with a brand-new safe floor made from recyclable materials, as well as with a canopy to make the children comfortable and protect them from the sun in summer and the rain in winter.

10. Uganda - Raising awareness about healthy eating

500 fruit trees were planted and 400 books were donated to the local population to teach them the benefits of a richer diet including the fruit harvested from the trees. In all, thanks to our employees, 2,000 people will reap the benefits of the planting of these super trees.

11. Madagascar - Cultivating mangrove silkworms

This project covers the three pillars of the Group's CSR strategy (Acting for the Planet, Acting for People and Acting for Fair Trade) by planting 83,000 mangroves in the Mahajanga region, as well as by teaching 60 fishermen's wives to weave silk harvested from the silkworms in the mangroves. The infrastructure financed by CMA CGM and the compensation of the weavers will enable this project to continue over time, thus developing the local economy and perpetuating an ancestral know-how in the country.

12. Côte d'Ivoire – Supporting local communities and protecting marine biodiversity

The Group supports local communities and the protection of marine biodiversity in Côte d'Ivoire's first marine protected area. Two CMA CGM containers are being used to preserve local fisheries and as an educational venue, which hosts a library. Training courses on a variety of issues, such as sustainable fishing, will also be offered to local populations.

13. Hungary - Flood prevention

Budapest was threatened with severe flooding in 2024 due to storm Boris. Our Hungarian employees helped protect the local population by filling sandbags. They were also made aware of the risks of flooding and the importance of prevention and community involvement in the event of disasters.

14. France – Sustainable mobility

In France, several agencies in the South-West launched a sustainable mobility challenge. For one month, employees were encouraged to travel as many kilometers as possible using modes of transportation other than the car (carpooling, cycling, bus, train, walking, etc.). As a result of this initiative, employees traveled 2,880 km in carpools, public transportation and non-motorized means of transportation.

15. United Kingdom - Collecting and recycling clothing

CEVA Logistics UK collected 50 kg of clothing that could no longer be used and donated it to Click4ClothingCollection. These items were then sold and/or recycled, generating funds for charity.

16. Chile – Building homes for the poor

This year, CMA CGM once again joined forces with TECHO to help local populations. 30 CMA CGM employees participated in this effort, which this time focused on rebuilding houses destroyed by fires in Valparaíso, Chile. Thanks to this mobilization, 300 people were able to regain decent living conditions after the disaster.

17. Cambodia - Providing access to water for students

On the occasion of World Water Day, our employees were made aware of the problems of access to water by taking part in an action alongside the Teuk Saat 1001 (1001 Fountains) non-profit association. In connection with this project, they helped to provide the equivalent of one year's consumption of drinking water to 850 students living in the Cambodian countryside.

18. South Korea – Recycling and upcycling

In South Korea, CEVA Logistics organized an upcycling competition for its 140 employees. Participants were invited to submit photos of new products they had created from waste. The winner was chosen by the employees.

Supporting innovative startups

In 2018, Rodolphe Saadé launched ZEBOX, an international innovation accelerator dedicated to the positive transformation of the maritime industry and the logistics and media sectors. Its mission is to connect the best innovations from all over the world to the CMA CGM Group and its partners, focusing on three themes: environmental impact, competitiveness, and occupational health and safety.

Two goals have been set:

- Supporting the development of startups by helping entrepreneurs to implement their projects, recruit talent, raise funds and accelerate their growth internationally;
- Enabling major groups to benefit from these startups' innovations in order to accelerate the transformation of their businesses.

ZEBOX was founded in Marseille and now operates in six regions around the world: ZEBOX France in Marseille, ZEBOX North America in Arlington, Virginia, ZEBOX Caribbean in Baie-Mahault, Guadeloupe, ZEBOX Asia-Pacific in Singapore, ZEBOX West Africa in Abidjan, Côte d'Ivoire and ZEBOX UK in Manchester.

Thanks to this international network, the Group has positioned itself as a key player in helping local entrepreneurs to develop and increase their economic, social and environmental impact in these regions.

Today, over 15 major international groups support ZEBOX, including BNSF Railway, Vinci, Transdev and Port of Virginia.

Since it was created, over 650 interactions have been initiated between major groups and the startups of the ZEBOX community, and several dozen contracts have been signed promoting innovation and the Group's performance.

The Group invests in AI

CMA CGM Group continues its investments in the digital sector by launching, in conjunction with several partners, the first independent European research laboratory dedicated to AI: KYUTAI. This initiative confirms the Group's commitment to AI and innovation ecosystems, and reaffirms CMA CGM's ambition to invest in new generations and offer opportunities to imagine and shape the future.

KYUTAI aims to develop the technologies of tomorrow and train the future experts in the field, by hosting Master's students for internships in the laboratory and supervising doctoral and post-doctoral students.

The Group also ensures that AI will be used ethically by creating a dedicated department covering the full range of the Group's activities, and by giving prominence to TANGRAM, where around 3,000 employees will receive training in various areas, including AI.

In line with the core of our Vision 2025, CMA CGM continues to accelerate its digital transformation by placing artificial intelligence at the center of its innovation strategy. This ambition is exemplified by key partnerships, such as with Google, aimed at expediting AI adoption across all our businesses. Our investments in cutting-edge technologies, such as Mistral AI, PoolSide and the Kyutai research laboratory, optimize our processes, enhance our competitiveness, and position CMA CGM as a leader in the digital revolution in shipping, logistics and media.

AI also plays a key role in improving our employees' experience. TANGRAM, our center of excellence and innovation, provides training to up to 3,000 employees each year, teaching them

new skills that enable them to adapt to technological developments.

We deploy AI in our operations to optimize ship routing, manage containers more effectively and enhance inventory management across the globe. These innovations enable us to lower costs, reduce our carbon footprint and shorten delivery times. In logistics, our AI solutions transform and improve warehouse management.

By integrating AI into the core of our operations, we reaffirm our position as a global leader in transportation, logistics and media that is ready to meet the challenges of tomorrow, while steadfastly pursuing our social and environmental commitments.



Séverine Grégoire,
Director of Digital Transformation,
Innovation and Artificial Intelligence



CMA CGM Startup Awards

The CMA CGM Group is convinced that entrepreneurial innovation is developing all over the world to meet the major challenges of our time and its industries.

In October 2024, in collaboration with BFM Business and La Tribune, the CMA CGM Group held the first CMA CGM Startup Awards, an international competition to support and assist the most promising startups in the shipping, logistics and media sectors.

Promoting innovation in all of CMA CGM's strategic priorities

In each of the three sectors, the CMA CGM Group chose innovations that will advance the industry's transformation objectives, focusing on environmental performance, competitiveness and quality of working life.

The startups selected will receive personalized support from ZEBOX, including financial backing, media exposure through CMA Media, and an opportunity to collaborate with the Group on a strategic issue.

A dedicated support program for startups

In September 2024, ZEBOX launched a new acceleration program specifically designed to support the development of over 120 startups and scaleups each year. This program offers personalized support designed to meet the specific needs of high-potential young companies. This program offers mentoring sessions, hands-on workshops and networking opportunities with industry leaders and investors, thus providing entrepreneurs with the resources they need to accelerate their growth and access new international markets.

Nurturing industry leaders

The winners of the CMA CGM Startup Awards were announced at the second edition of Artificial Intelligence Marseille (AIM), which was organized by La Tribune and La Provence. AIM brought together experts, innovators and decision-makers from around the world to explore the impact of artificial intelligence on the economy, culture and local communities.

Of the 60 or so startups that were present at the event, seven received awards for their innovative projects, such as the production of synthetic fuels from CO₂ (Aerleum), or electric rail charging systems for vehicles (Elonroad), which illustrated the potential for sustainable transformation in their respective industries.

For this first edition, more than 400 applications from over 40 countries were received, all of which proposed innovations in the various fields of interest to the Group.

The socioeconomic footprint of the CMA CGM Group

In August 2024, a consulting and economic research firm conducted a study on CMA CGM's¹⁹ socioeconomic footprint in France. The aim of the study was to understand how the company's activities impact employment, income and investment, as well as the knock-on effects on other economic sectors in France.

A significant employment footprint

CMA CGM contributed over €20 billion to the French economy in 2023, underpinning more than 93,700 jobs in France. These effects include 19,200 direct jobs, and

another 74,500 jobs generated by the knock-on effects of intermediate consumption, investment and wages paid. In other words, one direct job at CMA CGM generates 3.9 jobs in the rest of the economy.

The Group has a significant presence in the island and overseas territories, where it directly employs over 1,500 people. These contributions demonstrate CMA CGM's importance in regional economic development and its crucial role in supporting local communities, particularly in Corsica and Guadeloupe, where its footprint accounts for, respectively, 1.3% and 1.6% of private-sector salaried employment.

Strong local roots

The Group's impact is particularly noteworthy in the Sud Region of France, where it underpins 16,100 jobs and its business activities generate a knock-on effect of €1.5 billion. The Group is also the largest private employer in the Bouch-

es-du-Rhône department, where it employs 6,200 persons directly and the knock-on effects of its business generate 7,350 additional jobs, representing 2.1% of total private-sector salaried employment in the department.

This regional economic footprint demonstrates the Group's strategic importance as one of the region's leading private-sector employers and a significant driver of local economic activity.



¹⁹ The study on CMA CGM's socio-economic footprint in France is available [here](#).

The CMA CGM Foundation

The CMA CGM Foundation, created in 2005 and chaired by Tanya Saadé Zeenny, prioritizes humanitarian action and promotes access to education. It is rooted in the values of family and solidarity exemplified by the CMA CGM Group, a world leader in transportation and logistics, and brings them to life through concrete actions.

When a crisis strikes, the Foundation mobilizes the expertise of the CMA CGM Group to deliver vital humanitarian supplies. In addition, it promotes access to quality education and vocational training, supports integration efforts, and champions educational and social innovation. To date, the Foundation has transported 63,000 tons of humanitarian aid to 97 countries through its Containers of Hope program, supported over 550 educational projects in France, Lebanon and around the world, and assisted 55 entrepreneurs through its social incubator, Le Phare.

A full report on the Foundation's actions will be published in 2025. Meanwhile, two key projects in 2024 highlight its dual approach focusing on long-term initiatives and emergency response.

Solidarity Warehouse: logistics know-how to help those in need

The CMA CGM Foundation has partnered with French food aid non-profit organizations for many years. Currently, these non-profits face growing demand and insufficient resources, especially for food storage, transportation and distribution.

To address these needs, the Foundation took the unprecedented step of establishing the Solidarity Warehouse, a state-of-the-art logistics hub shared by five French non-profits (Restos du Cœur, French Red Cross, Secours Populaire, ANDES and Secours Catholique) that enables them to organize their distribution efforts efficiently.

Leveraging the Group's logistics expertise, the Solidarity Warehouse optimizes storage conditions, enhances working conditions for volunteers, and streamlines food aid distribution.

This modern and secure 5,000 m² facility, located in the heart of Marseilles, is easily accessible by public transportation and major roads, and can store up to 3,200 tons of essential supplies and 300 pallets of fresh produce.

Cyclone in Mayotte: the Group and the CMA CGM Foundation join forces

In response to the destruction caused by Cyclone Chido, the Group and the CMA CGM Foundation are continuing their joint efforts to deliver essential goods to Mayotte.

As part of an operation coordinated by the French Civil Security and Crisis Management Agency (DGSCGC), and with the support of the CMA CGM Foundation, 50 containers of humanitarian aid (water, food and hygiene products) were transported free of charge to Mayotte to meet the needs of populations affected by Cyclone Chido and Tropical Storm Dikeledi and to assist in rebuilding the archipelago.

This operation, which was headed by the French Civil Security Agency, benefited from contributions from NGOs such as Banques Alimentaires, which supplied around one-third of the total volume of goods, the Marseille Fire Brigade, which donated emergency equipment, and various committed companies.

The CMA CGM Group also established a maritime bridge using seven of its ships, which transported over 2,441 containers, 3.5 million liters of water and 1,500 tons of humanitarian aid. The CMA CGM Group, through its subsidiary CEVA Logistics, also chartered 12 flights from Paris containing a total of 990 tons of goods.

Collaborations and partnerships



ELLES BOUGENT

This association aims to attract young women (from secondary education and higher education) to scientific, technical, technological and engineering careers. It showcases professions where there is a shortage of female talent, in particular in the energy, rail, digital, space, maritime and logistics sectors.



PARIS 2024

CMA CGM Group has been a partner of the Paris 2024 Olympic and Paralympic Games.



CONTAINER SHIP SAFETY FORUM

Established in 2014, this NGO brings together major shipping stakeholders committed to improving the safety performance and management practices of container shipping.



CARGO INCIDENT NOTIFICATION SYSTEM

This platform for exchanges between the largest shipping companies enables to quickly share security and safety issues relating to goods transported in containers.



THE INTERCOMPANY EXPATRIATION CENTER

It's a privileged forum for exchanging and sharing best practices concerning international mobility strategies and policies within major European companies on a global scale.



AXA CLIMATE

The Axa Climate School was launched in 2019 with the mission of acting as a committed climate insurer serving companies in the private sector, national governments and regional public sector organizations.



FAIR WAGE NETWORK

This non-governmental organization promotes fair wage practices at company level and throughout global supply chains, and offers a transparent methodology for assessing and certifying fair wages.

OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES ON RESPONSIBLE BUSINESS CONDUCT

These guidelines provide recommendations from governments to multinational companies on responsible business conduct in key areas, such as climate change, biodiversity, corporate integrity and supply chain due diligence.



VENDREDI

This social startup offers a specialized platform for fostering employee awareness and involvement, as well as a network of partner associations.



HUMANFAB

This sport and health expertise center includes a scientific laboratory that researches movement, a sports medicine center and a high-performance sport institute. They work in unison to set up new preventive training plans and develop new tests to combat sedentary lifestyles, improve physical fitness and enhance employee well-being.



TRAINME (DÉCATHLON)

Using its TrainMe plan, Décathlon is helping CMA CGM to set up a sports, well-being and health prevention program. This program offers dedicated support for athletes and encourages the practice of sports within the company.



NES&CITÉ

Since 2001, Nes&Cité has deployed original methods to help people find work in underprivileged urban neighborhoods. The association operates in three areas: job mediation, job events and recruitment. Job mediation seeks to create links between stakeholders in a particular local area.



FRESQUE DU CLIMAT

Fresque du Climat is a non-profit association dedicated to raising awareness of climate issues through educational and collaborative workshops. The association trains and provides employees with support in promoting their workshops in the business world and internationally.



KAROS

Karos is a carpooling platform for commuters. Carpooling journeys are optimized using algorithms that automatically anticipate travel needs. In 2024, CMA CGM restarted a carpooling program at its head office and partnered with Karos, which operates in the Aix-Marseille metropolitan area. As a result, the Group has joined the largest carpooling community in France.

Acting for FAIR TRADE

In line with its commitment to responsible international trade, ethics and integrity are the pillars of CMA CGM Group's cooperation with suppliers and customers. The Group deploys these fundamental values in all its activities, supported by a culture of exemplary behavior and rigorous policies. It offers its customers innovative and ecological customized transport solutions, to assist them effectively in their decarbonization process. At the same time, the Group engages its suppliers in a progress-focused approach based on environmental and social criteria.

Direct contribution



Indirect contribution



8. Acting ethically and with integrity

CMA CGM ensures that the principles of ethics, integrity and compliance are applied to all its activities. The Group endeavours to be a benchmark on these issues. Its voluntary and proactive approach is a key factor in its relationship of trust with all its partners and stakeholders.

Management and the teams that specialize in these areas implement a culture of exemplary behavior. This culture, which is communicated to all employees through frequent awareness-raising courses, is governed by a set of policies. In addition to the areas discussed in previous chapters, the Group carries out targeted programs on combating bribery and influence peddling, conflicts of interest, compliance with the competition laws, compliance with economic sanctions and export controls, data management, preventing illicit trafficking and tax transparency.

In 2024, CMA CGM continued its efforts on the issue of ethics with its suppliers. For the second consecutive year, the Group obtained Responsible Purchasing and Supplier Relations (RFAR) certification, which covers the following aspects:

- Payment periods;
- Inclusion of sustainability criteria into supplier selection processes;
- Training on ethical issues provided to the company's teams.

Objectives:

- Strengthening measures to prevent, detect and remedy behaviours which violate the Code of Ethics
- Providing mandatory "ethics and compliance" training courses to 100% of employees

Corporate culture of exemplary behavior and compliance

The Chairman and CEO and the management team orchestrate implementation of the Group's commitment to ethics and compliance that is set out in the Group's Code of Ethics. They are fully committed to applying the Code of Ethics and the Group's compliance policies within their respective areas of responsibility. Employees regularly receive communications remind-

ing them of CMA CGM's values of exemplary and ethical behavior, as well as the rules they are expected to follow. Their support, as well as the commitment of our teams, ensures that the Group's compliance system is effective and robust.

In addition to its Code of Ethics, the Group has adopted framework documents, which are a reference for all employees, including the Anti-Bribery Code and specific policies, in particular on responsible purchasing, gifts and hospitality, conflicts of interest, lobbying and handling whistleblowing alerts.

A team of experts oversees and coordinates the ethics and compliance program, in particular ethics and business integrity, economic sanctions and export controls, competition law, personal data protection, and the duty of vigilance.

The CEVA Logistics Code of Conduct – the One CEVA Code – sets out the specific commitment of the CEO and of Management to ethics and compliance, in line with the values of the CMA CGM Group. CEVA Logistics' Compliance Offi-



cer is responsible for implementing the company's ethics and compliance program, assisted by a team of global and regional legal and compliance professionals.

Employee training on ethical issues

Each year, all Group employees receive training on crucial issues, including:

- Compliance with competition law;
- Preventing bribery;
- Awareness-raising on fraud;
- Cybersecurity;
- Preventing discrimination in the workplace;
- Preventing harassment in the workplace;
- Human rights;
- Responsible use of digital tools.

Training on fraud, bribery, human rights and cybersecurity was provided as part of the Group's annu-

al two-week mandatory training campaign, which was launched in October.

In addition to the training provided by the CMA CGM Group, CEVA Logistics employees must complete a compulsory e-learning course on the "One CEVA Code", as well as a series of customized training courses focusing on risks. These courses are aimed at employees with the greatest exposure, to further advance the organization's maturity, expertise and regulatory compliance.

Secure whistleblowing line for whistleblowers

Since 2019, the Ethics & Compliance Helpline has been available to all CMA CGM employees and to third parties: suppliers, subcontractors, etc. It can be contacted 24/7 in several languages. It permits whistleblowers to remain anonymous



if they so wish, in accordance with applicable local law.

Furthermore, CMA CGM is committed to protecting whistleblowers. Persons who, in good faith, report a potential violation of the law or of internal policies are protected from all forms of retaliation. All reporting means are covered by a whistleblowing and non-retaliation policy: reports to supervisors, use of the whistleblowing line or any other means. It is available on [the Group's website](#).

During the "Speak Up" awareness campaign, CMA CGM's Chairman and CEO reminded all employees of the Group's determination to reinforce its actions in this area.

Preventing bribery and influence peddling

The Anti-Bribery Code of Conduct set out the rules applicable to the prevention of bribery and influence peddling and the disciplinary sanctions applicable in the event of a breach.

CMA CGM continues to strengthen and deploy its program to prevent, detect and combat bribery and influence peddling. This incorporates, in particular, the requirements of applicable laws, such as the US Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act (UKBA) and the French Sapin II Act.

The anti-bribery and anti-influence peddling program covers, in particular, the following matters:

- The mapping of ethical risks, together with an associated action plan approved by the Group Executive Committee;

- The Anti-Bribery Code of Conduct;
- Performing due diligence on third parties, including implementing procedures to assess the compliance of CMA CGM's most at-risk partners, intermediaries, suppliers and customers;
- Promotion of the Ethics & Compliance Helpline whistleblowing report system;
- Awareness-raising and training for employees most exposed to bribery risks, based on Group-specific risk scenarios identified in the risk map;
- Measures to ensure that the Anti-Bribery Code of Conduct is properly applied (internal controls and internal audits);
- The implementation of anti-bribery and anti-influence peddling accounting controls;
- External audits of the anti-bribery compliance system;
- A set of disciplinary measures applicable in the event of non-compliance with the Anti-Bribery Code.

The program is overseen by the Group's Ethics & Compliance Department, and is closely monitored by the Board of Directors' Audit and Accounts Committee.

The Group participates in joint actions with other players in the maritime industry. CMA CGM is a member of the Maritime Anti-Corruption Network (MACN), which shares tools and experience on the implementation of anti-bribery programs in the maritime and port sector.

In 2024, the CMA CGM Group comprehensively updated its bribery and influence peddling risk map, in particular to include recently created or acquired business lines (passenger shipping, air freight transport and media). It also strengthened its due diligence processes for sponsorship and corporate philanthropy operations, as well as its internal control measures for conflicts of interest.

Preventing illicit trafficking

The Group has made reinforcing its resources to combat illicit trafficking a priority. This combat focuses particularly on drugs, weapons, protected species and counterfeit goods. In 2024, CMA CGM strengthened its prevention capabilities to avoid contamination of its containers by these types of illegal trafficking. These actions also extend to the various stakeholders involved in the Group's logistics activities.

Regular meetings with the customs authorities of the countries in which the Group operates are key steps. These strengthen cooperation and enable combating illicit trafficking more effectively.

New tools and procedures are constantly being developed, and the Group cooperates fully with the competent authorities in France and internationally.

To support its commitments, the Group is a member of the Baltic and International Maritime Council (BIMCO). This association facilitates the business operations of its members by drafting standardized contracts and contractual clauses.

CMA CGM's Central Security Department also coordinates a working group within the World Shipping Council (WSC), the Custom Interface Working Group. It aims to be the voice of the maritime transport industry with respect to preventing illicit trafficking vis-à-vis policy makers and other industry groups with an interest in international transport.

Compliance with competition and antitrust laws

Awareness of and compliance with competition law are top priorities that CMA CGM sets for its employees.

The competition law compliance program applies to all of the Group's operations worldwide. It is based on six main principles:

- Maintaining independent sales strategies;
- Not entering into anti-competitive agreements;
- Not engaging in customer segmentation;
- Not abusing dominant positions;
- Not committing any acts of unfair competition;
- Withdrawing from dubious discussions.

The concrete achievements of this program ensure a healthy and fair economic environment for all.

This program is implemented by a team of dedicated in-house lawyers, with the assistance of local relays. The teams are also available to all employees to ensure that all business

practices are carried out in compliance with the competition law.

Finally, training on competition and antitrust law is provided worldwide, both online and in person.

Compliance with economic sanctions and export controls

The CMA CGM Group conducts all its activities in compliance with the applicable laws on economic sanctions, embargoes and export controls. The requirements of these laws are reflected in the Group's internal rules, in particular through controls incorporated directly into our information systems. In 2024, these rules were consolidated into a single policy: the Group Economic Sanctions and Export Control Policy. In addition, a specific policy for terminal and depot activities supplements this policy to take into account the specificities of each activity. The CMA CGM Group's approach positions it as a partner of national and international authorities.

Compliance with international sanctions is ensured by systematic appli-

cation of controls at each stage of transactions. This includes analysing the following factors:

- The goods the Group transports;
- The entities with which the Group interacts, including its suppliers;
- Any aspect of a transaction that exposes the company to the risk of extraterritorial sanctions, in particular the currency of payment.

Transactions deemed sensitive are identified and analyzed by three lines of defense:

1. Operational staff;
2. Staff specialized in international sanctions and export controls and/or internal controls;
3. Internal audit, during its targeted audits of entities or focusing on the economic sanctions compliance program.

Finally, the Group is committed to training its employees on this issue and informing them of developments in real time. This information takes the form of specific training and memos sent to the staff with the greatest exposure.

The CMA CGM Group endeavors to strengthen its ethical commitments and foster a culture of open dialogue that encourages all employees to make an active contribution to the Group's pursuit of exemplary behavior

Responsible data management

Data security/ cybersecurity

As a leading international shipping and logistics company, CMA CGM Group takes the issue of cybersecurity very seriously. This is a crucial issue to ensure the growth of the Group and the trust of its stakeholders.

Therefore, CMA CGM Group continues to strengthen and deploy its data and asset protection strategy (protection of information assets). This combines technological investments, in order to equip ourselves with effective solutions, as well as investment in human capital, in order to develop awareness and a cybersecurity culture within CMA CGM Group.

In particular, this strategy is based on:

- The incorporation of cybersecurity into the issues reviewed by the company's governance, with strong Management involvement and commitment;
- The design and deployment of effective cybersecurity policies, measures and technologies against malicious actors, covering the Group's physical and logical assets, in order to ensure the continuity of operations and business, as well as the security of the company and of the employees and customers;
- The dissemination of a cybersecurity culture within the company, using tools such as training and awareness campaigns for employees;
- The development of a true global ecosystem of collaboration focused on cybersecurity issues through exchanges with other private actors, within national and

international communities of which CMA CGM is a member, as well as with government institutions. CMA CGM Group is a member of the Cyber Campus in France.

Personal data protection

CMA CGM implements technical and organizational means for its customers, suppliers, employees and third parties. The Group extends its compliance policy to subcontractors and subsidiaries, to ensure that European personal data protection standards are observed throughout the world.

CMA CGM pays particular attention to the speed with which requests to exercise the right to erase personal data are processed. This attention is reflected in the short processing time periods: for example, in the maritime transportation business, the average time required to process these requests is six days. In addition, the Group carries out regular compliance checks of its websites.

Tax transparency

CMA CGM Group complies with applicable tax laws and pays the taxes due in each country or region where the Group does business, in accordance with the rules of law and international tax conventions.

CMA CGM is committed to building a lasting and professional relationship with the tax authorities of the various countries, in particular by respecting their procedures. Due to the complexity of the tax rules, differences in interpretation between the Group and local tax authorities may arise. In such case, the Group reserves the right to dispute any tax adjustments it considers unfounded.

The Group applies the OECD transfer pricing standards and the principles of the national laws based thereon.

Tax risk management is an integral part of the Group's overall risk management process. CMA CGM adopts a responsible approach to tax management and audits, based on documentation and internal control reports of tax processes.

Finally, the Group does not encourage or promote tax evasion, either by it or by its subsidiaries. Group companies located in non-cooperative states and territories are established there solely for business or operational reasons.



9. Cooperating in an exemplary manner with our customers and suppliers

In line with its commitment to responsible international trade, ethics and integrity are the pillars of CMA CGM cooperation with suppliers, partners and customers. The Group deploys these fundamental values in all its activities, supported by a culture of exemplary behavior and rigorous policies. It offers its customers innovative and ecological customized transport solutions, to assist them effectively in their decarbonization process. At the same time, the Group engages its suppliers in a progress-focused approach based on environmental and social criteria.

Objectives:

- Offering services with low environmental impact
- Assessing 100% of CMA CGM Group's eligible supplier base by 2025

Offering our customers innovative and sustainable solutions

CMA CGM innovates and designs tomorrow's freight transport solutions for over 70,000 customers worldwide. In addition to their core businesses, CMA CGM and CEVA Logistics help their customers measure the carbon impact of their shipments and contribute to their decarbonization, through the use of alternative energies.

Listening, innovation and transparency with respect to services and CSR

LISTENING TO CUSTOMERS

Several times each year, CMA CGM conducts a global survey of its customers. This survey enables the Group to monitor its Net Promoter Score, a benchmark indicator on the likelihood that respondents would recommend it, and to identify key areas for improvement. In 2024, the questionnaire was sent to over 730,000 different customer contacts, the vast majority of which gave the Group a positive NPS.

In addition to this survey, key performance indicators for measuring customer satisfaction are also established. They are based on questions asked to each person who interacts with the customer service department. 1,300,000 questionnaires were sent out and 89,000 responses were received.

In addition to specific training for Customer Service teams to improve the customer experience, our Customer Journey Mapping initiative is rolled out in our entire network of agencies. This visual tool is effective in capturing customers' experiences during their interactions with our organization, and has enabled us to better understand customer expectations and find solutions with them: in 2024, over 570 "Customer Journey Mappings" were carried out.

Like CMA CGM, CEVA Logistics conducts an annual Net Promoter Score survey to help determine the main areas in which it can improve.

This year, 15,000 satisfaction questionnaires were sent out to customers who had contacted customer service. This enabled CEVA Logistics to immediately act on the feedback received and to get back to its customers and implement concrete actions to meet their needs.

CEVA Logistics also has a range of tools enabling it to listen and respond to the needs of its customers on a day-to-day basis. For example, the digital solutions of the MyCeva virtual assistant help improve the level of service and listening provided to customers.

SHARING AND TRANSPARENCY ON CSR ISSUES

At CMA CGM and CEVA Logistics, a CSR customer office is dedicated to the relationship with the Group's customers, to assisting them and to handling their questions on the three strategic priorities: People, the Planet, Fair Trade. It works closely with the sales network and CSR experts.

The dedicated teams answer customers' questions, share and explain the Group's CSR strategy, and initiate collaborative projects. These services also produce the customized CO₂ reports for key customers, and the CO₂ ratings included in tenders.

In 2024, the customer bureaus of CMA CGM and CEVA Logistics satisfied over 1,250 customer requests. The sharp rise in these requests reflects customers' growing interest in CSR issues.

Measuring and reducing carbon impact

The Group develops software that enables its customers to obtain accurate information on their carbon emissions.

CEVA Logistics and CMA CGM are active members of Clean Cargo and Smart Freight Center, multi-stakeholder initiatives to reduce the environmental impact of maritime transportation.

CARBON EMISSION ANALYSES FOR CMA-CGM CUSTOMERS

Information on CO₂ emissions is available throughout the customer experience. The Group's customers will be able to choose the least polluting mix of multimodal solutions before placing their shipping order. Emissions are calculated using the Clean Cargo method.

Before shipment, customers can use several tools to calculate their carbon footprint:

- The Eco-Calculator, which in 2025 will calculate door-to-door CO₂ emissions;
- An online price quotation tool that estimates emissions when a price quotation is issued;
- Emissions calculated more pre-



The world continues to change around us, and as a company with a strong CSR commitment, we remain focused on finding "Better Ways" of transporting goods worldwide. Our near-term actions are focused on our warehouses, the fleet within our ground operations and the low carbon solutions we develop alongside our industry partners. In 2024, we launched CEVA FORPLANET, enabling our customers to reduce the environmental impact of their supply chains by leveraging a range of low

carbon transport and circular economy solutions. Innovation and collaboration must stay at the core of our sustainability efforts at CEVA and across the industry, so we are taking tangible action today with an eye on the solutions of tomorrow.

Mathieu Friedberg,
Chief Executive Officer
CEVA Logistics

cisely (number of containers, distance, etc.) when bookings are made.

In addition, during tenders, CMA CGM informs potential customers of the carbon footprint of each maritime route for which a commercial bid is submitted.

After shipments are completed, the Group provides its customers with an analysis of the carbon footprint of the distances traveled by their shipments: by mode of transport, by booking, by geographical area and over a given period.

CARBON EMISSION ANALYSES FOR CEVA LOGISTICS CUSTOMERS

Using digital technology, CEVA Logistics develops sustainable solutions that improve visibility, transparency and information about emissions generated by supply chain services.

CEVA Logistics developed several digital tools to measure CO₂ emissions for its internal and external stakeholders.

The company has launched the Eco-Calculator, which provides an estimate of CO₂ emissions for a particular journey and mode of transportation (sea, air or road). CEVA Logistics' Eco-Calculator is based on the technology of Searoutes, one of its partners, which was incubated within ZEBOS and has been accredited by the Smart Freight Center.

CEVA Logistics has developed two tools for performing ex post calculations of CO₂ emissions, which are based on actual shipments made for its customers.

These solutions, based on dedicated in-house platforms, can be used to produce CO₂ analyses for a customer's shipments over a given period. These carbon analyses can be performed by all employees, under

the responsibility of the CSR team, for all modes of transportation operated by CEVA Logistics.

Finally, CO₂ has been integrated in several forms into the MyCEVA digital solution. On this new CEVA Logistics booking platform, customers have access to:

- An ocean offer, Green Ocean Solutions, that uses alternative energies, such as liquefied natural gas (LNG) or biofuel;
- CO₂ visibility during cotation.

CEVA Logistics has also developed Intelligreen, an innovative in-house tool that displays the port-to-port carrier schedules of customers under contract. It enables customers and operators to make transportation choices on the basis of three key criteria: price, transit time and CO₂ consumption. CEVA Logistics aims to raise CO₂ to the same level as other decision-making factors, thus offering customers the possibility of managing their Scope 3 consumption. The proof of concept (PoC) was finalized in the third quarter of 2024, primarily for FCL ocean voyages. The minimum viable product (MVP) will be rolled out in early 2025 in several regions, in particular Europe and the United States.

A portion of the CO₂ emissions of shipments is calculated using the EcotransIT tool, which complies with the new ISO 14083 standard. This tool takes into account emissions from transshipments and offers greater granularity for CO₂ emissions calculations. In addition to theoretical calculation formulas, it can be used to send detailed route information for each shipment (flight number for air transportation, events at locations along the route, etc.). It also recognizes the carrier (whether air or sea carrier) and generates precise routing simulations if the fill rate, truck size and type of fuel used are input. This tool is used on a daily basis to

respond to calls for tender and simulate various low-carbon transportation plans for the same route.

To improve analysis and reporting, the Group plans to extend this level of precision in calculating CO₂ emissions to the systems within CEVA Logistics' scope by the end of 2025.

Colis Privé: calculating the carbon footprint of the last-mile

Parcel delivery is one of CEVA Logistics' core businesses. This segment is very specific and the associated CO₂ measurement is complex: it can be based on estimates, actual fuel consumption or averages.

Colis Privé has extensive expertise in this area. In collaboration with several shipper customers, Colis Privé has participated in a pilot project to develop an AFNOR standard for measuring the GHG performance of last-mile e-commerce deliveries. This calculation standard will be in the form of a quality index that measures calculation accuracy. Therefore, Colis Privé is able to provide each customer with the carbon impact of their parcel. This quantification methodology will be in line with the recent ISO 14083 standard that establishes a methodology for calculating GHG emissions from corporate transport operations.

Emergency aid transport

The Humanitarian Services Office offers customized solutions to international organizations and NGOs providing emergency aid. It aims to meet their specific humanitarian transportation and logistics needs and to enable them to resolve and overcome any obstacles they may encounter until final delivery of the humanitarian supplies.

In 2024, the Group handled the transport of 21,761 TEUs of emergency aid.

Developing solutions to reduce or offset emissions

Since 2020, ACT+ has offered its customers various services to reduce and offset their greenhouse gas emissions from maritime transport.

Four services are offered:

- Mix-Biomethane: this service reduces WTW CO₂e emissions by 25% by using a mix of LNG and guaranteed-origin biomethane;
- Biofuel+: Biofuel+: this service reduces WTW CO₂e emissions by 84% by using biodiesel (UCOME, Brown Grease);
- Mix-Biofuel: This service reduces WTW CO₂e emissions by 10% by using a mix of VLSFO and biodiesel (UCOME, Brown Grease3);
- Carbon Offset: Carbon Offset: offer that complements the emission reduction services and which offsets residual emissions via carbon credits.

Customers can now reduce and offset their carbon footprint thanks to a new feature on the eCommerce platform: the decarbonization gauge. This tool allows customers

to select the level of reduction they wish to achieve, with options ranging from 1% to 84%. In addition, they may offset up to 80% of their residual emissions.

Customers that take part in the ACT+ program receive a quarterly declaration confirming their actions to reduce or offset GHG emissions. The portions of the declarations concerning reductions are audited annually by a third-party organization.

Some CMA CGM customers have also made commitments to reduce and offset CO₂ emissions. For example, for the second consecutive year, Nestlé chose biofuel for all its freight transported by CMA CGM.

CEVA Logistics has rolled out the Green Ocean Offer, which offers the same services as ACT+. This offer proposes insetting4 and offsetting5 services for CO₂ emissions from shipping transport through the use of alternative fuels. These services are also offered on a case-by-case basis for inland transport, with a variety of solutions such as:

- Biodiesel (HVO100 and B100);
- Electric vehicles;
- Compressed natural gas (CNG), some of which is bio-CNG.

Since 2021, CEVA Logistics has offset the CO₂ emissions of its Ocean LCL customers. These offsets represent approximately 11,000 tons of CO₂ equivalent per year. Offset projects are carried out in partnership with PUR Projet, an association that works to preserve biodiversity in Central America.

■ 2023
■ 2024
> Objectives

CO₂ emissions - direct reductions in tons (ACT+)

■ 158,386
■ 200,030

CO₂ emissions - indirect reductions in tons (ACT+)

■ 135,407
■ 80,644

CO₂ emissions - offset in tons (ACT+)

■ 469,789
■ 323,781

Total number of TEU (ACT+)

■ 1,114,789
■ 1,276,931

Number of containers transported via the Humanitarian Services Office

■ 25,586
■ 21,761

CEVA FORPLANET

In late 2024, CEVA Logistics launched the CEVA FORPLANET suite of sustainable logistics solutions, which is designed to help its customers improve the environmental performance of their transportation and logistics flows. The solutions provide a granular measurement of CO₂ generated by ship-

ments and highlight key variables associated with mode of transportation and geographical location. Decision support tools identify the best routes and carriers, and suggest modal shift options whenever possible. Solutions also focus on shifting to low-carbon transportation, offering alternative fuel options for air, sea and inland transportation.

Beyond Carbon

CEVA Logistics works closely with its customers to decarbonize their supply chains. This approach puts our customers' operational teams in touch with CEVA Logistics' decarbonization experts, who will provide tips for optimizing the fill rates of parcels, aircraft pallets and containers.

CEVA Logistics holds an annual Beyond Carbon event, which brings together all project teams to share feedback on problems encountered, and to brainstorm about solutions for future projects.



Ensuring a sustainable supply chain

Creating and securing a responsible supply chain and being supported sustainably by suppliers and subcontractors is a key challenge for reducing risks for individuals, society, the economy and the environment, but also for being able to better face and manage the challenges of tomorrow.

The Group's responsible purchasing policy:

To provide a framework for its purchasing practices, CMA CGM Group has drafted a reference document, The Way to Buy, which describes the fundamental principles of responsible purchasing and supplier relations. It focuses on:

- Values, commitments and rules of conduct;
- Sustainable purchasing best practices throughout the procurement process;
- The roles and responsibilities of the stakeholders in this purchasing process;
- The supplier qualification process.

This responsible purchasing policy encourages taking CSR criteria into account, in particular in invitations to tender. These criteria may relate to the CSR performance of the tenderers or to the CSR performance of the bids themselves (carbon impact, positive social impact).

The Group has also set up a specific governance structure bringing together all stakeholders (risks, operational purchasing, CSR, finance, compliance, etc.) in order to assist buyers in implementing corrective actions, as well as to decide on continuing to do business with the suppliers most at risk.

CEVA LOGISTICS' GENERAL PURCHASING POLICIES

To reduce supplier-related risks in connection with general purchases, CEVA Logistics has issued a new policy inspired by the Group's policy "The Way to Buy", which sets out rules and guidelines for the procurement cycle. This policy now requires the approval of the local purchasing departments before onboarding any new suppliers. Written approval must be obtained before any formal or informal commitment is made to any supplier.

SPECIFIC PURCHASING POLICIES

CEVA Logistics has adopted specific purchasing policies for its main families of purchases: inland transportation activities and air and maritime transportation.

To incorporate CSR criteria into the selection process for suppliers of sea and air freight services, a responsible purchasing policy, specifically for these two purchasing categories, is currently being rolled out as an extension of the responsible purchasing charter signed earlier. The Group has also developed a risk map for this type of freight.

• Strategic suppliers

Suppliers are expected to complete an in-house CSR questionnaire and to undergo an EcoVadis assessment and dedicated business reviews. Depending on the answers and scores obtained, a corrective action plan will be set up with the supplier.

To assist them in their continuous improvement process, webinars on CSR issues are held throughout the year.

• Non-strategic suppliers

A CSR risk map for freight purchases has been created internally to

identify CSR risks by purchasing category. Risk mitigations measures are applied depending on the supplier's country. Country risk is calculated on the basis of several indexes:

- Global Slavery Index
- Human Freedom Index
- Human Development Index
- Environmental Performance Index

All non-strategic suppliers located in countries where the risk associated with the purchasing category is classified as high or major are required to complete a CSR questionnaire developed in-house. Depending on the results, a corrective action plan will be established with the supplier before consideration is given to terminating the relationship.

Third Party Code of Conduct

The Third Party Code of Conduct is the cornerstone of our responsible purchasing policy. It establishes the minimum non-negotiable standards required of the Group's partners, in particular suppliers, in the course of a contractual relationship. The Code of Conduct applies to all CMA CGM contractual relationships and its signature is a prerequisite for any partnership.

CMA CGM is committed to an environmentally-friendly digital transformation and is endeavoring to create an IT ecosystem where sustainability standards are shared and valued. In 2024, the Group drafted a charter for IT suppliers, which is appended to all new contracts. It defines the actions the Group expects from its IT suppliers and encourages them to adopt sustainable practices in line with the Group's commitment.

CEVA Logistics intends to work with companies that share its mission, vision and values in terms of compliance and integrity. CEVA Logistics therefore insists that its main suppliers meet the same level of commitment. The Ethics & Compliance department can establish due diligence procedures tailored to the type of goods and services in question.

In 2023, CEVA Logistics also rolled out its Responsible Purchasing Charter. The Charter is an integral component of CEVA Logistics' purchasing policy. It is distributed to all general purchasing suppliers. It sets out:

- The ethics and sustainability principles governing business relationships with subcontractors and suppliers of goods and services;
- CEVA Logistics' various commitments to its business partners.

Supplier Relations and Responsible Purchasing Certification

For many years, the CMA CGM Group has pursued a proactive, continuous improvement approach to responsible purchasing, which culminated in the signature of the Supplier Relations and Responsible Purchasing Charter in April 2023. Furthermore, the Group's approach was recognized by the award of Supplier Relations and Responsible Purchasing certification to CMA CGM SA for its shipping business. This progress confirms the Group's commitment to building balanced, long-term relationships with its suppliers. CMA CGM Group has also appointed an internal ombudsman, whom its suppliers can contact in the event of unresolved disputes with their technical and sales contacts.

We are committed to preventing and reducing risks in our supply chain by cultivating a relationship with our suppliers and subcontractors based on dialogue, reciprocity and support.

The CSR, Legal, Purchasing and Compliance Departments have drafted a CSR clause that confirms the priority given to business partners who respect these principles. This clause highlights the importance of ethical and CSR commitments in the contracting process.

Regardless of purchasing category, the CSR clause is included in all contracts entered into with new suppliers who are managed at the central level.

In 2023, the "Voice of Supplier" satisfaction survey was carried out on a representative panel of suppliers to measure satisfaction with CMA GCM and identify the main areas in which improvement was expected. A new survey is underway to assess the impact of corrective actions taken.

Assessment, monitoring and support of suppliers and sub-contractors

SUPPLIER RISK MANAGEMENT AT CMA CGM

In 2021, CMA CGM Group launched the Accelerate program with the aim of speeding up supplier assessments and fortifying risk management. The assessment covers financial aspects, corruption, economic sanctions, and CSR issues.

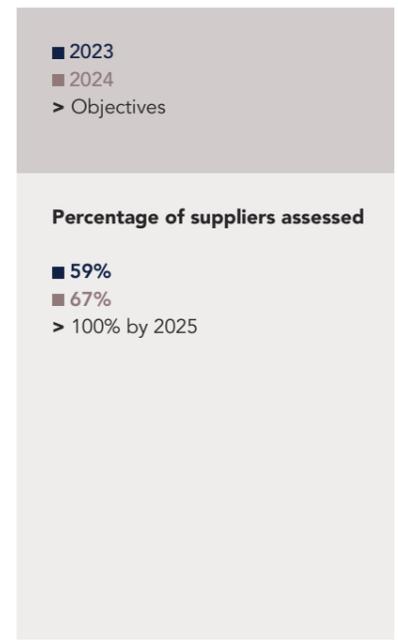
In connection with this program, CMA CGM implemented a supplier risk management tool that reinforces their assessment, coordinates corrective action plans and monitors risks throughout the relationship with the Group. The CSR assessment method is based on a

hierarchy of risk levels, depending on the type of purchase and the relevant country. CMA CGM CSR experts have designed a risk mitigation plan to assist buyers in implementing corrective actions.

As digitalization is a tool for reinforcing and accelerating the responsible purchasing process, CMA CGM Group has launched a vast supplier data optimization program. This project aims to strengthen and harmonize the supplier onboarding process and to make supplier data more reliable throughout the term of their contract.

In 2024, the CMA CGM Group assessed 67% of its eligible suppliers, accounting for approximately 85% of expenditures of the maritime business.

Training campaigns have been conducted to roll out this tool to buyers in the maritime business. In 2024, the Group rolled out this tool to its main agencies. Roll-out to the remaining agencies will be completed in 2025.



PREFERRED SUPPLIERS AT CEVA LOGISTICS

The General Purchases department manages the relationship with CEVA Logistics suppliers, implementing a process of continuous cooperation, performance analyses and assessments tailored to different levels and types of risk. Particular attention is paid to certain key suppliers, preferred suppliers and suppliers with high annual purchasing volumes. These suppliers are assessed on the basis of their performance in supplying goods or services, or based on associated risks, such as the degree of economic dependency between CEVA Logistics and the supplier.

Since 2023, CEVA Logistics has also developed a new process for as-

sessing new suppliers, which takes into account CSR risks, regulatory compliance and financial dependence. This process may culminate in the implementation of corrective action plans with the supplier or the termination of the business relationship.

CEVA Logistics is currently working on incorporating CSR criteria into its Preferred Suppliers selection process, as well as into the performance reviews of its Key Suppliers. This initiative is designed to favor the selection of responsible suppliers and thus contribute to the sustainability and decarbonization of the sector. In 2024, it was extended to purchases of air and sea freight services.

Focus on the E-Green Project

In connection with the eGreen project, the Group has developed initiatives to work in conjunction with IT suppliers on reducing the Group's digital carbon footprint.

The Group aims to systematically include CSR criteria in its calls for tender for IT suppliers. In 2024, 40% of IT calls for tender issued included criteria such as product life cycle, accessibility and decarbonization strategy.

Training and awareness-raising on balanced and long-lasting supplier relationships

The Group trains its employees in responsible purchasing issues through online training and in-person seminars.

CMA CGM created the "Procurement Academy" program to train and support its employees involved in the purchasing process. It includes an e-learning module and specific training on responsible purchasing.

Finally, to encourage developing and maintaining balanced and long-lasting relationships with its suppliers, Management conducts regular awareness-raising campaigns for the purchasing community and all stakeholders. Through this campaign, CMA CGM reiterated the importance of ethical and responsible management to treat suppliers in a fair, transparent, ethical and respectful manner.



Collaborations and partnerships



RESPONSIBLE PURCHASING AND SUPPLIER RELATIONS CHARTER AND CERTIFICATION

The Responsible Purchasing and Supplier Relations Charter encourages companies and public and private organizations to adopt responsible practices in their dealings with suppliers. This certification rewards French companies and public entities that have built long-term balanced relationships with their suppliers.



MARITIME ANTI-CORRUPTION NETWORK

This global network of companies aims to eliminate corruption in the maritime sector and promote ethical trade that will benefit society as a whole.

UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

The UNODC's actions are guided by a set of international legal instruments, including the United Nations Convention Against Corruption (UNCAC), which contains provisions on preventing corruption, procedural standards and rules for international cooperation.



BALTIC AND INTERNATIONAL MARITIME COUNCIL (BIMCO)

This committee works to facilitate the business operations of its members by drafting standardized contracts and contractual clauses.



WORLD SHIPPING COUNCIL (WSC)

CMA CGM coordinates a working group within this association, known as the Custom Interface Working Group. This working group aims to build a sustainable, safe and secure maritime industry.



UN GLOBAL COMPACT

The UNGC principles are an important international instrument to guide the efforts of companies that have a key role to play in building more stable, inclusive and sustainable societies.



SMART FREIGHT CENTRE (SFC)

This organization works to reduce greenhouse gas emissions from freight transport. It aims to guide the global logistics industry towards the reduction of its emissions by one billion tons by 2030 and to achieve zero emissions by 2050.



CLEAN CARGO

This inter-company initiative of major brands, freight carriers and freight forwarders aims to reduce the environmental impacts of international freight transport.

Sustainable Air Freight Alliance

SUSTAINABLE AIR FREIGHT ALLIANCE (SAFA) CEVA LOGISTICS

CEVA Logistics is a member of this collaborative initiative including maritime transport, air cargo and freight forwarding companies that are committed to measuring and reducing their CO₂ emissions and that advocate responsible transport.



GLOBAL LOGISTICS EMISSIONS COUNCIL (GLEC)

GLEC members have developed a GLEC framework that is the only globally recognized methodology for harmonized calculation and reporting of the GHG footprint of logistics in the multimodal supply chain.

CMA MEDIA

After having acquired La Provence-Corse Matin in 2022 and La Tribune and the launch of La Tribune Dimanche in 2023, the CMA Media division expanded one again in 2024 with the addition of RMC - BFM. Each one has its own identity and multiple and varied fields of action and distribution channels. However, they share an essential social and environmental responsibility: to raise awareness about current and future challenges.

Key figures

National press, digital and print editions, TV and Radio

Nearly **300** journalists

4 press titles present on all media

+60 events a year

+10 000 event participants

€ 80M in revenue in 2024 (press activity)

CMA Media provides support for its staff and editorial teams to reinforce their engagement. In 2024, this led to the implementation of high-impact projects and the development of a common long-term plan for 2025.

The reporting process is currently being set up and the relevant figures will be available for fiscal year 2023.



Jean-Christophe Tortora,
Chief Executive Officer – CMA Media

Quality information is a precious commodity, essential to the vitality of our democracies. In 2024, CMA Media became the 3rd private media group through the acquisition of RMC - BFM with a clear ambition: to offer sourced, nuanced information accessible to all, in all territories. The move of our head office to Grand Central, which houses all our media in the heart of Marseille, embodies our desire to be close to our readers and our capacity to innovate through hybridisation. Finally, our

strategy is based on the development of new digital formats and AI to meet new expectations and new uses. In 2025, we will continue to innovate and commit ourselves to our readers, to offer information that is ever more relevant and close to citizens.

Raising awareness among the general public and acting as its spokesperson

INFORM

The core role of media outlets is to publish quality information and unite citizens around current issues that concern and impact them. The press plays a key function in shaping readers' perceptions of environmental, social and societal issues. We aspire to providing them with the keys to understand these issues and encourage them to take action. This policy was put into practice in 2024 by the editorial teams of La Provence - Corse Matin and La Tribune through various reports, interviews and columns:

- La Tribune devoted 26 articles to CSR topics and publishes columns focusing on societal issues ("Les Héritières", "Le 1er sexe");
- At La Provence, eight journalists received personalized training enabling them to specialize in climate issues. A weekly column specifically on these topics is now published for readers. In late 2024, La Provence also launched Environnement, a newsletter that focuses on environmental issues and initiatives in the region.

INSPIRE

La Tribune highlights inspiring projects and personalities through its events, at which experts, citizens, decision-makers, researchers, students and non-profit associations meet and exchange ideas.

For example, in partnership with ELLE magazine, La Tribune's editorial team organized the "Les Lauréates" prize, which spotlighted 30 women in France who are taking action to promote a fairer, more egalitarian society.

The local roots of newspapers like La Provence and Corse Martin enable us to publicize local initiatives endeavoring to meet sustainability challenges. La Provence's bimonthly newsletter, which was launched in 2024, highlights solutions to environmental issues developed in the Sud Region.



Unifying local communities to accelerate its transition

Thanks to the links forged with both economic and public stakeholders, our media outlets invite managers and government officials to rethink their activities and models, in order to transform their organizations and the local areas under their jurisdiction. This is one of the aims of CMA Media. In 2024, the Impresa club (the La Provence and Corse Matin business

clubs) held a one-day event to encourage companies in Corsica to implement CSR policies by learning from the experiences and practices shared by other companies on the island;

In September 2024, La Tribune, in collaboration with the Nice Côte d'Azur Metropolitan Area and the City of Nice, organized the Nice Climate Summit, in preparation for the United Nations Ocean Conference, scheduled for June 2025 in Nice. A forum for exchange and reflection, this second edition of the event

welcomed experts, governments, start-ups, investors and representatives of civil society to share their visions and experiences. This international conference focused on key issues such as the protection of marine ecosystems, the energy transition and the blue economy.

To reinforce its role as a rallying point for economic players, La Tribune devoted two round tables at the ACT 50 event to the subjects of transition and sustainable development.



Transforming itself with and for its employees

ENVIRONMENT

La Provence is committed to reducing its impact on the environment and, in particular, on climate change. The Group has invested in optimization software to reduce greenhouse gas emissions from the daily transportation of its publications, which accounts for the largest share of its carbon footprint. The newspaper also encourages its employees to use environmentally friendly means of transportation. A mobility plan was introduced in 2024 with the aim of reducing emissions from employee commuting by 15%.

Since it was launched in 2023, La Tribune Dimanche has outsourced the printing of its newspapers to a service provider who uses waterless technology (an environmentally-friendly printing process that eliminates the use of pollutants and reduces waste), as well as to La Provence, which has received the Imprim'Vert environmental certification.

GENDER EQUALITY AND DIVERSITY

After having signed an agreement on gender equality in the workplace in 2022, La Provence has promoted this culture within its companies. Their management bodies have experienced similar progress: at end-2024 they comprised 30% women.

A policy has been launched to encourage greater inclusion of persons with disabilities. An event was held on November 18 to raise awareness of invisible disabilities, and to encourage employees to speak out so that the company can provide tailored support for employees with disabilities.

For its part, in 2024, La Tribune conducted a survey among its employees on the subjects of diversity, equity and inclusion. Its findings were used to develop an action plan that will be implemented in 2024-2025. This plan provides for:

- Establishing a formal DE&I policy;
- Providing awareness-raising and training sessions to managers;
- Appointing equality officers;
- Drafting a charter setting out the company's commitments.

Furthermore, 63% of the department heads "in La Tribune" are women.

COLLABORATIVELY RETHINKING WORK ORGANIZATION

The profound upheavals in the press sector are forcing many media outlets to change their business and organizational models. In 2024, La Provence continued its Jobs and Careers Management Plan. This collaborative approach will provide our employees with optimal support in this changing landscape.

HEALTH, SAFETY AND WELL-BEING

Since the external audit La Provence commissioned on the company's psychosocial risks, the well-being of its 800 employees has been a priority. A variety of measures have been taken to take care of our employees. Teleworking became widespread in 2024, and sports sessions, as well as the delivery of baskets of organic produce, are offered to employees. An awareness and prevention campaign focusing on male and female cancers was held in Marseille.

Appendices

Indicators

Acting for the planet

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
Fighting climate change						
Energy consumption						
Fuel consumption of the maritime fleet √	Millions of tons	Maritime activities	9.2	7.9	8.1	
of which LNG (in VLSFO equivalent)	Thousands of tons		961.2	539.2	409.3	
of which biofuels	Thousands of tons		50.9	76.8	99.8	
Share of alternative fuels in the energy mix of maritime activities	%		11	7.8	6.3	11.5% by 2024
Warehouse energy consumption	MWh	Logistic activities	523,022	424,445	270,147	
Share of renewable electricity in warehouses	%		69	34	22	100% by 2025
Percentage of warehouse floor area covered by LEDs	%		91	84	76	100% by 2024
Surface area of photovoltaic panels installed on warehouses	m ²		799,360	773,295	669,042	
Fuel consumption of the truck fleet	Millions of liters		57.1	84.7	73.6	
Number of alternative fuel vehicles	Number		1,152	630		First year of publication
CO₂ emissions						
CO₂ emissions Scope 1	Millions of tons	Group	29.1	25.5	26	
CO₂ emissions Scope 2	Millions of tons	Group	0.2	0.2	0.2	
CO₂ emissions Scope 3	Millions of tons	Group	20	13.9	13.1	
3.2 - Capital goods	Millions of tons	Group	3.3			
3.3 - Fuel - and Energy - Related Activities (not included in Scope 1 or Scope 2)	Tons	Group	5.3			Net Zero by 2050
3.4 - Upstream Transportation and Distribution	Millions of tons	Group	10.7			
3.5 - Waste generated by operations	Millions of tons	Group	0.6			
3.6 - Business travel:	Tons	Group	0.02			
3.7 - Employee travel	Tons	Group	0.1			

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
Improvement of maritime CO ₂ emissions performance compared to 2008	%		-57	-56	-50	
CO ₂ performance of maritime activity TTW CO ₂ /TEU.km √	gCO ₂ /TEU.km	Maritime activities	43.8	45.1	51.8	
CO ₂ performance of maritime activity WTW CO ₂ /TEU.km √	gCO ₂ /TEU.km		53.3	53.4	61.4	
Protecting air quality						
NOx emissions from maritime fleet fuel consumption √	Thousands of tons	Maritime activities	616	553	575	
SOx emissions from maritime fleet fuel consumption √	Thousands of tons		76	68	71	
Particulate matters emissions related to the maritime fleet fuel consumption √	Thousands of tons		57	51	54	
Number of owned vessels adapted and equipped for shore power connection	Number		116	67		Not Available
Percentage of the owned fleet adapted and equipped for shore power connection	%		38	26		Not Available
Owned vessels equipped with hybrid scrubbers	Number		69	68	60	
Protecting biodiversity						
Number of major marine oil pollution incidents	Number		0	0	0	0 accidental pollution per year
Number of containers lost at sea	Number	Maritime activities	168	4	69	0 containers lost at sea per year
Vessels equipped with ballast water treatment technology	Number		301	266	177	
Number of vessels equipped with FORS	Number		70	62	62	
Promoting a circular economy						
Ships dismantled	Number		0	1	0	
Solid waste	m ³ per ship	Maritime activities	136	148	144	
Oil sludge production	Thousands of tons		188	186	179	

Acting for people

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
Protecting employees						
Total salaried workforce	Number	Group	118,310*	106,607	87,714	
Number of new hires	Number	Group	27,930	29,111	29,886	
Number of departures	Number	Group	28,544	32,544	24,317	
Number of nationalities	Number	Group	177	168	175	
Payroll	USD millions	Group	8,570	7,255	6,526	
Turnover rate	%	Group	23	29	32	
Percentage of employees with access to primary health care	%	CMA CGM	98	98	98	
	%	CEVA Logistics	100	100	95	
Number of fatal accidents	Number	Group	0	2	3	
Lost Time Injury Frequency Rate (LTIFR)	Rate	Maritime	0.98	0.77	0.72	40% lower by 2025
		Inland	4.1**	Not Available	Not Available	
		Air	5.38	First year of publication		
Workplace accident severity rate	Rate	Maritime	0.14	0.16	0.14	
		Inland	0.2**	Not Available	Not Available	
		Air	0.14	First year of publication		
ISO 9001 Quality Certification	Rate	Maritime	100	100	100	
		Terminals	68	35	35	
		Depots	79	3	Not Available	
		Logistics	88	73	77	
ISO 14001 Certification - Environment	Rate	Maritime	100	100	100	
		Terminals	58	31	35	
		Depots	79	3	Not Available	
		Logistics	69	52	51	

* The reported workforce does not include CEVA Logistics temporary contracts.

** Health and safety data for land-based operations include CEVA Logistics, terminals and CCIS depots.

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
ISO 45001 Health and Safety Certification	Rate	Terminals	61	35	30	
		Depots	79	3	Not Available	
		Logistics	62	41	51	
GDP certification - Healthcare	Rate	Logistics	85	First year of publication		
ISO 50001 Energy Certification	Rate	Logistics (Colis Privé)	47	38	Not Available	
		Maritime	6	0	5	
Major incidents	Number	Terminals	0	0	0	
		Depots	0	0	0	
Rescue operations	Number	Maritime	16	21	12	
Promoting education and training						
Number of training days per employee			2.2	2.3	1.5	3 days/employee/year
Number of hours of training (total)	Day	Group	1,875,499	1,706,241	872,259	
Number of hours of training - e-learning			498,716	272,664	295,027	
Number of hours of training - in person			1,376,783	1,433,577	577,232	
Number of hours of CSR training	Day	CMA CGM	147,827	90,482	57,509	
Number of International Corporate Volunteer young talents	Number	Group	81	72	63	
Number of apprentice young talents	Number	Group	760	Not Available	Not Available	
Commitment to diversity and inclusion						
Non-discrimination policy	Document	Group	Yes	Yes	Yes	
Ratio of women to men	%	Group	36/64	37/63	35/65	
Gender equality index	-	CMA CGM	90/100	92/100	92/100	
		CEVA Logistics	89/100	80/100	84/100	
Share of women in management	%	Group	35	34	32	
Share of women in the Top 400 by remuneration	%	Group	22	First year of publication	24% by 2025	
Share of women on the Board of Directors	%	Group	42	42	42	
Average age of employees	Age	Group	40	39	39	

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
Intergenerational ties						
Distribution of staff by age group						
Under 20			0.52	0.44	0.30	
20 to 29			22.23	23.21	24.50	
30 to 39	%	Group	29.99	30.63	31.50	
40 to 49			25.52	24.98	24.30	
50 to 59			16.43	15.95	14.60	
60 and over			5.31	4.78	4.80	
Cultural diversity						
Distribution of the workforce by geographical area						
Europe/France			43.92	43.20	31.10	
Africa/Middle East	%	Group	8.48	8.53	11.80	
Americas			21.32	23.72	24.50	
Asia/Oceania			26.27	24.55	32.50	
Ensuring respect for human rights						
Human rights policy	Document	Group	Yes	Yes	Yes	
Vigilance Plan	Document	Group	Yes	Yes	Yes	
Supporting local communities						
Percentage of countries that have launched at least one local initiative	%	CMA CGM	92.14	91.30	94.00	100%

Acting for fair trade

INDICATOR	UNIT	SCOPE	2024	2023	2022	OBJECTIVE
Acting ethically, with integrity, and ensuring compliance in business practices						
Code of Ethics	Document	Group	Yes	Yes	Yes	
Percentage of employees who received mandatory training on ethics and compliance issues	%	Group	86.2	Not available	Not available	100%
Number of alerts received per category	Number	CMA CGM	311	Not Available	Not Available	
		CEVA Logistics	702	Not Available	Not Available	
Business ethics	Number	Group	313	Not Available	Not Available	
Fraud	Number	Group	105	Not Available	Not Available	
Human resources:	Number	Group	377	Not Available	Not Available	
Health and safety	Number	Group	74	Not Available	Not Available	
Other inappropriate behavior	Number	Group	82	Not Available	Not Available	
Not included in the scope	Number	Group	65	Not Available	Not Available	
Offering our customers innovative and sustainable products and services						
Percentage of inland transport by rail or barge	%	CMA CGM	70	66.5	64	70% by 2025
Number of containers transported via the Humanitarian Services Office	TEU	CMA CGM	21,761	25,586	29,974	
Number of TEU (ACT+)	TEU	CMA CGM	1,276,931	1,114,119	1,463,791	
CO ₂ emissions offset by ACT+	Tons	CMA CGM	323,781	469,789	1,146,570	
CO ₂ emissions reduced directly by ACT+	Tons	CMA CGM	200,030	158,386	76,297	
CO ₂ emissions reduced indirectly by ACT+	Tons	CMA CGM	80,644	135,407	142,973	
		CMA CGM	75/100	75/100	75/100	
EcoVadis	Rating	CEVA Logistics	Gold	64/100	Not Available	
		CMA CGM	B	A-	B	
Carbon Disclosure Project	Rating	CMA CGM	B	A-	B	
Ensuring a sustainable supply chain						
Partner Charter	Document	Group	Yes	Yes	Yes	
Suppliers assessed	%	CMA CGM	67	59	Not Available	100% by 2025

A table showing how the CMA CGM Group's policy corresponds to the Global Reporting Initiative (GRI) Standards is available on the Group's website here.

Methodology

CSR indicators are updated each year. They were defined based on the UNGC's 10 principles, the 17 Sustainable Development Goals and the Global Reporting Initiative (GRI) criteria, as well as in compliance with obligations under French law, the European Union's Non-Financial Reporting Directive and, to the extent possible, applicable international standards.

We consider the following information to be outside the scope of the Group's activities:

- Fighting food insecurity;
- Preventing food waste;
- Protecting animal welfare;
- Responsible, equitable and sustainable food.

Details and methodological limitations of indicators

Some indicators are reported for the Group's consolidation scope, whereas others are reported for a more limited scope depending on their relevance or due to differences in calculation methods.

The Group includes acquisitions in its reporting scope as of January 1 of the year following the signature date of the acquisition.

CMA CGM Group publishes consolidated non-financial information covering the Group's scope, unless indicators are specific to a particular activity. However, the scope may also be limited on a case-by-case basis for certain indicators due to the maturity

of the reporting process or differences in calculation methods. Any scope limitations with respect to the titles of the relevant indicators are explained in the Extra-Financial Performance Report (DPEF). CMA CGM Group is committed to expanding, in the coming years, the reporting scope of indicators whose scope has been significantly restricted.

The reporting period runs from January 1, 2024 to December 31, 2024.

CHANGES IN SCOPE IN 2024:

In 2023, CEVA Logistics completed the acquisition of Stellar Value Chains Solutions. This entity was included in the scope of consolidation from 1st January 2024. Warehouse reporting has been fully harmonized with CEVA Logistics' methodological principles.

In March 2024, the Group acquired the entities of the RMC – BFM group (formerly Altice Media), which were integrated into the Media division. The reporting process is currently being set up for these entities and the relevant figures will be available as of fiscal year 2025. The figures for Provence-Corse Matin and La Tribune

have been reported since 2024, including the Group's CO₂ emissions, hours of training, the share of women in Top Management, and total workforce. Other data are presented in the dedicated double page.

In 2024, CEVA Logistics completed the acquisition of Bolloré Logistics. This entity was retroactively included in the scope of consolidation from 1 January 2024. The reporting of Bolloré Logistics' warehouses and own fleet of vehicles has been fully harmonized with CEVA Logistics' methodological procedures.

Acting for the planet

FUEL CONSUMPTION OF THE MARITIME FLEET

Consumption relates to the entire operational fleet (owned and chartered vessels). It includes the following types of fuel oil: HSFO, LSFO, MGO-DO, LNG and biodiesel. Alternative fuels – The fuels included in the energy mix are biofuels and biomethane, LNG, bioLNG and synthetic methanes.

NOMINAL TEU CAPACITY OF LNG-POWERED VESSELS

Sum of the volume capacities of all chartered and owned LNG-powered vessels.

CO_{2e} EMISSIONS FROM MARITIME FLEET FUEL CONSUMPTION (SCOPE 1)

These emissions are obtained directly on the basis of fuel consumption. The following emission factors are applied to the fuel oil consumption of the maritime business:

- 1 ton of HSFO = 3.150 tons of CO_{2e},
- 1 ton of LSFO = 3.198 of tons CO_{2e},
- 1 ton of MGO/DO = 3.240 tons of CO_{2e},
- 1 ton of LNG = 2.75 tons of CO_{2e} ,
- 1 ton of biofuel = 0.049 tons of CO_{2e}.

CO₂ EMISSIONS FROM TERMINALS & INLAND SITES (SCOPE 1 & 2)

The Scope 1 considers direct emissions from fuel consumption used in direct operations in the terminal or inland site, often called tank-to-wheel.

The Scope 2 is a product of the total sum of electricity consumption multiplied by the annual electricity emission factor of the respective country. Note that the electricity emission factor depends on the mode of production of electricity in each country. Therefore, it can change according to the evolution of the country's electricity mix. We also include the emissions resulting from the production of low-carbon electricity on-site with the nuclear emission factor as reference.

CO₂ EMISSIONS CEVA LOGISTICS

CEVA Logistics reports on the energy consumption of its trucks and warehouses and on the associated Scope 1 and 2 CO₂ emissions, as well as its Scope 3 emissions from subcontracted maritime and air transport.

ENERGY CONSUMPTION OF CEVA LOGISTICS WAREHOUSES AND ASSOCIATED CO₂ EMISSIONS (SCOPE 1 & 2)

Sites covered in the report include owned and leased operational sites (warehouses, workshops, etc.). Offices are excluded (with the exception of offices located directly at operational sites), as well as parking lots, undeveloped land and residential buildings. These categories represent 14% of CEVA Logistics' surface area in m², and have much lower energy consumption than operational sites.

Warehouses are included in the reporting scope if operated for at least one full quarter.

Energy consumption includes electricity, natural gas, domestic fuel

oil, district heating and diesel for handling vehicles and generators. Electricity includes the consumption of the Group's own sites, as well as the charging of its electric vehicles if they are charged at a charging station installed at a CEVA Logistics site.

Low-carbon electricity is electricity of renewable or nuclear origin purchased through certificates of origin, as well as electricity produced by solar panels installed on the warehouses the Group operates and that is for its own use.

The surface area of photovoltaic panels installed on sites is the surface area installed at sites owned by CEVA Logistics, as well as sites that CEVA Logistics leases and where it uses the electricity produced by the panels.

Greenhouse gas emissions are calculated on the basis of energy consumption and emission factors specific to each country and/or type of energy. These emission factors are obtained primarily from the following databases:

- Diesel and LPG: GLEC v3.1;
- Natural gas and domestic heating oil : Base Carbone ADEME;
- Electricity: International Energy Agency;
- District heating: Data from local energy suppliers.

For electricity, the emission factors used are those of the International Energy Agency for 2023.

For certain warehouses (representing less than 15% of the Group's warehouses), energy consumption was estimated applying the kWh/m² ratio calculated for consumption of CEVA Logistics sites in 2023.

CO₂ EMISSIONS FROM FUEL CONSUMPTION OF THE TRUCK FLEET (SCOPE 1 & 2)

This indicator includes CEVA Logistics trucks:

- Including vehicles owned or leased;
- Including short- and long-term leases;
- Excluding personal vehicles and company cars.

Electricity consumption of the Group's electric vehicles is included in Scope 2 emissions of the fleet, unless they are charged at charging stations installed at CEVA sites. In such case, this consumption is included in Scope 2 emissions of warehouses.

Carbon dioxide emissions are calculated on the basis of reported energy consumption applying emission factors specific to each type of energy. These emission factors are obtained primarily from the GLEC v.3.1 Framework.

CO₂e EMISSIONS PER LOADED TEU AND PER TEU-KM

Scope: CMA CGM Group's operating fleet (owned and chartered vessels) during the reporting period.

- TEU-km: nominal capacity of vessels x distance sailed.

CMA CGM'S SCOPE 3 CO₂e EMISSIONS

Scope 3 emissions are generated by the construction of ships and containers, the production of waste (solid and liquid) by ships, business travel by employees, the consumption of fuel oil for inland transport, and the upstream phase of production and transport of fuel consumed.

Scope 3 GHG emissions are the CO₂ emissions from CMA CGM's value chain activities. Of the 15 Scope 3 categories in the GHG Protocol,

6 catégories are currently determined as applicable to CMA CGM's business model and activities. The excluded categories are:

- Category 1 - Purchased goods and services: consolidation work is in progress for 2025;
- Category 8 - Upstream leased assets;
- Category 9 - downstream transportation and distribution;
- Category 10 - processing of sold products;
- Category 11 - Use of sold products;
- Category 12 - End-of-life treatment of sold products;
- Category 13 - Downstream leased assets;
- Category 14 - franchises, and
- Category 15 - Investments.

Scope 3 emissions include emissions linked to:

• Category 2 - Capital goods, including:

- 1) Shipbuilding:** Emissions from shipyards sites are unknown at present, but are assumed to be negligible. The impact is calculated on the basis of carbon dioxide emissions from the production of steel needed to build ships, which is itself measured based on the weight of the steel in the ships, with an emission factor of 2.21 tCO₂e/ton of steel (source: ADEME). We take into account the average number of ships built over a three-year period. In 2024, the methodology has been updated to apply the GHG Protocol scope assumptions to ships in ownership and delivered new during the reporting year; and
- 2) Manufacturing containers:** In 2023, the methodology has changed to take account the actual weight of containers rather than their theoretical weight. Steel emission factor = 2.21 tCO₂e/ton of steel (source FEDERIC/ADEME - the French Environment and Energy Management Agency).

• Category 3 - Fuel - and Energy - Related Activities (not included in Scope 1 or Scope 2):

CMA CGM:

Upstream carbon dioxide emissions are calculated using the following emission factors:

- HFO 0.26 tCO₂e/t, Source: EN16258;
- DO 0.68 tCO₂e/t, Source: EN16258;
- VLSFO 0.64 tCO₂e/t, Source: GLEC;
- LNG 0.89 tCO₂e/t, Source: GLEC;
- BIOFUELS 0.554 tCO₂e/t, Source: RED II EU Directive 2018/2011.

CEVA Logistics:

Upstream carbon dioxide emissions are calculated using the following emission factors:

- Diesel and LPG: GLEC v3.1;
- Natural gas and domestic heating oil: Base Carbone ADEME;
- Electricity: International Energy Agency;
- District heating: Data from local energy suppliers.

• Category 4 - Upstream transport and distribution, including:

- 1) Inland freight:** We apply standard emission factors provided by the GLEC v.3.1 Framework for each mode of transport (rail freight, road freight, barges) and depending on the country to calculate the corresponding carbon footprint before and after maritime transport;
- 2) Third party feeder:** The emission factor used is 25.8g/tons.km and is calculated by taking the average maritime performance of the CMA CGM Group's internal feeder services;
- 3) Empty containers for repositioning:** The calculation method has changed in 2022 to take into account the transport of empty containers between warehouses;
- 4) Freight transport:** This indicator includes subcontracted freight carried by air by air, sea and road on behalf of our customers. These CO₂ emissions are calculated on the basis of the weight of

goods transported from the TMS (Transport Management Systems), distances travelled calculated by our Carbonview tool (ISO14083-compliant) and based on emissions factors provided by the GLEC v.3.1 Framework.

New for 2024 - Bolloré Logistics: Historically, some of the CO₂ emissions from shipments have been calculated using the EcotransIT tool, which complies with the new ISO 14083 standard. This tool takes into account emissions linked to transshipments and offers greater granularity in the calculation of CO₂ emissions. In addition to theoretical calculation formulas, it can send detailed information on the journey for each shipment (flight number for air, location events along the way, etc.). It also recognises the carrier (air or sea) and enables precise simulations to be carried out on the route by specifying the loading rate, the size of the truck and the type of fuel used. This tool is used on a daily basis to respond to invitations to tender and to carry out simulations of low-carbon transport plans on the same route.

To improve analysis and reporting, the Group plans to extend this level of precision in calculating CO₂ emissions to systems within the CEVA Logistics perimeter by the end of 2025.

CEVA Logistics' CO₂ emissions include a proportion of maritime transport subcontracted to CMA CGM. When we publish the consolidated emissions of the CMA CGM group, these emissions are restated to avoid double counting with the CMA CGM maritime scope 1. This restatement is deducted from CEVA Logistics' contribution to the Group's carbon footprint. CO₂ emissions linked to subcontracted transport exclude rail transport for technical reasons. Work is underway to enable these

emissions to be accounted for in the future. We estimate that they currently represent less than 5% of CEVA Logistics' scope 3 emissions.

With regard to Scope 3 CO₂ emissions from our road transport activities, our tools do not currently allow us to isolate the CO₂ emitted by our road transport activities. to isolate the weight actually transported by our trucks during forwarding activities. As a precaution, CEVA Logistics uses the maximum weight that can be transported by the truck used, which leads to an overestimation of emissions from this mode of transport.

This overestimation applies to FTL road haulage, i.e. 60% of the total.

CEVA Logistics road haulage is estimated on the basis of GEFCO road haulage, i.e. 21% of the CO₂ perimeter linked to CEVA Logistics goods transport.

• Category 5 - Waste generated by operations, including solid waste, oil sludges and scrubber residues.

The volume of solid waste generated by owned vessels: emissions related to waste from chartered vessels are estimated on the basis of the emissions from owned vessels, prorated per twenty-foot equivalent unit (TEU) km.

Oil sludge (including sludge and scrubber residues) corresponds to the volume produced by owned and chartered vessels, for all types of vessel. Their quantities are monitored on the basis of unloading orders reported by the ships. The density conversion factor for sludges is set at 0.92 and 1.125 for scrubber residues. In 2024, we reached a consensus to apply the emission factor for oily water, which account for over 80% of hydrocarbon sludge. Oily water emission factor = 2.8498 tons of CO₂/ton. We apply this emission factor to the total quantity of

sludge generated during the reporting period.

• Category 6 - Business travel:

Seafarers and stationary staff travel are booked using the CMA CGM Travellers' Club reservation platform. The data covers 97% of the Group's business travel for all entities combined. To define emission factors, the Group uses ADEME's method "GHG information for transport services - Application of Article L. 1431-14313 of the French Transportation Code, version updated September 2018 following adoption of Article 67 of Law no. 2015-992". Transport services are broken down into segments by type of transport (rail/air), characteristics (size of aircraft, type of train) and distance covered. CO₂ emissions are calculated by multiplying the distance by the emission factor of the corresponding means of transportation. Rented vehicles are not currently included in the scope of GHG information.

• Category 7 - Employee commuting:

We apply the ADEME emission factor for cars of 0.216 kg CO₂e/km, and assume 20 kilometers per day and 220 working days.

SO_x EMISSIONS FROM MARITIME ACTIVITIES

SO_x emissions cover the entire operated fleet. They are calculated on the basis of fuel oil consumption per type of fuel oil and regulatory sulfur limits. Sulfur emissions captured by scrubbers are not included in total SO_x emissions.

NO_x EMISSIONS FROM MARITIME ACTIVITIES

NO_x emissions cover the entire operated fleet. - Source: 2018 NO_x emission factors (Source: Fourth IMO Greenhouse Gas Study 2020).

PERCENTAGE OF THE FLEET ADAPTED AND EQUIPPED FOR SHORE POWER CONNECTION

Vessels counted for this purpose have obtained confirmation by an external certification body that the system installed is operational. All vessels retrofitted for cold ironing and equipped with an AMP-removable container (containers/actual cable) are included.

As the definition has changed in 2023, data are not comparable with previous years.

OIL POLLUTION

The reporting scope covers the Group's owned vessels. This pollution includes unintentional discharges of hydrocarbons, oil, sludge, chemicals, hazardous materials and non-hazardous materials (non-exhaustive list). Containers and anchors lost at sea are not included in the scope. - Only pollution output exceeding 500 liters is included in this indicator.

SOLID WASTE FROM VESSELS

Total quantity (in m³) of solid hazardous and non-hazardous waste generated by owned vessels. Sludge is not taken included in this indicator.

CONTAINERS LOST AT SEA

Containers that fall into the water at a port and are recovered are not included. - The scope includes owned vessels only (and therefore excludes chartered vessels).

SLUDGE

Sludge covers oil waste. The amount of sludge generated is calculated on the basis of the sludge discharge quantities ordered by vessels before they arrive in the ports.

Acting for people

WORKFORCE AND BREAKDOWN BY AGE AND GENDER

For the breakdown of staff by age and gender, as well as new hires and departures, the scope covers 98% of the total workforce and excludes stationary employees not included in MyHR.

The workforce covers the Group's consolidated scope as of December 31 of the reporting period, with the exception of the limits stated above. This includes permanent contracts, fixed-term contracts, internships and international corporate volunteers.

NEW HIRES AND DEPARTURES

"Intra-group" transfers are counted as movements. This means that any person who is transferred or who signs a new employment contract or a contractual amendment with a Group company is considered to be a new hire or a new departure.

TURNOVER RATE

This indicator reports the percentage of turnover, defined as the sum of the number of departures and new hires, divided by two, and divided by the average workforce. The scope includes CMA CGM stationary employees, MyHR and CEVA Logistics, and represents approximately 91% of the Group's workforce.

SHARE OF WOMEN IN MANAGEMENT

This indicator reports the number of women who hold management positions, i.e., female employees who directly supervise at least one employee. This scope covers 90% of the Group's workforce; it does

not include French and international seafarers, as their contracts are not Group contracts, or sedentary employees not reported in C&Me.

TRAINING HOURS

In 2023, a new Group reporting tool was introduced at CMA CGM and CEVA Logistics. This tool tracks actual training hours for distance, in-person and e-learning formats.

CMA CGM: hours of training provided to blue-collar workers, representing 7% of the total headcount of the Group, have been excluded from the consolidated data.

CEVA Logistics: CEVA Logistics does not currently have a dedicated training management system for its operational warehouse staff. Training hours are collected manually by worldwide training teams.

We found that the average training hours reported manually in the US, Mexico and Canada appear to be understated. This region comprises approximately 10,600 employees, representing less than 7% of the total CMA CGM Group workforce.

Consequently, the training hours reported for these countries include an estimate. Specifically, as each new recruit is required to complete a 37-hour training program, we have estimated that all new recruits in the US, Mexico and Canada have received this amount of training. This estimate represents approximately 94,000 hours in 2024, i.e. 5% of Group data.

SHARE OF WOMEN IN THE TOP 400 BY REMUNERATION

The TOP 400 are the highest salaries, for pay levels 16 and above, in the maritime, inland and logistics, air and media activities.

SHARE OF EMPLOYEES WITH ACCESS TO HEALTH COVER

CMA CGM seafarers are excluded from the reporting scope. The scope covers 92.5% of the Group's workforce.

CMA CGM and CEVA use similar calculation methods:

- CMA CGM and CEVA consider that coverage should include hospitalization, treatments and outpatient consultations.
- CMA CGM and CEVA report the number of employees who have access to health coverage offered by the Group or the public authorities.

SAFETY INDICATORS

The scope of the maritime safety indicators includes owned vessels only (and therefore excludes chartered vessels and vessels managed by subcontractors).

The scope of employees covered by this indicator is seafarers who work for CMA CGM, including officer cadets and external organizations, except third-party vessel managers.

Until 2022, the total number of hours worked was the total number of days at sea of each vessel x 24 hours x the theoretical number of crew members aboard. As of 2023, hours worked are calculated on the basis of actual hours worked.

Lost-time injury that occur after landing are not counted or consolidated because they are the responsibility of the shipowners.

The severity rate is calculated as follows: total number of days lost, divided by total number of hours worked, multiplied by 1,000. Since 2022, days of sick leave are no longer included in the calculation.

MAIN MARITIME INCIDENTS INDICATOR

A major maritime incident is an event that impacts the health and safety of the ship and crew, the environment, (e.g., an oil leak) or the Group's reputation or that has a significant financial impact.

SAFETY AT TERMINALS

The scope covers all employees subject to the CMA CGM Terminals QHSE policy, which covers 89% of the QHSE workforce, i.e., 32 inland sites covered.

The safety reporting scope of the Extra-Financial Performance Report (DPEF) includes only sites for which CMA CGM controls QHSE matters and which have reported, for at least 12 continuous months, the data required to calculate the safety indicators in the TIN@ tool.

Due to the security context, the Brooklyn Kiev Port and Lattakia terminals are excluded for fiscal year 2024.

Days lost due to accidents that occurred before the site was acquired or before it began operations are not included.

SAFETY AT DEPOTS

The scope covers all employees subject to the CMA CGM Inland QHSE policy, which covers 92% of the QHSE workforce, i.e., 39 inland sites covered.

MAIN INCIDENTS AT TERMINALS AND DEPOTS

A major incident at a terminal or depot is an event that impacts property, the environment, not including major pollution (significant damage requiring immediate action), safety (a critical event

following a safety breach), the Group's reputation or that has a significant financial impact.

CEVA LOGISTICS SAFETY INDICATOR

Temporary employees (including temporary agency staff) hired by CEVA Logistics are not included in this indicator.

In 2023, following the addition of major entities to its consolidation scope, CEVA Logistics recalculated the benchmark for its target of reducing the frequency rate by 30% between 2021 and 2025. After this recalculation, the 2021 benchmark was changed from 4.18 to 5.29.

PERCENTAGE OF COUNTRIES THAT HAVE LAUNCHED AT LEAST ONE LOCAL INITIATIVE

A local initiative is a one-off or recurring volunteer initiative undertaken by a CMA CGM Group entity in which employees from one or more CMA CGM Group divisions participate. The scope of this indicator covers CMA CGM and includes the following entities: CMA CGM, ANL, MERCOSUL Line, APL, and CNC.

Acting for fair trade

NUMBER OF ALERTS RECEIVED PER CATEGORY

The indicator shows the total number of reports received via the alert reporting tool, and no longer only alerts.

This indicator is reported for:

- CMA CGM: number of alerts submitted over the relevant period;
- CEVA Logistics: number of reports received (regardless of the number of alerts) over the relevant period.

Figures are not comparable for 2023 and 2024.

PERCENTAGE OF EMPLOYEES WHO RECEIVED TRAINING ON ETHICS AND COMPLIANCE ISSUES

This indicator covers white-collar workers. The indicator covers eligible stationary employees, who account for 56% of the Group's workforce. Employees who do not have an email address, employees of subsidiaries not controlled by CMA CGM, and employees on long-term leave are excluded.

Training corresponds to the six training modules on ethics and compliance provided on the CMA CGM Group's central training platform. A joint campaign for CEVA Logistics and CMA CGM was launched in September 2024.

SUPPLIERS ASSESSED

The scope covers CMA CGM's maritime operations and all types of purchases (indirect, terminals, intermodal, chartering, CMA ships, bunkering, feeding, pool, P&T, logistics). A supplier is defined on the basis of the supplier's site. If CMA CGM purchases from two different sites of the same supplier, the Group counts two suppliers for the purpose of calculating the indicator.

VALUE ADDED SUSTAINABLE SERVICES (ACT+ PRODUCTS)

Scope: all TEUs booked worldwide by CMA CGM or any other Group company. Reduced and offset CO₂ emissions: covers well-to-wake emissions of the entire value chain.

EX-POST CORRECTIONS

In order to make the historical data comparable, the severity rate for 2023 for the maritime scope has been recalculated by including French seafarers in the days lost count.

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

For the year ended December 31, 2024

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "Entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC, Cofrac Validation/Verification accreditation, n°3-1884, scope available on www.cofrac.fr) under number 3-1884¹, we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended December 31st, 2024 (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (code de commerce).

At the request of the entity, we also performed work designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign √.

Limited assurance conclusion

Based on the procedures we performed as described under the «Nature and scope of procedures» paragraph and the evidence we obtained, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions 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:

- Areas for improvement in terms of internal control and traceability of information have been identified within the reporting process for "Training", "Energy" and "Safety" data for the scope of logistics activities in the United States.

Reasonable assurance conclusion on a selection of non-financial information

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

Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or of a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

¹ Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr

Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the entity

Management of the entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information,
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators,
- preparing the Statement by applying the entity's "Guidelines" as referred above, and
- designing, implementing, and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

Responsibility of the Statutory Auditor, appointed as independent third party

Based on 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 historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

At the request of the entity and outside of the scope of our accreditation, we may express reasonable assurance that the information selected by the entity, presented in the Appendices, and identified by the symbol ✓ has been prepared, in all material respects, in accordance with the Guidelines.

It is not our responsibility to report on:

- the entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the French Duty of care law),
- the compliance of products and services with applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagements, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes*, "Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière"¹, supplemented by our own procedures, which are set out in

the Appendix to this report, acting as the verification program, and with the international standard ISAE 3000 (revised)².

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

Means and resources

Our work engaged the skills of eight people between September 2024 and February 2025 and took a total of approximately eighteen weeks.

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

Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the main related risks,

- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector,

- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code, 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 provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks,

- We verified that the Statement presents the business model and a description of main risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, products or services, as well as policies, measures and the outcomes thereof, including key performance indicators related to the main risks,

- We verified that the Statement includes a clear and motivated explanation of the reasons for the absence of policies implemented considering one or more of these risks required under Article R.225-105 I of the French Commercial Code,

- We referred to documentary sources and conducted interviews to:

- assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented,

– corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the Appendices. Concerning certain risks³, 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 entities⁴,

- We verified that the Statement covers the consolidated scope, i.e. all the entities within the consolidation scope 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 implemented, and assessed the data collection process aimed at ensuring 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 the Appendices, 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 definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities⁴ and covers between 23% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests,

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

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*), a higher level of assurance would have required us to carry out more extensive procedures.

Nature and extent of additional work on the information selected by the entity and identified by the sign ✓

With regard to the information selected by the entity, presented in the Appendices and identified by the symbol ✓ in the Statement, we conducted the same work as described in the paragraph «Nature and scope of our work» above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests. The selected sample accounts for 100% of the information identified by the symbol ✓.

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol ✓.

¹ Technical Opinion - Intervention of the CAC - Intervention of the ITO - Declaration of extra-financial performance – Update December 2024.

² ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.

³ Acting closely with local communities ; Cooperating in an exemplary manner with our suppliers and customers ; Protecting biodiversity ; The Group's decarbonization partnerships and projects.

⁴ CMA CGM France ; CMA CGM Morocco ; Kaohsiung Container Terminal ; Kingston Freeport Terminal ; CCIS Cakung ; CCIS Veracruz ; CEVA UK ; CEVA USA ; CEVA France ; CEVA Italy ; CEVA Brazil ; CEVA Australia.

Marseille, February 28th, 2025

KPMG S.A.



Fabien Seksik
Partner



Fanny Houlliot
ESG Expert

Appendix

Qualitative information (actions and results) considered most important

Awareness actions on harassment
Risk mapping in terms of human rights and the environment
Assessment of physical and transition climate risks
Decarbonization actions of maritime activity
Initiatives for packaging optimization and recycling
Sustainable water management plan
Communication and interaction mechanisms with stakeholders on the Group's CSR commitments

Key performance indicators and other quantitative results considered most important		Level of assurance
People	Total number of employees	Limited
	Share of women in management	
	Turnover rate	
	Number of training days per employee	
	Lost Time Injury Frequency Rate for inland activities	
	Lost Time Injury Frequency Rate for seafarers	
	Workplace accidents severity rate for inland activities	
	Workplace accidents severity rate for seafarers	
Number of fatal accidents	Reasonable	
Planet		Fuel consumption of the maritime fleet
		Share of alternative fuels in the energy mix of maritime activities
		CO ₂ performance of maritime activity - CO ₂ e /ETU.km (Well To Wake and Tank to Wake)
		SO _x emissions from maritime fleet fuel consumption
		NO _x emissions from maritime fleet fuel consumption
		Particulate matters emissions related to the maritime fleet fuel consumption
		CO ₂ emissions Scope 1
	CO ₂ emissions Scope 2	
	CO ₂ emissions Scope 3	
	CO ₂ emissions reduced and offset by "ACT+"	
Responsible Trade	Fuel consumption of the truck fleet	Limited
	Warehouses energy consumption	
	Share of renewable electricity in warehouses	
	Number of owned vessels adapted and equipped for shore power connection	
	Percentage of inland transport by rail or barge	
	Number of major marine oil pollution incidents	
	Number of containers lost at sea	
Oil sludge production	Limited	
Number of alerts received per category (CMA CGM and CEVA)		
Percentage of suppliers assessed	Limited	

Glossary

ACT

Assessing Low-Carbon Transition - Project to assess the company's carbon strategy regarding climate change

ADN

European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways

ADR

Accord for Dangerous goods by Road

AFNOR

French national organization for standardization

BREEAM

Building Research Establishment Environmental Assessment Method

BREEAM RFO

Certification BREEAM Refurbishment and Fit-Out

CCUS

Carbon Capture, Use and Storage methods

CDP

Carbon Disclosure Project

CH4

Methane

CITES

Convention on International Trade in Endangered Species

CNES

Centre National d'Etudes Spatiales (National Centre for Space Studies)

CNG

Compressed Natural Gas

CO₂

Carbon dioxide

CPR

Continuous Plankton Recorder

CSR

Corporate Social Responsibility

DE&I

Diversity, Equity & Inclusion

DUERP

Workplace Risks Evaluation Document

E&C

Ethics and compliance

EEDI

Energy Efficiency Design Index

EEXI

Energy Efficiency Existing Ship Index

EU ETS

European Union Emissions Trading Scheme

FORS

Fast Oil Recovery System

GHG

Greenhouse gases

GLEC

Global Logistics Emissions Council

HFC

Hydrogen Fuel Cell

HQE

High Environmental quality

HSE

Health, Safety and Environment

HVO

Hydrotreated Vegetable Oil

IATA

International Air Transport Association

IBS

Individual Benefits Statement*/

IGF

International Code of Safety for Ships Using Gases or Other Low-flashpoint Fuels

IFREMER

French Research institute for exploration of the sea

IMDG

International maritime dangerous goods code

IMO

International Maritime Organization

ISO

International Organization for Standardization

IUCN

International Union for Conservation of Nature

IPCC

Intergovernmental Panel on Climate Change

KWp

Kilowatt peak

LNG

Liquefied Natural Gas

MW

Megawatt

MWh

Megawatt-hour

N₂O

Nitrous oxide

NGO

Non-Governmental Organization

NO_x

Nitrogen oxides

NPS

Net Promoter Score

OECD

Organization for Economic Co-operation and Development

PDCA

Plan Do Check Act

QHSE

Quality, Health, Safety, Environment

R&D

Research and Development

RTG

Rubber tired gantry cranes

RID

Regulations concerning international carriage of dangerous goods by rail

SAILS

Sustainable Actions for Innovative and Low Impact Shipping

SAF

Sustainable Aviation Fuel

SDG

Sustainable Development Goals

SEC

Social and Economic Committee

SO_x

Sulfur oxides

TEU

Twenty foot equivalent

TTW

Tank-To-Wake*

UCOME

Used Cooking Oil Methyl Ester

UN

United Nations Organization

UNGC

United Nations Global Compact

UNICEF

United Nations International Children's Emergency Fund

VCR

Variable Compression Ratio

VTO

Volunteer Time Off

WTT

Well-to-tank

WTW

Well-to-wake

Crédits Photos: MODI DOLUPTAT. FICTATIAM QUE MAIORITAE RE, AD EATAS ANIANDA ECESTI DOLOREM ALIT, UT UTE EOS QUE QUAE ESEQUI CON ET OPTAQUE AUT QUIANDI VELLACE ARCIUM ALICAE VELIS QUO IUM VOLUPTUR? MINTOTA TEMOLEN IMAGNATUR?OVID QUE EXERFERUM SIMENI ID MAXIMAGNAM QUIATEM EOSTIUR MOLOREM AUTEM QUIA VENTUR SI ASIT VOLORIBUS, OMNIS ELECUPTIUM FACIUNT MOLENT INVERNA TUREPEDIT EXPERUM QUUNTUR AS ALIGENT QUOD MAGNIENDE COMNIMP ORIOST, QUE DOLECTUR SUNT OFFIC TEMQUE NONSERCHIL MOLUPTIA SIT REMPOR MODIAES REPUDAM, AD MAIORPOS DOLUPTA TURESTO EST INCTORE PRECTO MAGNI NET VELIS REHENTINT EST, CUS ALIQUAM DUNTIO EXCESTEM QUAS SUNT MAGNAMENIS INCIL INCIPSUNTIO QUAME VENIS EXPE NIENT OD QUAE VOLUPTAME NOS NIMI, UTAE PELESSUM LA CUS UT LIGNITORE

