



# 2025 CSR REPORT



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## SUSTAINABLE DEVELOPMENT ACROSS THE GROUP

# Sustainable Development across the Group

## Key data

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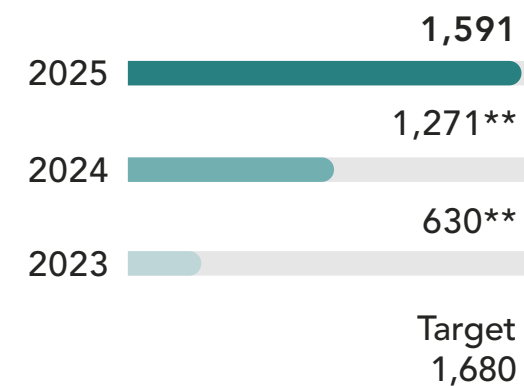
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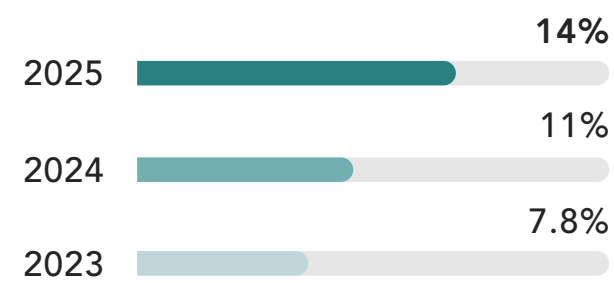
#### Acting for the planet

Performance (gCO<sub>2</sub>e/TEUkm) improved by **58%** since 2008

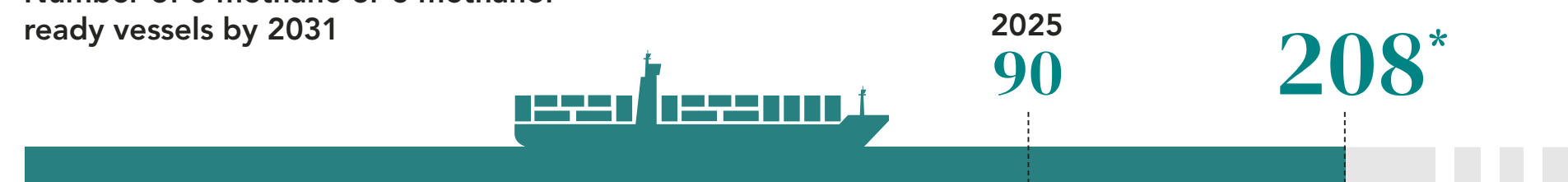
Number of alternative fuel vehicles



Share of alternative fuels used by CMA CGM maritime



Number of e-methane or e-methanol ready vessels by 2031



**48.6**<sup>1</sup> MtCO<sub>2</sub>e in 2025

of which **33.3** MtCO<sub>2</sub>e for well-to-wake maritime emissions

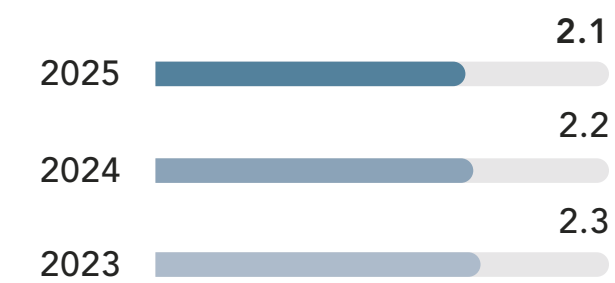
• CSR key performance indicators. Definitions and calculation methods are detailed in the methodology.  
<sup>1</sup> Regarding CO<sub>2</sub>e emissions, please refer to the detailed breakdown of categories and the related clarifications on page 35.  
 \* Owned and chartered vessels.  
 \*\* The 2024 and 2023 data have been restated to include the vehicle carrier truck (FVL) scope.  
 \*\*\* Including temporary staff, interns, VIE, apprentices, and professional training contracts.

#### Acting for people

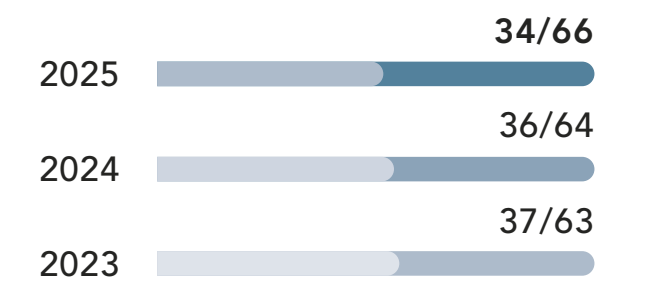
Total number of employees\*\*\*



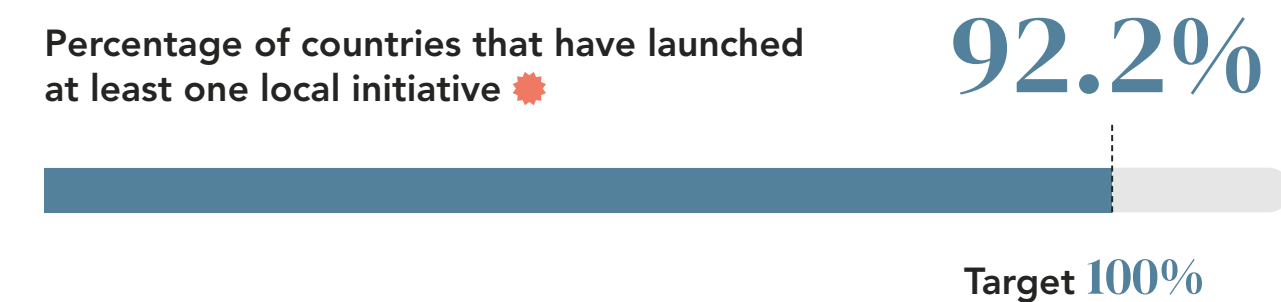
Number of training days per employee



Ratio of women to men



Percentage of countries that have launched at least one local initiative



**23%** of women in Top Management

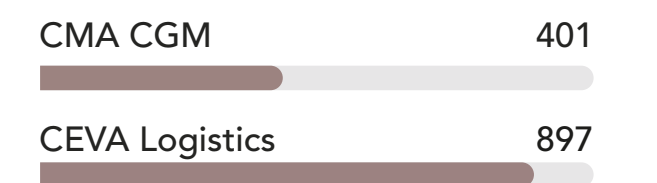
#### Acting for fair trade

**1,920,980** ACT+ TEUs in 2025

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

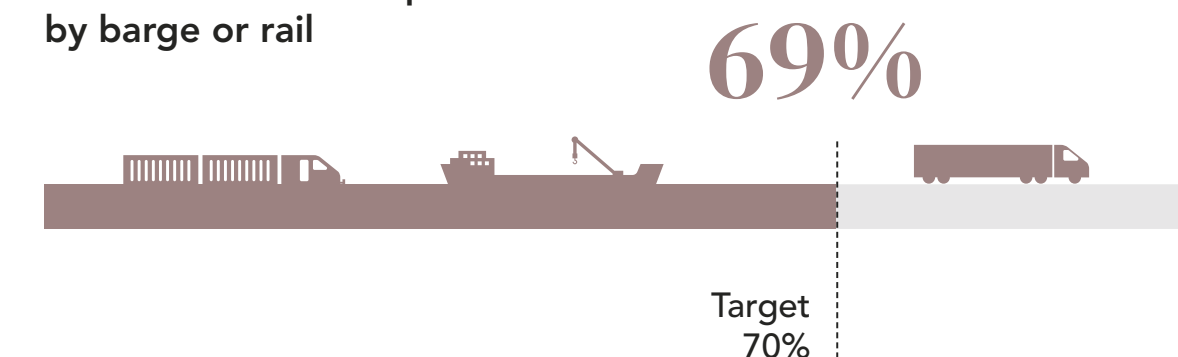


Number of whistleblowing reports



**347,927** tons of CO<sub>2</sub> avoided in 2025

Share of inland transport by barge or rail



# Group's activities

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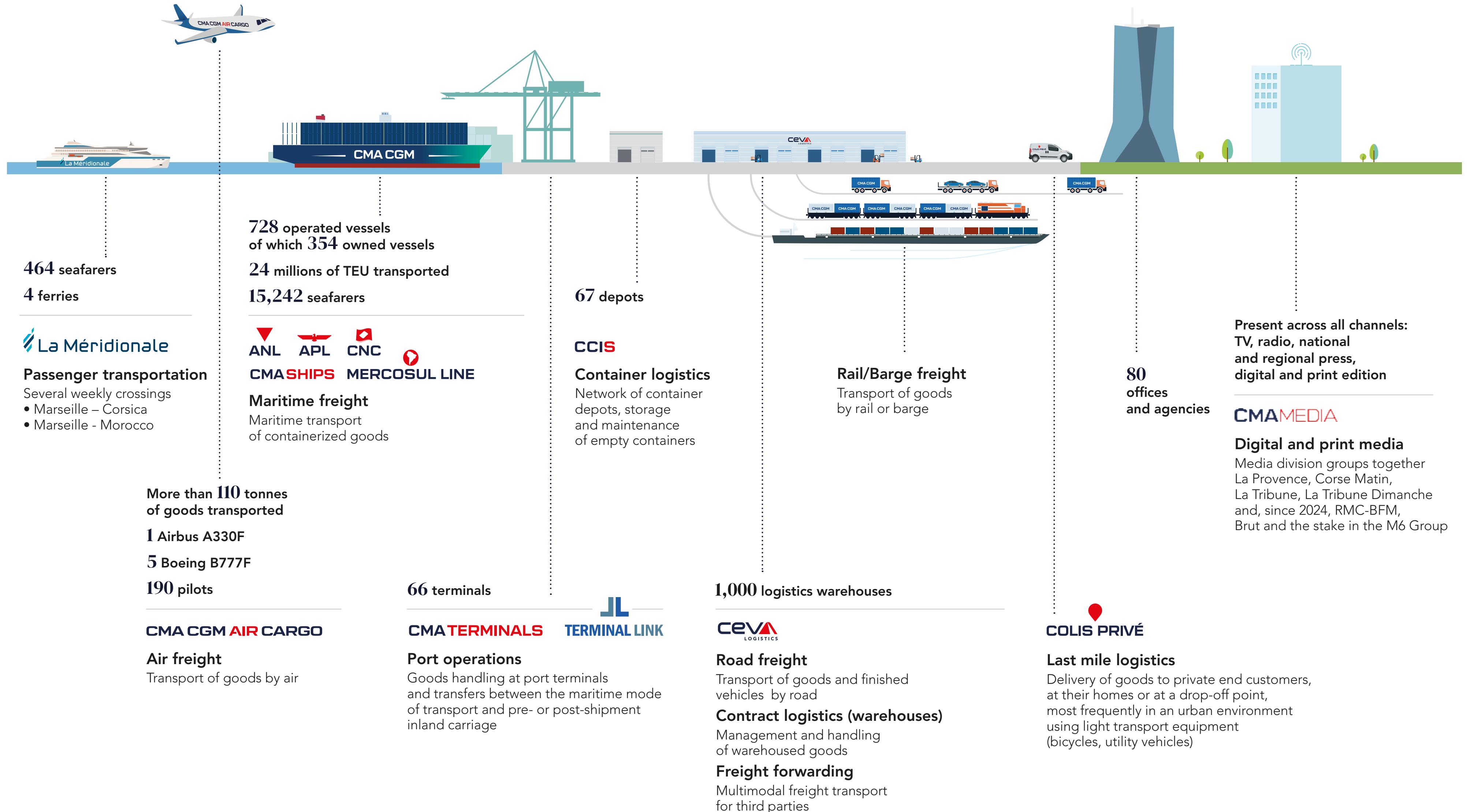
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464 seafarers  
4 ferries

La Meridionale

**Passenger transportation**  
Several weekly crossings  
• Marseille – Corsica  
• Marseille - Morocco

728 operated vessels  
of which 354 owned vessels  
24 millions of TEU transported  
15,242 seafarers

ANL APL CNC  
**CMA SHIPS** MERCOSUL LINE

**Maritime freight**  
Maritime transport  
of containerized goods

67 depots

**CCIS**  
**Container logistics**  
Network of container  
depots, storage  
and maintenance  
of empty containers

**Rail/Barge freight**  
Transport of goods  
by rail or barge

80  
offices  
and agencies

Present across all channels:  
TV, radio, national  
and regional press,  
digital and print edition

**CMAMEDIA**  
**Digital and print media**  
Media division groups together  
La Provence, Corse Matin,  
La Tribune, La Tribune Dimanche  
and, since 2024, RMC-BFM,  
Brut and the stake in the M6 Group

More than 110 tonnes  
of goods transported

1 Airbus A330F  
5 Boeing B777F  
190 pilots

CMA CGM AIR CARGO

**Air freight**  
Transport of goods by air

66 terminals

CMA TERMINALS TERMINAL LINK

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

1,000 logistics warehouses

CEVA LOGISTICS  
**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

COLIS PRIVÉ

**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)

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## Strategy

### Governance

Strategic decisions adopted by the Board of Directors are implemented by the various management teams, under the oversight of the Group Executive Committee, which is chaired by the Chairman and Chief Executive Officer. Operational sustainability matters are reviewed on an ongoing basis.

In particular, a set of key performance indicators is presented quarterly to the Group Executive Committee, and selected indicators are also reported to the Board of Directors' Audit and Accounts Committee (see "Oversight" section below).

To ensure that directors possess an appropriate level of expertise regarding the regulatory, scientific, technological, and economic issues relating to decarbonization, awareness-raising sessions were held for directors during seminars.

All Group departments, in particular Human Resources and the Academy, Legal, Audit and Risks, Operational Functions, Health and Safety teams (Terminals, CMA SHIPS, CEVA Logistics), Energy Transition, Finance, PULSE, and R&D, are jointly involved in the implementation of action plans and in monitoring the effectiveness of the policies in place.

To allow detailed oversight of actions on certain matters, functional committees have been established. These committees provide regular updates to the members of the Group Executive Committee, enabling them to make informed decisions. Where required, certain decisions or initiatives are escalated to the Group Executive Committee.

These functional committees include: the Responsible Purchasing Committee, the HR-CSR Committee, the Group Decarbonization Steering Committee (Energy Transition organization page 13, the Risk Committee, and the ESG Committee.

The Group CSR Department coordinates action plans and consolidates information collected from all Group businesses: CMA CGM, CMA CGM Air Cargo, Media, La Méridionale and CEVA Logistics. Depending on the issues involved, the Group CSR Department either provides support to operational management teams in areas such as decarbonization, or assumes direct responsibility for action plans, such as those relating to biodiversity.

It enforces the Group's CSR strategy and supports the rollout of roadmaps:

- By geographic area, through its network of CSR officers;
- By business activity, either via a dedicated CSR department for CEVA Logistics or through CSR officers for La Méridionale, Air Cargo, and Media.

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.

### Oversight

Sustainability initiatives are assessed on the basis of 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. In particular, 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.

From among the hundreds of reported indicators monitored, performance indicators have been defined and are evaluated each quarter, and are then presented to the Group Executive Committee and the Audit and Accounts Committee of the Board of Directors. In the event of discrepancies between the objectives 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 process and oversees the CSR strategy based on the Group's objectives and action plans.

### Reporting Scope

The CMA CGM Group publishes consolidated non-financial information for the Group scope, except for indicators specific to a particular activity. Scope limitations may also be applied on a case-by-case basis, depending on the maturity of the reporting process or differences in calculation methods.

The reporting scope has also been expanded to include, from January 1, 2025, the emissions of the joint venture between CEVA Logistics and Almajdouie Logistics. In line with our reporting principles, emissions resulting from the integration of Borusan Logistics and Fagioli will only be tracked from 2026.

The sites included in the CEVA Logistics reporting scope comprise operational sites (warehouses, workshops, etc.) that are owned or leased. Offices are excluded (except for offices located directly within an operational site), as well as parking lots, undeveloped land, and other residential buildings. These categories account for 14% of CEVA Logistics' total surface area and have significantly lower energy consumption than operational sites. Warehouses are included in the reporting scope when they have been in operation for at least a full quarter.

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## Methodology for identifying Impacts, Risks, and Opportunities

### Double Materiality Methodology

In 2024 and 2025, a double materiality assessment was conducted to evaluate financial risks as well as the Company's impacts on its ecosystem. This assessment served to identify material issues relevant to the Group's activities and to prioritize them when developing the roadmaps that are the basis for the Group's Sustainable Development strategy. This assessment was conducted in three stages:

1. Established industry benchmarks, peer publications, and existing documentation (including studies and scientific articles) were reviewed. Internal analyses were also incorporated, notably risk mapping exercises, particularly with respect to human rights and physical risks.
2. On this basis, an exhaustive list of Impacts, Risks and Opportunities (IROs) was drawn up. In light of the diversity of the Group's activities, a specific scope of application was defined for each IRO.
3. This comprehensive base was subsequently reviewed and scored by all relevant expert departments. For impacts, the assessment criteria included scale, scope, irremediability, and likelihood of occurrence. For risks, financial thresholds and likelihood of occurrence were applied. Each score was documented and the results were consolidated to group the IROs. These scores are regularly reviewed during CSR training sessions attended by Group employees.

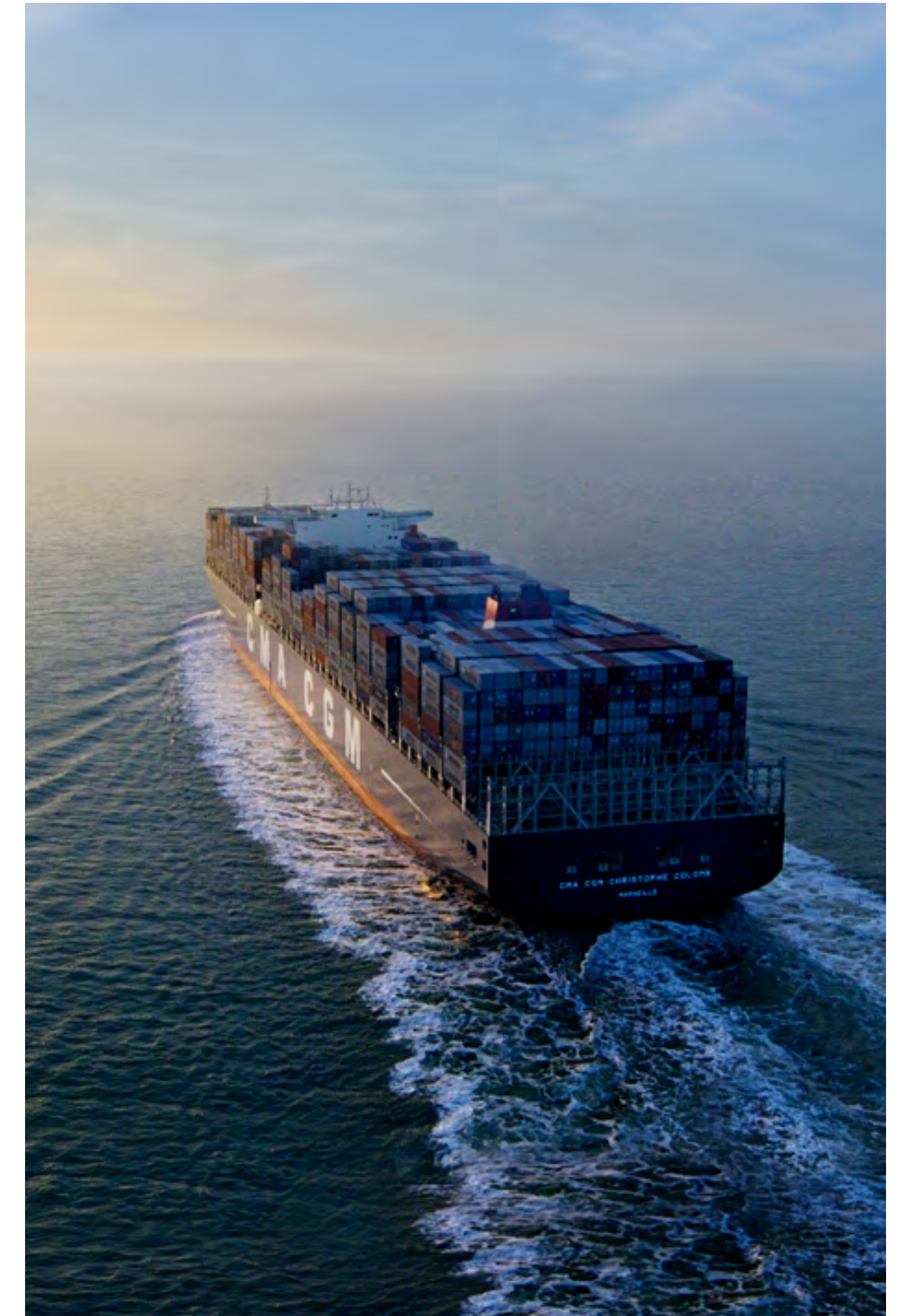
On this basis, 39 IROs were identified as material; they are presented in this report at the beginning of each chapter. A process of continuous monitoring is in place to ensure that relevant factors are integrated into the analysis.

### External 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 (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.



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## ACTIONS & COMMITMENTS



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# ACTING FOR THE PLANET

## Direct contribution



## Indirect contribution



CMA CGM has made environmental protection a cornerstone of its strategy, focusing on reducing the carbon footprint of its operations, contributing to the preservation of marine and terrestrial biodiversity, and advancing a circular economy through innovative technologies, cleaner fuels, and international partnerships.

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<b>2. Pollution</b>	36
<b>3. Water management</b>	41
<b>4. Biodiversity and ecosystems</b>	43
<b>5. Resource use and circular economy</b>	50

# 1. Climate Change

## Impacts, risks, and opportunities

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### Climate change mitigation

Negative impact arising from greenhouse gas emissions generated by the Group's business activities and value chain, resulting from the significant use of fossil fuels in the operation of vessels (at sea and in port), trucks, and aircraft; the operation of warehouses, depots and terminals; the maintenance of handling equipment; and media printing activities.

**Negative impact**

**Scope:**  
Group

Transition risks: Reputational and financial risks in the event that the Group fails to implement sufficient measures to mitigate climate change. These risks may result from:

- Increasingly stringent carbon regulations and carbon taxation (such as the EU ETS carbon tax), resulting in higher costs and/or penalties
- Reduced market support and a loss of competitiveness (loss of customers) in the event of regulatory non-compliance or offerings that do not meet customers' decarbonization needs
- Fossil fuel price volatility
- Complexity in accessing new energies

**Risk**

**Scope:**  
Group

Opportunity to reduce the risk of dependency on fossil fuels and to reduce energy costs through:

- The use of alternative fuels and the development of renewable energy production solutions
- A modal shift from road transportation to rail or inland waterway transportation
- The development of tools to optimize logistics flows and energy consumption (such as tracking systems and the Fleet Center)

**Opportunity**

**Scope:**  
Maritime  
CMA CGM /  
La Mériidionale  
Logistics

### Adapting to climate change

Physical risks: Extreme climate events may impact:

- Fixed assets, such as ports, terminals, warehouses, logistics sites, and offices): storm surges, flooding, severe winds, rising temperatures, erosion, drought
- Mobile assets (maritime and inland routes, vessels) exposed to fog, tropical storms, severe winds
- Upstream in the value chain: loss of production, destruction of assets
- These events may result in:

- Business interruptions
- Longer delivery times and/or route changes
- Unusable or destroyed assets (for example, damage to cranes or warehouses)
- Repair or compensation costs
- Health risks for workers

**Risk**

**Scope:**  
Group

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## Regulatory developments

### Maritime activity

Since 2021, to ensure compliance with the various laws regulating GHG emissions, the Group has established a cross-functional team tasked with:

- Overseeing compliance with GHG emissions reduction laws at the international and European levels;
- Supporting the energy transition of the CMA CGM Group.

This unit consolidates information, coordinates projects with several departments (energy transition, chartering, operations, lines, R&D, legal), ensures consistency and a cross-functional approach, ensures dissemination of new regulatory requirements, defines procedures, and provides emissions monitoring tools.

Its priorities include implementing regulatory requirements, reducing the Group's carbon footprint, and rolling out the Energy Transition roadmap to anticipate regulatory changes and reinforce CMA CGM's role in maritime decarbonization.

### International regulations

The Group supports the adoption of ambitious international measures that will enable the maritime and logistics sectors to do their share in the collective effort to reduce GHG emissions.

In 2023, the International Maritime Organization (IMO) reinforced its strategy to reduce GHG emissions from the maritime sector by adopting a new net-zero target for 2050 and introducing interim targets for 2030 (-20% to -30%) and 2040 (-70% to -80%), as well as a target requiring 5% to 10% of energy to be decarbonized by 2030 (relative to 2008). CMA CGM is actively mobilized with the ambition of meeting these ambitious interim targets.

To achieve the objectives set out in its strategy, the IMO must implement concrete measures. In June 2021, it adopted two short-term measures: the Energy Efficiency Existing Ship Index (EEXI) and the Carbon Intensity Indicator (CII). These measures have applied to all vessels since 2023. In 2024, based on the calculations required by these measures, 94% of CMA CGM's vessels received ratings ranging from A to D<sup>2</sup>. All Group vessels are EEXI-compliant. A new package of medium-term measures is currently under discussion within the IMO; however, in October 2025, the IMO decided to defer any discussion on their adoption for one year. In their current form, these measures are expected to include:

- 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.

In line with the IMO's international regulations, the Group intends to promote concrete measures to reduce the price gap between low-carbon and fossil energies, and to increase and secure the availability and accessibility of these energies worldwide, while respecting the principle of technological neutrality.

The Group also supports the development of a global, internationally recognized certification scheme, underpinned by regulatory harmonization. These priorities were advocated at COP28 and reaffirmed at the 79th United Nations General Assembly in late 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.

To facilitate progress towards net-zero targets, regulations should take into account greenhouse gas emissions across the entire life cycle and apply at the fleet level rather than on an individual vessel basis.

### Regional regulations

CMA CGM also supports the Green Deal objectives announced by the European Union. In order to meet the European Union's target of reducing GHG emissions by 55% by 2030 (relative to 1990), the EU has adopted two major measures impacting the maritime sector: the inclusion of maritime transportation in the Emissions Trading Scheme and the FuelEU Maritime regulation. The European Union Emissions Trading Scheme was extended to the maritime sector in January 2024. The implementation of this regulation for the maritime sector is being phased in as follows:

- Surrender of allowances for 40% of in-scope emissions in 2024, rising to 70% in 2025, and to 100% as of 2026;
- Surrender of allowances for CO<sub>2</sub> emissions for years 2024 and 2025, with CH<sub>4</sub> and N<sub>2</sub>O emissions included starting in 2026.

<sup>2</sup> CII ratings for 2025 are not yet available, since declarations must be submitted by 31 March

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The FuelEU Maritime regulation is intended to encourage the use of low-carbon fuels, and applies to vessels calling at European ports. It establishes two key requirements:

- A reduction in the GHG intensity of energy used by vessels, with progressively more stringent targets applying in five-year increments. This requirement has been in force since January 1, 2025, with an initial reduction target of 2%<sup>3</sup>. This target will rise to a reduction of 6% in 2030 and will be progressively increased to an 80% reduction by 2050.
- Mandatory shore-power connection for vessels calling at EU ports as of 2030.

### Logistics activity

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

For example, 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 EU Emissions Trading System (EU ETS) will apply to the road transport sector starting in 2028.

### The Taxonomie

The objective of the EU’s 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 sustainable 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 fiscal year 2027, 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 environmental objectives, and by studying the technical alignment criteria.

### 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 less carbon-intensive energy sources.

## Group Energy Transition organization

To accelerate the energy transition across all of its operations, CMA CGM has established a dedicated Energy Transition Division.

This Division is structured around seven strategic pillars: the procurement and delivery of conventional fuels; the sourcing and certification of renewable energy; regulatory compliance and performance indicator management; the definition and monitoring of the decarbonization pathway; the development of R&D projects related to the energy transition; the PULSE fund; and CEVA Logistics’s Energy Transition team.

These core activities are supported by cross-cutting functions, including CSR, Finance, Legal, Communications, Human Resources, Public Relations, and the Energy Coalition for Transportation and Logistics.

In total, nearly 100 employees are actively involved on a day-to-day basis in supporting the Group’s entities in their energy transition efforts, including at the local level within our agencies.

Given the strategic importance of this topic for the Group, a Strategic Committee meets at the Executive Committee level to closely oversee the Division’s work and ensure alignment with major orientations and decisions.

<sup>3</sup>Relative to the value 91.16 g CO<sub>2</sub>eq/MJ



## The Group's carbon footprint

### Consolidated carbon footprint – performance review and developments

The CMA CGM Group's emissions continue to be primarily attributable to its maritime activities, in particular to well-to-wake fuel consumption (68% of total emissions).

Investments in alternative fuels and route optimization initiatives helped mitigate the impact of major disruptions resulting from the deteriorated security environment, notably the attacks on vessels in the Bab El Mandeb Strait by the Houthis. The increased use of biofuels, especially through the ACT+ offering, contributed to the stabilization of the Group's emissions.

Emissions from logistics activities fell by approximately 10% (or 0.8 MtCO<sub>2</sub>e) compared with 2024. This decrease is primarily attributable to lower transport volumes across Air, Ocean, and Ground & Rail operations.

However, this reduction is offset by the inclusion of emissions from the joint venture with Almajdouie in Saudi Arabia, which was acquired in 2024. Its impact is particularly significant on CEVA Logistics' Scope 1 and 2 emissions due to the size of its owned truck fleet.

A detailed emissions breakdown by GHG Protocol category is provided at the end of this chapter.

### Reporting scope and methodological changes

CEVA Logistics' CO<sub>2</sub> emissions include a portion of maritime transport outsourced to CMA CGM. These emissions are restated to avoid double counting with CMA CGM's maritime Scope 1. This adjustment is deducted from CEVA Logistics' contribution to the Group's carbon footprint.

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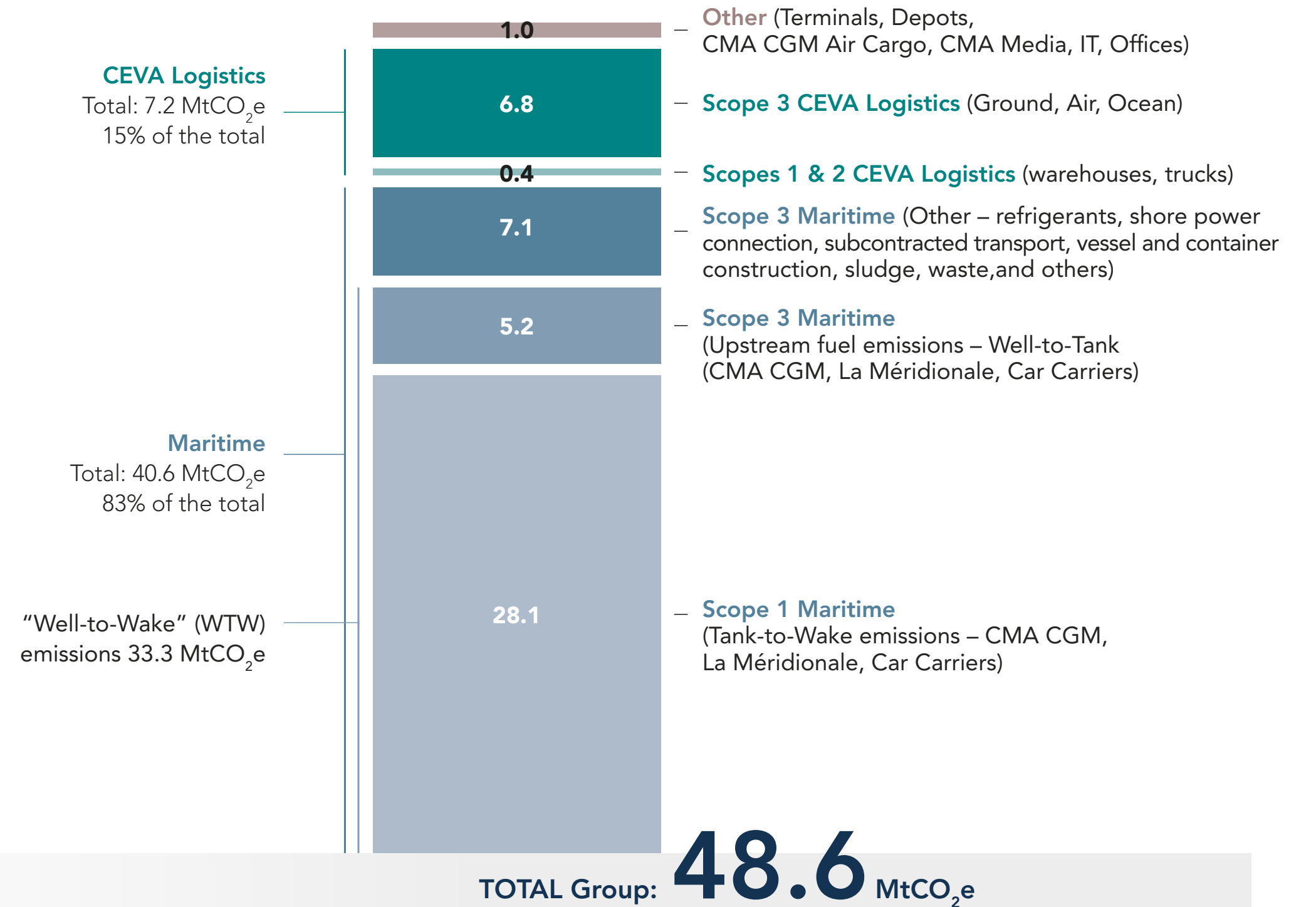
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**Scope 1:** direct emissions from fuel combustion for our operations (approximately 61% of total Group emissions)

**Scope 2:** emissions associated with the production of electricity used by our operations (less than 1% of total Group emissions)

**Scope 3:** indirect emissions associated with the Group's operations (approximately 39% of total Group emissions)

- upstream emission of the fuel ("well-to-tank")
- subcontracted transport
- new buildings and containers
- oil sludge
- business and employee travel
- waste management
- and others.

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CO<sub>2</sub> emissions related to outsourced transport exclude rail transport for technical reasons. Work is underway to allow these emissions to be accounted for in the future. We estimate that, to date, they represent less than 2% of CEVA Logistics' Scope 3 emissions.

Methodological changes were introduced to improve the accuracy of estimates:

- Use of a hybrid approach based on the life cycle assessment (LCA) conducted by the Group's main container supplier (Category 3.2);
- Inclusion of transportation associated with the provision and return of empty containers to suppliers (Category 3.4);
- Update of emission factors applied to waste (Category 3.5).

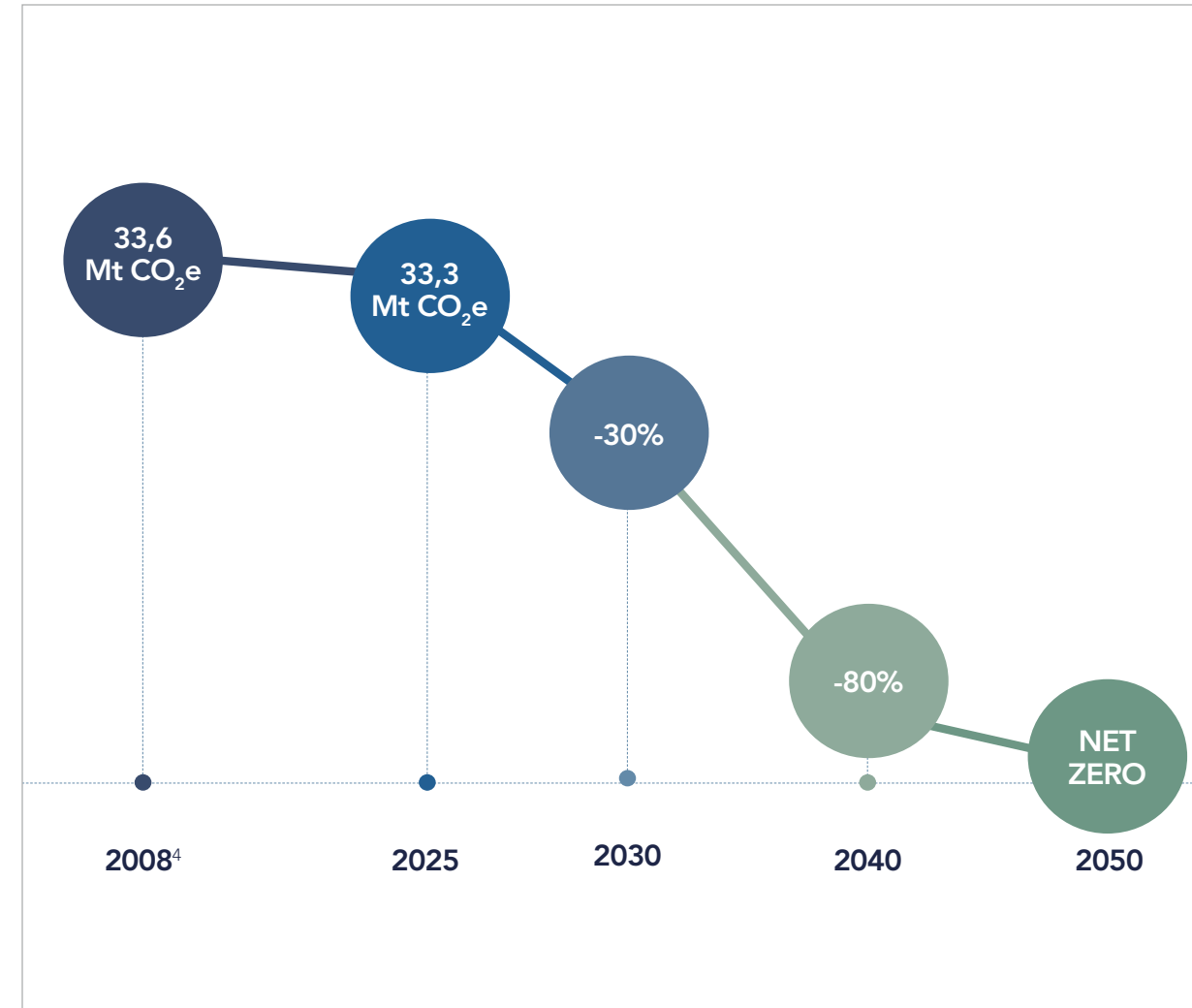
The 2024 greenhouse gas inventory was recalculated to incorporate these methodological developments. The 2025 exclusions are specified on page 35.

## Targets and decarbonization trajectories

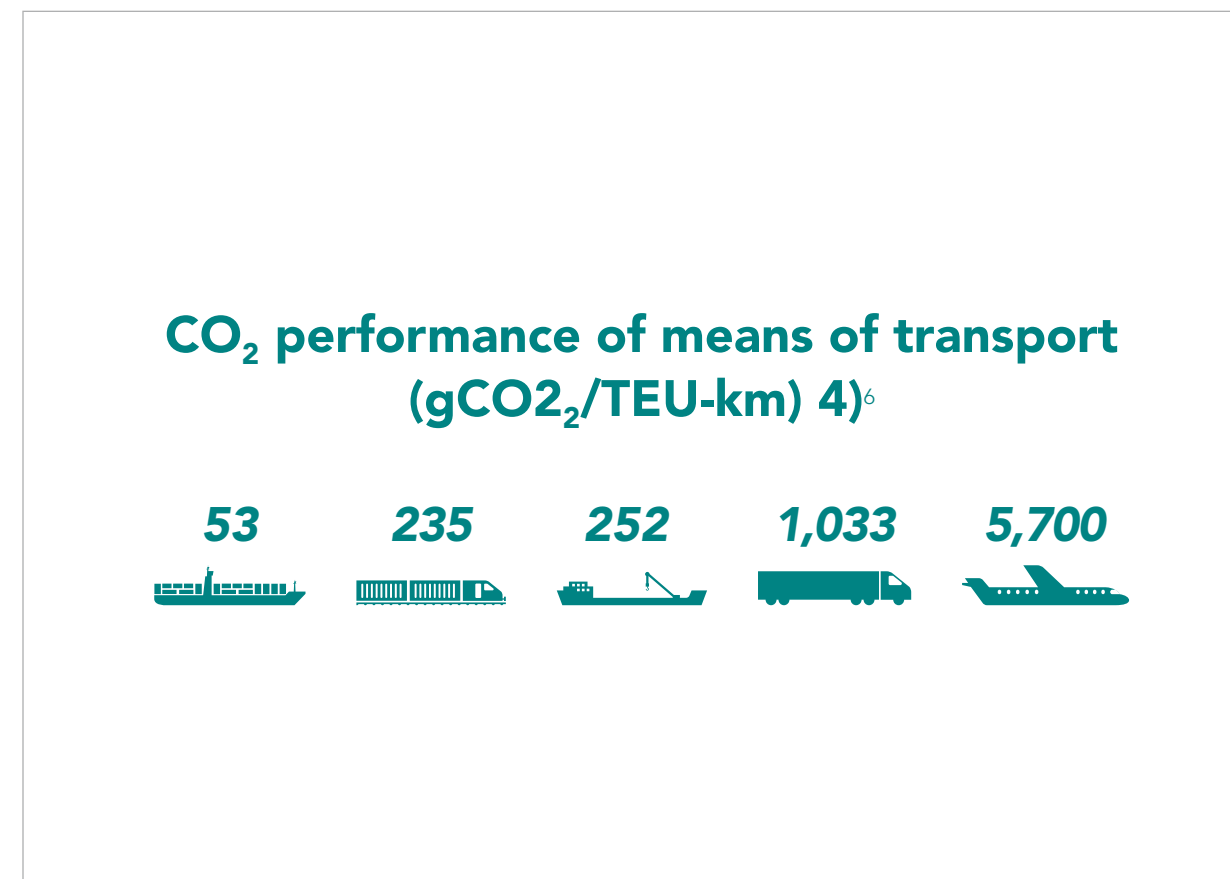
### Maritime activity

Maritime transport is the most efficient means of transportation in terms of CO<sub>2</sub> 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 halved the carbon intensity of its maritime activities.

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



<sup>4</sup> Baseline year: 2008; well-to-wake (WTW) GHG emissions



<sup>5</sup> 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).

## Logistics activity

In March 2025, CEVA Logistics formally committed to the Science Based Targets initiative (SBTi) and set the objective of submitting its greenhouse gas emissions reduction targets in 2026.

To accelerate progress on its decarbonization roadmap, CEVA established a dedicated governance framework in 2025, structured across three levels—operational, tactical, and strategic.

This multi-level approach ensures consistency across regions and activities (road freight transport of goods, finished vehicle logistics, contract logistics, air and sea freight forwarding) through regular meetings of committees that bring together CSR managers, decarbonization project leaders, and top management.

- Strategic committees (quarterly): assess decarbonization performance, review strategic roadmaps, and identify new opportunities to enhance innovation and impact.
- Tactical committees (monthly), such as the CEVA FORPLANET committee: monitor the performance of low-carbon offerings, track project progress, and foster collaboration across regions and activities.
- Operational committees: ensure effective implementation, resolve cross-functional issues, and align global and product strategies with the CSR roadmap. This governance model enables CEVA Logistics to manage its decarbonization strategy in a transparent, agile, and strategically coherent manner.

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	 MARITIME	 CEVA	 TERMINALS	 CC AIR CARGO	 R&D
Energy efficiency & operational excellence	<ul style="list-style-type: none"> <li>• Speed reduction assisted by AI</li> <li>• AI assisted routing and fleet monitoring with vessel digital twin</li> <li>• Smartship (owned &amp; chartered)</li> </ul>	<ul style="list-style-type: none"> <li>• Modal switch &amp; Multimodal</li> <li>• Digital twins for warehouses</li> <li>• AI-powered optimizer for low-carbon transport plans</li> </ul>	<ul style="list-style-type: none"> <li>• Digital twins</li> </ul>	<ul style="list-style-type: none"> <li>• Flight path optimization, continuous descent operations, reduction of ground engine use</li> <li>• Carbon offsetting (CORSIA)</li> </ul>	<ul style="list-style-type: none"> <li>• Digital twins for ships</li> </ul>
Innovation & Asset modernization	<ul style="list-style-type: none"> <li>• Vessel retrofits</li> <li>• Shore power connection</li> <li>• Sustainable recycling solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Green trucks and vans</li> <li>• Solar panels</li> </ul>	<ul style="list-style-type: none"> <li>• Prototype for autonomous yard equipment with Abu Dhabi investment Fund</li> <li>• Solar panels</li> </ul>	<ul style="list-style-type: none"> <li>• Asset modernization: entry into service of the B777F and A350</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon capture On Board</li> <li>• Hull cleaning drone</li> <li>• Wind assisted 5kteu-ship project with EPS</li> <li>• Methane slip reduction on existing engines</li> </ul>
Alternative energies	<ul style="list-style-type: none"> <li>• Green energy progressive blending</li> <li>• Multimodal land focus (Electrial locos / Electrical barge projects)</li> </ul>	<ul style="list-style-type: none"> <li>• Low-carbon electricity</li> <li>• Voluntary green energies</li> </ul>	<ul style="list-style-type: none"> <li>• Low-carbon electricity</li> <li>• Renewable diesel for terminal equipment</li> <li>• 100% electric equipment &amp; progressive automation</li> </ul>	<ul style="list-style-type: none"> <li>• SAF incorporation</li> </ul>	<ul style="list-style-type: none"> <li>• Nuclear regulatory &amp; innovation cooperation</li> <li>• Ammonia engine testing (8,000-TEU vessel design)</li> <li>• Fuel cells for auxiliary systems</li> <li>• Bio-ethanol project with Brazilian sourcing</li> </ul>

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## Lever category 1: Innovation and modernization of assets

### Maritime Activity

#### State-of-the-art vessels

In order to maintain an optimal fleet, the Group has a regular fleet renewal policy. CMA CGM continuously upgrades its fleet by investing in high-technology vessels with improved environmental performance.

Since 2017, the Group has opted for dual-fuel vessels powered by liquefied natural gas, a proven technology for improving air quality. This approach also represents a key step in the Group's commitment to achieving net zero by 2050. The engine deployed on these ships already has the technical capacity to use biomethane and e-methane.

CMA CGM has adopted a diversified energy strategy for its fleet. By 2031, the fleet is expected to include 208 dual-fuel vessels capable of operating on low-carbon fuels (biomethane, biomethanol, and e-fuels), including 24 methanol vessels.

CMA CGM has a new construction department that ensures optimized energy use throughout the shipbuilding 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 bulbous rudders, pre-swirl stators and windshields, 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 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 drydocking. Certain optimizations are similar to innovations incorporated into new builds, such as engine, propulsion, cold ironing, hydrodynamics and aerodynamics optimizations.

### 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 CO<sub>2</sub> emissions.

CMA CGM's R&D Department develops innovative solutions to enable the Group to meet its net-zero carbon goal by 2050.

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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 experts, and experts in terminal digitalization and decarbonization.

CMA CGM's strategic industrial and academic partners, as well as startups 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 CO<sub>2</sub> 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 line with this approach, the Group has launched the development of an electrified, low-carbon e-barge concept

designed to meet the decarbonization objectives of the inland waterway transportation sector. The R&D Department explores innovative technologies to reduce CO<sub>2</sub> emissions from barges that incorporate renewable energy sources and low-carbon propulsion systems.

### Neoliner Origin

Neoliner Origin, a new-generation cargo vessel primarily powered by wind propulsion, is capable of reducing greenhouse gas emissions by up to 80%, while offering loading capacity and reliability comparable to those of a service operated by a traditional maritime carrier. Neoliner Origin began commercial operations in 2025.

A major partner of Neoline since 2022, the CMA CGM Group teams have been fully mobilized to validate the project's technical, regulatory, and commercial feasibility and to support Neoline's teams.

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### Studies of new decarbonization technologies

#### Testing and scaling up

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 (safran), 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 Group 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 CO<sub>2</sub> emissions of up to 1%. It will be installed and tested on a second prototype ship in 2025.

#### 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.

#### Methane Slip

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

Accidental releases of unburned methane during engine combustion is a major challenge for LNG-powered vessels. As a result, a range of technological solutions has been deployed to significantly limit these emissions.

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

For the ten new 23,000 TEU LNG-powered ships on order, expected in 2026–2027, CMA CGM will take a new step in reducing its methane emissions by working with another engine manufacturer to inject the gas at high pressure.



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This engine already powers the 7,300 TEU CMA CGM Innovation. 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.

### Reducing emissions associated with the use and construction 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 containers, 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 an environmentally responsible innovation partner for its suppliers.
- Preventive maintenance to extend container life.
- Recycling of refrigerant gases: Active involvement in the recycling of refrigerated gases at the Singapore terminal. Gases renewed during maintenance are filtered and cleaned to be recycled and reused in other refrigerated containers.
- Reconditioning of parts: A procedure for recovering defective parts on board ships has been established so they can be reconditioned or recycled, and potentially reused by the Group;
- Optimizing the inventory of older containers to give them a second life.

### Inland activity<sup>6</sup>

#### Flagship initiatives and solutions deployed at terminals and depots

CMA CGM innovates by developing new tools to improve terminal operations. These tools, which rely on the Internet of Things (IoT) and data analytics, form part of the Smart Terminal project, which seeks to identify possible global and local optimization opportunities across the Group's operations and thereby reduce its carbon emissions. 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 standard in our terminals.

In 2025, the Group rolled out the Smart Terminal project at the Malta terminal.

<sup>6</sup> CMA CGM's land-based business covers the terminals and depots (CCIS) that support its container shipping operations.

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### Optimization of terminal and depot infrastructure

Building on initiatives implemented in recent years, such as the installation of photovoltaic panels at the Malta Freeport terminal, the Group continued in 2025 to roll out large-scale renewable energy solutions across its terminals and depots.

Multiple sites were fitted with new photovoltaic systems to enhance energy self-sufficiency and accelerate the decarbonization of their infrastructure. At the Fenix Marine Services terminal, a 107 kW rooftop photovoltaic system covering nearly 1,000 m<sup>2</sup> was installed. The most ambitious project was completed at the NSFT terminal, with the installation of a 6,000 kW system covering almost 60,000 m<sup>2</sup>. In addition, all terminals with concession contracts exceeding 10 years are expected to install photovoltaic systems.

Several CCIS depots also launched initiatives to increase on-site renewable energy production. In Australia, CCIS ANL installed rooftop solar panels over an area of 500 m<sup>2</sup>, now meeting 50% of its electricity requirements. In Indonesia, CCIS Cakung plans to install panels on offices, the site gate, and the washing facility, with a target of meeting 50% of its energy needs. In India, CCLP Dadri increased the capacity of a system originally installed in 2018 from 250 kWp to 550 kWp to meet growing customer demand. Finally, CCIS Bangkok in Thailand installed photovoltaic panels at the site entrance, with performance data measured and displayed to promote transparency. The Group also encourages CCIS terminals and depots to replace existing lighting with LED systems, in order to improve energy efficiency and reduce light pollution.

These investments demonstrate the Group's long-term commitment to reduce its carbon footprint, maximizing the use of available surfaces, and integrating solar energy production as a central component of the environmental performance of its port operations.

### Freightliner

CMA CGM acquired Freightliner UK Intermodal Logistics, thereby establishing itself as a major player in rail logistics in the United Kingdom. Freightliner will continue to operate as an independent, multi-user and multi-customer operator, while benefiting from CMA CGM's global scale and expertise in logistics and maritime transportation. This acquisition contributes to the modal shift from road to rail—an essential driver for reducing CO<sub>2</sub> emissions across supply chains—and strengthens synergies between rail and maritime expertise, in order to offer customers complementary and sustainable logistics solutions.

### Logistics activity

#### Investments in the optimization of the existing fleet 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 standard, which imposes emission limit values for nitrogen oxides (NO<sub>x</sub>), carbon monoxide (CO), hydrocarbons (HC) and particulate matter.

CEVA Logistics' Ground & Rail and Finished Vehicles business currently has over 543 battery electric trucks in service, the majority of which are operated by Colis Privé for its "last mile" operations. To achieve this goal, two major projects were launched in 2025: the deployment of 19 electric trucks (tractors and rigid trucks) in France, as well as 13 electric vehicles (vans and rigid trucks) in Thailand.

In addition, CEVA Logistics launched several initiatives in 2025 to promote the use of electric vehicles, including

a successful collaboration with manufacturer Windrose Technology to test an electric truck over a 5,000 km route, resulting in a 55% reduction in carbon emissions. These pilot projects are designed to assess the feasibility of scaling this solution at both the national and international levels.

Electric mobility solutions were also expanded into pre- and post-carriage activities, such as in China, where 32 additional electric vehicles were put into service to support pre- and post-carriage operations. For maritime freight, 25 electric trucks were added to transport goods to the Port of Shanghai for customers in the energy and aeronautics sectors. In air freight operations, six electric shuttle vehicles now provide intra-terminal transportation between Shanghai Pudong Airport and Wuxi Airport in China. In Hong Kong, a new electric vehicle is used for pickup and delivery operations, with plans to extend this solution to other customers. In the United States, CEVA Logistics launched an electric transportation service in August for a luxury-sector customer, transporting four to five containers per week between the port of Long Beach and its CFS partner, resulting in estimated CO<sub>2</sub> emissions savings of approximately 30 tons per year. Also within the luxury segment, a second electric van for in-store deliveries dedicated to boutique deliveries was deployed during the summer in New York City, generating estimated CO<sub>2</sub> savings of 56 tons per year.

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### Reducing the carbon footprint of warehouses

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 670 sites), for which it has developed environmental performance improvement plans. The initiatives and figures presented in the sections that follow pertain to this scope. CEVA Logistics' energy use reduction and energy efficiency plan, launched in 2022, continues. This plan focuses primarily on actions to reduce energy consumption, monitor energy use, and raise employee awareness.

In 2021, CEVA Logistics has defined clear targets to increase LED lighting coverage (to 100% by 2025), expand photovoltaic panel installations (to 1.2 million m<sup>2</sup> by 2025), and increase the proportion of buildings holding an environmental building certification (20% by 2026).

The surface area covered by LED lighting increased from 63% to 93% since 2021, reflecting strong engagement by regional and local teams. A number of countries, such as Argentina, Brazil, Austria, Hungary, Senegal, Tunisia, Tanzania, Hong Kong, Korea, New Zealand, Thailand, Vietnam, and Chile, are now equipped with 100% LED lighting. This investment program was also extended to companies that joined CEVA Logistics in 2024. The remaining 8% is mainly attributable to sites that CEVA Logistics will soon vacate or where LED installation is currently underway.

By the end of 2025, more than 758,000 m<sup>2</sup> of solar panels had been installed across sites in the five regions where CEVA Logistics operates.

Below are a few examples:

- In Italy, more than 3,500 m<sup>2</sup> of solar panels were installed at the Lazzate site;

- In Cambaie, in Réunion, France, 3,000 m<sup>2</sup> of solar panels were installed;
- At the Harare site in Zimbabwe, 2,000 m<sup>2</sup> of panels were installed during the second quarter of the year;
- In Australia, CEVA Logistics installed over 1,800 m<sup>2</sup> at the Lockwood site;
- Several projects were initiated in China, with over 40,000 m<sup>2</sup> of solar panels installed, including a major project in Shanghai representing 30,000 m<sup>2</sup> and additional projects at the Kunshan and Baoshan warehouses.

Despite these efforts, the 2025 target (concerning the installation of solar panels) was not met because the implementation process depends on the site owners. CEVA Logistics continues to engage with all stakeholders, and new processes have been implemented to increase installed solar capacity across its sites as an environmental checklist.

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 14% in 2025. In addition, the BREEAM In-Use certification process, which assesses building performance and management quality, continues to be implemented. Turkey deployed several BREEAM In-Use projects this year, notably for the Antalya site, which obtained this certification in the third quarter of 2025, with a "Good" rating for the asset and a "Very Good" rating for management. These certifications reinforce CEVA Logistics' commitment to environmentally responsible logistics infrastructure and the continuous improvement of environmental standards. CEVA Logistics is also converting its material handling equipment (MHE) fleet to lithium-ion batteries. Since 2022, the share of vehicles powered by lithium batteries has increased from 22% to 41%. In 2025, two global calls for bids were launched, resulting in 600 aircraft being equipped with

this technology, representing approximately 7% of total equipment. Overall, 92% of handling equipment is electric.

To ensure continuous improvement in environmental performance and site quality, CEVA Logistics introduced an environmental checklist in 2025, which must be completed prior to entering into or renewing a lease. The checklist comprises a total of 32 criteria, including 12 mandatory requirements. If the site does not meet the predefined minimum score, a specific action plan must be established to resolve the problem, or an exemption must be granted.

### Improving the environmental performance of last-mile hubs

To reduce the carbon footprint of its operations, Colis Privé is implementing initiatives aimed at lowering the energy consumption of its warehouses through an energy and usage management system.

Colis Privé further demonstrates its commitment by leasing buildings that meet high environmental standards: all new sites must achieve at least a BREEAM "Very Good" certification. The Compans hub, which received an award at SIMI 2022, illustrates this approach and is currently in the process of obtaining BREEAM "Excellent" certification.

Consistent with regulatory developments and evolving industry standards, Colis Privé is actively strengthening its decarbonization strategy, building on the results of the EVCOM program.<sup>7</sup>

<sup>7</sup> EVCOM is a charter and support framework designed to assist freight forwarders in measuring and reducing greenhouse gas emissions and other pollutants generated by their logistics operations.



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The company is expanding its fleet of electric vehicles and progressively upgrading its urban warehouses to include charging stations. These actions directly support the Group's ambition to achieve Net Zero by 2050 and further position Colis Privé as a key driver of low-carbon innovation within the Group's logistics ecosystem.

In 2025, Colis Privé further strengthened its commitment to sustainable last-mile delivery through the acquisition of MIPI, a French start-up known for its environmentally and socially responsible logistics model. This acquisition enhances Colis Privé's capacity to scale low-emission delivery solutions in major urban areas, while supporting quality employment and social inclusion across its delivery network.

### Air operations

In May 2025, the Group acquired Air Belgium, which operates two B747F aircraft. The Group also invested in next-generation aircraft to modernize its fleet, with two B777F aircraft delivered in 2025. As a result, the Air Cargo fleet now totals eight aircraft. Eight Airbus A350Fs will join the Air Cargo fleet from 2027. These A350Fs, which CMA Air Cargo will be the first to operate, have the lowest CO<sub>2</sub> emissions of any aircraft on the market.

## Lever category 2: Energy efficiency and operational excellence

### Maritime Activity

#### Optimizing operations through fleet centers

Operational excellence is a key lever for reducing the Group's CO<sub>2</sub> 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 decisions in bad weather. They also support navigation through areas exposed to piracy risks (see Chapter 6, "Health and Safety") and help avoid early arrivals at congested ports. These tools also contribute to the protection of marine wildlife (see Chapter 2, "Protecting Biodiversity").

### Dynamic routing

CMA CGM's Fleet Center uses a sophisticated routing algorithm, designed to manage an advanced model developed by the R&D department. Leveraging artificial intelligence, this algorithm accurately predicts fuel consumption and power requirements for each voyage. This tool, which uses Smartship's high-frequency data, is a key component of the dynamic routing project. It enables route optimization 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 CO<sub>2</sub> emissions.

### 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: Group terminals, agencies, lines and vessels. 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 optimizes vessels' 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 CO<sub>2</sub> emissions of the Group's owned fleet, by detecting non-optimized operations based on 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 promote operational excellence. The project is being deployed in several stages:

- Digitization of vessels 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. 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 vessel's CO<sub>2</sub> emissions by up to 5%. By the end of 2025, SmartShip was operational on 200 vessels.

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### Optimizing vessel trim 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, towing tank testing and computational fluid dynamics (CFD) analyses are performed for all vessel classes to determine the optimal trim settings for each vessel. These results are shared with the crews so that trim conditions can be optimized and adjusted for each voyage. The fleets centers ensure that the guidelines are followed and that the requirements are met for each departure, thus reducing ship emissions.

### Inland activity

**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 and rewarded 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 integrated approach confirms CMA CGM's commitment to preparing for and adapting to extreme weather conditions using digitized and interconnected systems.

CMA CGM continues to roll out its decarbonization roadmap, which takes into account the geographical, energy and economic specificities of the various terminals and on-shore depots.

The Group reduces GHG emissions of all its terminals using several approaches and tools.

These include:

- Low-carbon energy supply solutions and an equipment renewal plan integrating energy efficient solutions ("Green Terminal" project);
- Deployment of LED technologies;
- Improving building insulation;
- Installation of intelligent air-conditioning management systems;
- 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.
- At the FMS terminal in Los Angeles, trials to commission two hydrogen-powered container handling units (top loaders) were begun in 2023 and continued in 2024 with the acquisition of electric- and hydrogen-powered port tractors.
- Development of an innovative rail-based electric charging system for all terminal vehicles and rolling equipment (designed by the startup ELONROAD, winner of the 2024 CMA CGM Startup Awards). This technology will undergo proof of concept (PoC) testing at the Malta terminal to assess the benefits of opportunity charging during handling operations.

In addition, the collaboration between CEVA Logistics and CMA CGM in finished vehicle logistics is entering a new phase with the upcoming introduction of LNG-powered car carrier vessels. These four car carriers, delivered between 2023 and 2024 and each capable of transporting up to 7,000 vehicles, have been chartered by

CMA CGM from Eastern Pacific Shipping for a ten-year period and will be operated by CEVA Logistics.

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: Abu Dhabi Khalifa, Puerto Antioquia (Colombia). 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 recommended for straddle carriers and RTG cranes, depending on availability and operational requirements. For RTG cranes, at a minimum, hybrid models are recommended, with fully electric cranes to be prioritized whenever possible.
- Deployment of hybrid vehicles tested at the Fos-sur-Mer and Bordeaux depots; Implementation of computer-assisted maintenance management, enabling improved equipment performance and service life. The terminals concerned include Nhava Sheva Caip Mep, Umm Qasr, Beirut, Fenix Marine Services, Med Europe (project stage), as well as 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" transportation solutions by applying prioritization rules based on our customers' requests;

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- Optimization of depot layouts to reduce unproductive handling operations;
- Eco-driving training programs;
- Research into new container repair techniques, in particular replacing acetylene cutters (which use gas canisters) with plasma cutters.

### Logistics operations

#### Optimization of logistics flows and monitoring of the environmental performance of road transportation subcontractors at CEVA Logistics

In line with its asset-light model, CEVA Logistics subcontracts a major part of its road transport activity. Therefore, CO<sub>2</sub> emissions generated are indirect. However, this activity is one of CEVA Logistics' core businesses and it is taking action to reduce its impact.

In their responses to invitations to tender, subcontractors are asked to describe the environmental performance of their fleets and their actions to promote sustainable development. Factors taken into account to qualify suppliers include whether they have adopted a CSR policy, a strategy for managing their environmental and social performance, quantified targets for reducing fleet emissions, and the promotion of alternative technologies and fuels.

CEVA Logistics continues to roll out new tools to optimize the use of its vehicle fleet and, as a result, reduce its impact on climate change and air pollution:

- Samsara: In 2025, the company began deploying Samsara, its new onboard telematics tool. Through this platform, CEVA Logistics can monitor a wide range of environmental performance indicators for its fleet, such as fuel consumption per truck and eco-driving scores. The tool also helps identify route and vehicle combinations with strong electrification potential, supporting the Group's truck fleet decarbonization strategy.

- RouteMax: CEVA Ground & Rail pursued the deployment of RouteMax, its first- and last-mile distribution route optimization tool. The tool is designed to reduce distances traveled or the number of routes, in particular for network operations and customer-dedicated routes. Already deployed across the entire less-than-truckload (LTL) network in the United States and currently being extended to customers with dedicated fleets, the solution is scheduled for rollout in England by the middle of 2026.
- Linehaul Scheduler: Similarly, the "Linehaul Scheduler," which was already deployed in the United States in 2024, is now being rolled out across Europe. This tool is designed to optimize inter-warehouse routes by increasing average fill rates and reducing distances traveled. An initial pilot is planned in France, followed by rollout in Spain, Poland, and Italy in 2026.

Furthermore, in 2025, CEVA Logistics, alongside ENGIE and Sanef, achieved a major step forward in the decarbonization of road transportation with the successful trial of the European Clean Transport Network (ECTN) concept, following 18 months of testing. This innovative model is built around a network of motorway relay stations that enable the efficient use of electric trucks on defined route sections.

Tested along a 900 km corridor between Avignon and Lille, the solution delivered significant benefits:

- A 75% reduction in greenhouse gas emissions;
- A 25% reduction in transportation time;
- Improved working conditions for drivers through shorter, more regular routes.

The ECTN solution, which is designed for rapid deployment, opens up prospects for Europe-wide rollout, as demonstrated by the feasibility study conducted with Carbone 4. Through the deployment of 190 relay stations across Europe, the

ECTN solution could reduce GHG emissions by 60% compared with current road transportation. The success of this model relies on a collaborative ecosystem and robust public support to accelerate fleet electrification and infrastructure deployment.

In parallel, CEVA Logistics has launched a reverse logistics solution across its European network to collect, inspect, refurbish, or recycle used batteries. CEVA Logistics aims to progressively expand dedicated battery logistics centers in several European countries. An initial pilot program to validate this concept was launched in 2022.

### Advancing modal shift at CEVA Logistics

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

Several actions have been initiated to reduce CEVA Logistics' CO<sub>2</sub> footprint. These include:

- The Green Shift 2 Rail project 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).
- Feasibility studies for modal shift to inland waterway transport are being strengthened where operational conditions allow. For example, a combined truck and barge logistics solution has been implemented for shipments between Suzhou and the Port of Yangshan in China. Since April 2025, this new approach has reduced CO<sub>2</sub> emissions by around 44.5%, representing savings around 6 tons.



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In 2025, CEVA Logistics France reinforced its modal shift strategy. The objective is to double the share of rail and inland waterway pre- and post-carriage by 2026, in line with the French National Low Carbon Strategy (18% rail and 3% inland waterways by 2030). This strategy relies on the development of additional multimodal projects, such as the coordination of inland waterway and rail convoys on major corridors, such as Fos–Lyon–Fos.

Among the most emblematic projects, CEVA Logistics continues to expand its barge operations along the Seine River corridor, serving all business sectors, including agri-food, luxury, healthcare, and home furnishings.

- Rail and inland waterway offerings have been enhanced across approximately ten major corridors. Extensive internal training initiatives were delivered, aimed at building skills and embedding a strong multimodal culture.
- At the international level, and more specifically along the Europe–China corridor, the development of rail services continued. A notable example of modal shift involves transportation flows between France and China that were transferred from air freight to rail freight, resulting in a reduction of over 40% in CO<sub>2</sub> emissions. This transition was enabled by close coordination between the commercial and operational teams of CEVA Logistics, ensuring service reliability while substantially lowering environmental impact. Another example is an initiative by the Ground & Rail teams in Brazil, which involved shifting part of road transportation volumes to a coastal shipping service, resulting in carbon emissions reductions of up to 80%.

### Decarbonization of logistics warehouses

- In parallel, actions to reduce energy consumption have also been implemented in operations, including the signing of a global contract with BeeBryte for

the intelligent monitoring of heating, ventilation, air conditioning, and refrigeration systems. Five sites are currently participating in pilot programs in France and Singapore. Over the first three quarters of 2025, electricity consumption decreased by 23%, representing savings of 1,400 MWh and the avoidance of 500 tCO<sub>2</sub>e.

- In addition, CEVA Logistics tested digital twin technology to optimize energy consumption at three key sites in China: the Songjiang Fashion Hub, the Kunshan Cosmetic Hub, and the Hong Kong Westlink site. A digital twin is a virtual replica of a warehouse, simulating its behavior and synchronized with real-time data. This 24/7 online energy monitoring platform tracks energy consumption by location, unit, and equipment type, providing detailed analyses and enabling targeted energy-saving actions. During the summer peak period at one site, energy optimization actions—such as adjusting schedules and air conditioning settings—generated electricity savings of 66 MWh over two months. This technology will be rolled out to additional sites.

### Air operations

CMA CGM Air Cargo works to reduce its CO<sub>2</sub> 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.

CMA CGM Air Cargo is working on a number of initiatives, 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.

## Lever category 3: Fuels for the energy transition

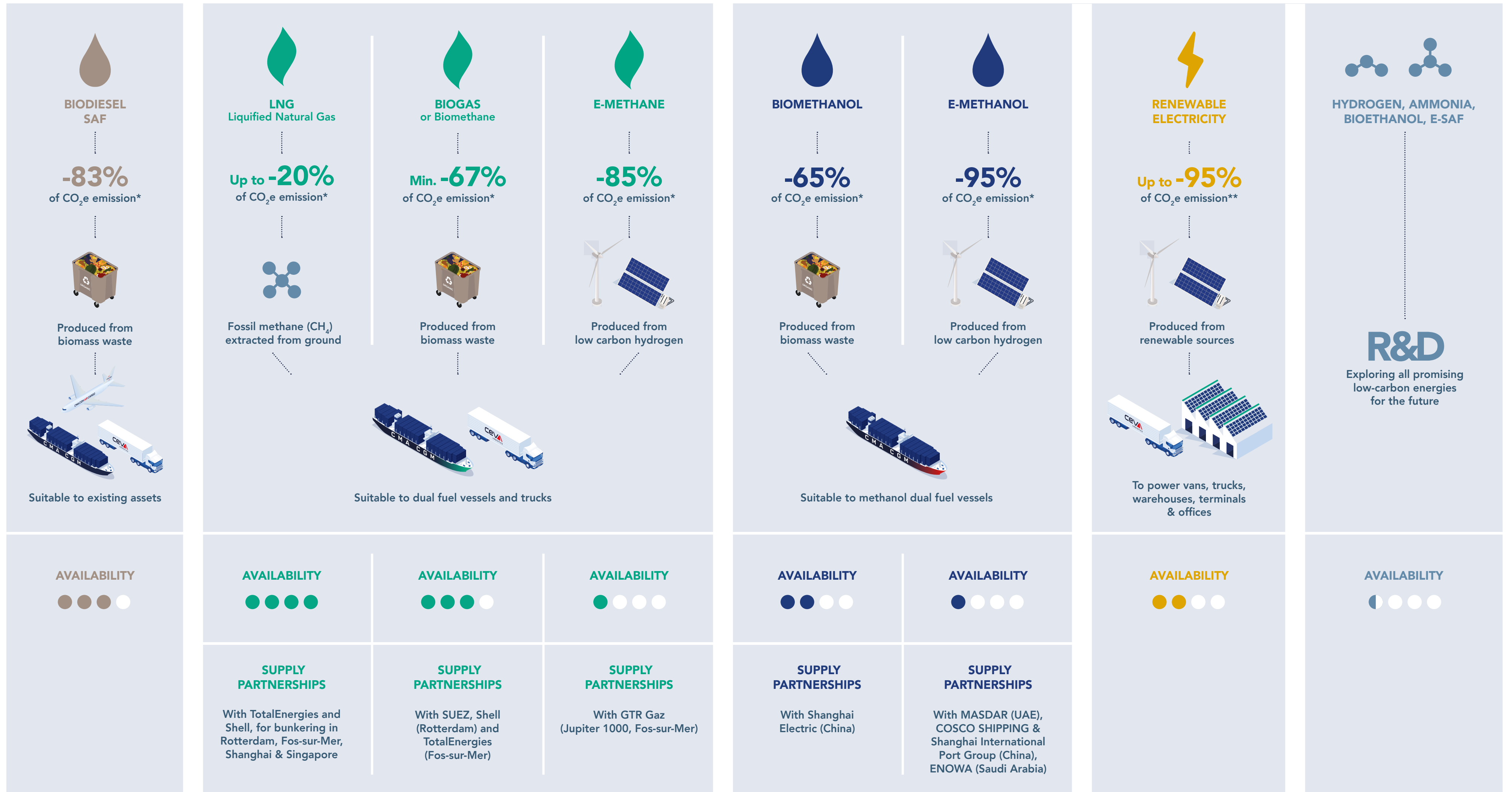
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\* vs conventional fuels  
\*\* vs world grid electricity



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### Maritime Activity

One of the biggest challenges for more sustainable maritime transport is developing low-carbon energies. CMA CGM has expanded its research capabilities on alternative fuels, notably by commissioning IFP Energies Nouvelles (IFPEN) to conduct a life cycle analysis of methanol and ammonia. Published in 2025, this study assesses their environmental performance across the entire value chain. In parallel, several digital tools have been developed internally to support technological and strategic decision-making, including a life cycle assessment platform to calculate greenhouse gas emissions under various fuel-use scenarios, a techno-economic model to estimate e-fuel production costs, and a low-carbon fuels mapping tool identifying processes, inputs, and associated sectors in order to identify synergies and areas of competition across value chains.

The Group is also actively involved in the development of emerging fuels, particularly ethanol, for which the Energy Transition and R&D department contributed to the initiation of a standardization process within the International Standardization Organization (ISO) in 2025. This initiative encouraged the engagement of two major marine engine manufacturers, Everllence and WinGD, which announced the commercialization of ethanol-powered engines, thereby strengthening the credibility of this solution for the rapid decarbonization of existing fleets.

In addition, the Energy Transition department, in collaboration with R&D and CMASHIPS, is exploring new bio-based products compatible with vessels operating on conventional fuels, in order to broaden the Group's decarbonization solutions portfolio and support the ACT+ commercial offering. This approach is fully aligned with CMA CGM's strategy to diversify its energy mix through the analysis and qualification of sustainable low-carbon fuel production processes, including fuels derived from

agricultural waste (biodiesel, biomethane, biomethanol), synthetic fuels produced from industrial waste, and e-fuels generated using renewable electricity.

### Logistics activity

CEVA Logistics' Ground & Rail and Finished Vehicles business currently operates over 1,591 low-emission trucks and vans (630 in 2023). The goal is to have a fleet of 1,680 low-carbon vehicles. Together with its customers and subcontractors, it studies the feasibility of projects and their costs and environmental benefits, which depend on mileage and range, available charging systems and stations, performance, carbon footprint of local electricity, etc.

### Biofuels

CEVA Logistics' Ground & Rail and Finished Vehicles Logistics activities currently operate over 790 trucks running on hydrotreated vegetable oil (HVO) and B100 biofuels.

CEVA Logistics has made significant investments to increase its capacity to use HVO100 biofuel in the United Kingdom, with dedicated infrastructure across 18 sites. The fuel used is ISCC-certified, palm oil-free, and enables CO<sub>2</sub> emissions reductions of up to 90% on a well-to-wheel basis. In 2025, 19 HVO tanks were installed, corresponding to the injection of around 6 million liters of HVO into the Group's transportation network.

In parallel, CEVA Logistics and Avolta in Spain launched a collaborative pilot project based on a sustainable transportation model using HVO-powered duo-trailers. These double-trailer vehicles can transport up to 70 tons, reducing emissions by 520 tons of CO<sub>2</sub> and 180 kg of NO<sub>x</sub> per year.

### 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 trial that has started in February 2025 will play a key role in evaluating both the potential of hydrogen for road transportation and the development of a sustainable hydrogen infrastructure across Europe. CEVA Logistics assesses the performance of hydrogen fuel cell technology compared with conventional diesel trucks and identify potential use cases. The hydrogen fuel cell truck is assigned to a dedicated route between two TME sites and is refueled using existing hydrogen stations available along this route. Over the five-year trial period, CEVA Logistics expects the HFC truck to deliver a reduction of at least 690 tons of CO<sub>2</sub> emissions.

In the United States, CEVA Logistics carried out a pilot project with its partner Zurich Transportation to test a hydrogen-powered truck manufactured by Hyundai. Over a three-month period, the vehicle transported approximately two containers per day between the Port of Long Beach and CEVA Logistics' Torrance warehouse, resulting in estimated CO<sub>2</sub> emissions savings of 15 tons. Despite these positive outcomes, the pilot was discontinued after three months due to high fuel costs and supply constraints stemming from the limited availability of hydrogen refueling stations at the port.

### Electricity contracts

CEVA Logistics is committed to reducing energy consumption and decarbonizing its electricity supply. Where the installation of solar panels is not feasible, expiring electricity contracts are progressively converted to low-carbon or renewable electricity contracts or supplemented with guarantees of origin.



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In 2025, the Diadema site in São Paulo became the first CEVA Logistics facility in Brazil to join the free energy market. This system allows companies to select their electricity suppliers and negotiate contracts directly, thereby optimizing energy use while prioritizing renewable energy sourcing. Through a partnership with a specialized company, a global Energy Attribute Certificate (EAC) procurement platform was implemented, providing countries with a standardized contract and a simplified tool for the local purchase of EACs.

In addition, the share of low-carbon electricity in CEVA Logistics' electricity mix stands at 85%, with Latin America becoming the first region to reach 100%. In addition to decarbonizing electricity, CEVA Logistics is committed to limited fossil fuels in its warehouses by prioritizing fully electric installations for all new sites. This requirement is included in the Environmental Checklist for New Leases.

### Decarbonization of Finished Vehicle Logistics operations

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), the progressive introduction of SMF<sup>8</sup> and bio-GNL into our RoRo<sup>9</sup> operations, and a growing modal shift toward rail transportation.

In 2025, the electric car carrier pilot program was pursued, particularly in France and the Netherlands. At the same time, the use of HVO biodiesel by the truck fleet in Italy, which has been increasing steadily since early 2024, continued to grow in 2025. The number of trucks operating on HVO had reached 152 in 2025. Technical trials and customer tests were also conducted in France and Spain. The resulting reduction in greenhouse gas emissions is estimated at approximately 6,000 tons. In addition,

the fleet of electric shuttle vehicles used by jockey drivers for handling operations at finished vehicle storage sites underwent a major renewal, a further 49 units planned by the end of 2025.

### Lever category 4: Partnerships

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

#### A PARTNERSHIP TO ACCELERATE THE DECARBONIZATION OF MARITIME SECTOR

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

- 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.

### The PULSE energy fund: making a financial and concrete commitment towards 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 this fund are structured around four priorities:

- Developing low-carbon energy production through partnerships and joint investments: PULSE endeavors to accelerate the development of industrial production units for alternative fuels, such as biodiesel, biomethane, e-methane and decarbonated methanol.
- Decarbonizing inland transportation and shore-based 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 for all modes of transport.
- 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 encourages its employees to use soft mobility when they commute and for business travel.

<sup>8</sup> Sustainable Marine Fuel, i.e., alternative marine fuel with a low carbon footprint, often biofuels or synthetic fuels.

<sup>9</sup> Roll on/Roll off ships are vessels on which vehicles can be driven for loading and unloading.



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In 2025, the PULSE energy fund continued the projects launched in 2024 and invested in new opportunities, while remaining attentive to the needs and proposals of internal teams. In total, €700 million will have been committed or deployed across more than 50 internal and external projects over a two-year period (plus €200 million for the French maritime sector). Pulse takes minority stakes in start-ups, industrial projects, investment funds and internal projects. Some of the key projects supported by PULSE are presented below.

### In-house projects

#### Project 1: Electric barge solution in Vietnam

The CMA CGM Group has designed a new inland waterway transportation solution in Vietnam that uses a fully electric barge with charging stations powered by a new solar farm located at the Gemalink deepwater terminal. This electric barge will transport goods between Binh Duong and Cai Mep along a 180 km round-trip route, hereby avoiding the emission of 778 tons of CO<sub>2</sub> per year. CMA CGM has partnered with Nike, which has committed to using the barge. This new solution strengthens the Group's presence in Vietnam and Southeast Asia and supports local economic development through more resilient and environmentally responsible 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: Vanguard Renewables

PULSE has acquired a stake in Vanguard Renewables, a leading U.S. producer of biomethane (RNG) from industrial food waste. This strategic minority investment aims to support the development of the company's biomethane production capacity and thus secures access to significant volumes of RNG to be delivered over the long term.

#### Project 2: Rosi Solar

In 2025, PULSE invested in Rosi Solar, a Grenoble-based company that recycles and recovers raw materials from the photovoltaic industry by extracting silicon, silver, copper and glass from end-of-life solar panels.

#### Project 3: Hycamite

PULSE has invested in Hycamite to provide strategic support for the launch in 2025, in Finland, of Europe's largest methane decomposition plant, producing low-carbon hydrogen and solid carbon. As a world leader in container shipping with a diversified portfolio, CMA CGM's investment will help accelerate Hycamite's maritime decarbonization efforts and support the industrial development of its technology.

#### Project 4: SAFFA

PULSE has become a partner of the SAFFA investment fund, whose objective is to accelerate the production of sustainable aviation fuels (SAF).



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### **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;
- Helping the Group decarbonize its businesses by up to 15% using information technology and digital solutions.

This multi-year program involves all the Group's subsidiaries. The actions that have been initiated since 2022 resulted in the following achievements:

- The life cycle of 13% of head office equipment was extended from three to five years;
- Green IT criteria were included in IT calls for bids;
- 1,200 laptops were recycled over a period of three years;
- A major project to bring our IT applications into compliance with French accessibility regulations (RGAA) was launched. 11 applications were audited in 2025. A multi-year remediation plan has been developed, and accessibility criteria have been added to IT calls for bids.

### **The New Energies Coalition: working together to accelerate the energy transition in transportation and logistics**

Initiated by CMA CGM, the New Energies Coalition is an international consortium bringing together major players from the industrial, energy, and logistics sectors, with the aim of accelerating the decarbonization of transport

and the global supply chain. For over five years, the New Energies Coalition has promoted a collective and systemic approach, combining technological innovation, cross-sector cooperation, and dialogue with public authorities to develop more sustainable transport solutions.

All modes of transport are represented, from energy manufacturers and producers to end users of logistics chains.

The work of the New Energies Coalition seeks to provide methodological frameworks and practical levers to reduce greenhouse gas emissions in the maritime, aviation, and road transport sectors.

In 2025, the New Energies Coalition carried out several structuring initiatives, notably including the publication of three studies:

- The role of nuclear power in the maritime energy transition, identifying the various small and medium-sized nuclear reactor (SMR) technologies suitable for civilian nuclear propulsion, as well as the associated regulatory challenges.<sup>10</sup>
- Energy challenges in the port environment, outlining the needs and key issues related to the development of new services: electrification, shore power connectivity, energy storage, and energy production.<sup>11</sup>
- The cost of decarbonizing maritime transport, illustrating the impact on the end consumer — \$0.0015 for a \$30 pair of sneakers.<sup>12</sup>

In 2025, the New Energies Coalition also received its first award for Best Collaborative Initiative, presented by one of its partners, in recognition of its AI-powered tool project designed to facilitate access to primary data for calculating Scope 3 carbon emissions. In addition, the New Energies Coalition welcomed two new members in 2025, further enhancing the diversity of its partners and collaboration with industrial leaders.

Also in 2025, the New Energies Coalition participated in several flagship events focused on transport decarbonization challenges:

- At the Blue Economy Financial Forum, leading a discussion on maritime decarbonization challenges ahead of the United Nations Third Ocean Conference (UNOC).
- During the London International Shipping Week, promoting the importance of a stable regulatory framework to support the production of renewable marine fuels.
- At the World Nuclear Exhibition in November 2025, contributing to the debate on developing a regulatory and insurance framework to enable the growth of civilian maritime nuclear power, marked by the signing of a cooperation declaration bringing together more than 30 European stakeholders from both the nuclear and maritime sectors.

Thanks to the mobilization of its more than 200 experts, the New Energies Coalition continues to explore all solutions for sustainable transport and logistics, combining innovation, cooperation, and long-term strategic vision.

<sup>10</sup> Microsoft Word - New Energies Coalition - Nuclear in shipping white paper

<sup>11</sup> NewEnergiesCoalition-Ports\_Decarbonation-2025.pdf

<sup>12</sup> Microsoft Word - New Energies Coalition\_CostOfGreenerShipping\_Oct25\_VF



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### Green corridors: driving decarbonization of the maritime sector and showing the possibilities

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.

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 aims to decarbonize the maritime sector through the voluntary and proactive collaboration of all stakeholders in the value chain: ports, terminals, shipowners, shippers, energy providers, and institutions.

It also aims to encourage the development of new business models, business opportunities and socioeconomic 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.

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 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-GNL at the port of Rotterdam, which was carried out in partnership with Shell to test regulatory compliance and the certification chain.

### Partnerships on SAF use at CEVA Logistics

CEVA Logistics is deepening its commitment to sustainable air freight by establishing strategic partnerships with key industry leaders.

Following the signing of memoranda of understanding, the company formalized partnerships with Air France KLM Martinair Cargo, Cargolux, and Lufthansa Cargo to promote the use of sustainable aviation fuel (SAF) and significantly reduce CO<sub>2</sub> emissions. These initiatives, which combine SAF purchases and credit-based mechanisms, are expected to avoid more than 24,000 tons of CO<sub>2</sub> in 2025 and form part of long-term cooperation frameworks, some extending through 2028.

Beyond emissions metrics, these agreements reflect a shared determination to decarbonize air logistics, support the circular economy, and ensure full transparency through clearly defined standards and robust certification processes. Through these partnerships, CEVA Logistics reaffirms its ambition to build resilient, responsible supply chains founded on trust, innovation, and close collaboration.

## Exposure to climate change

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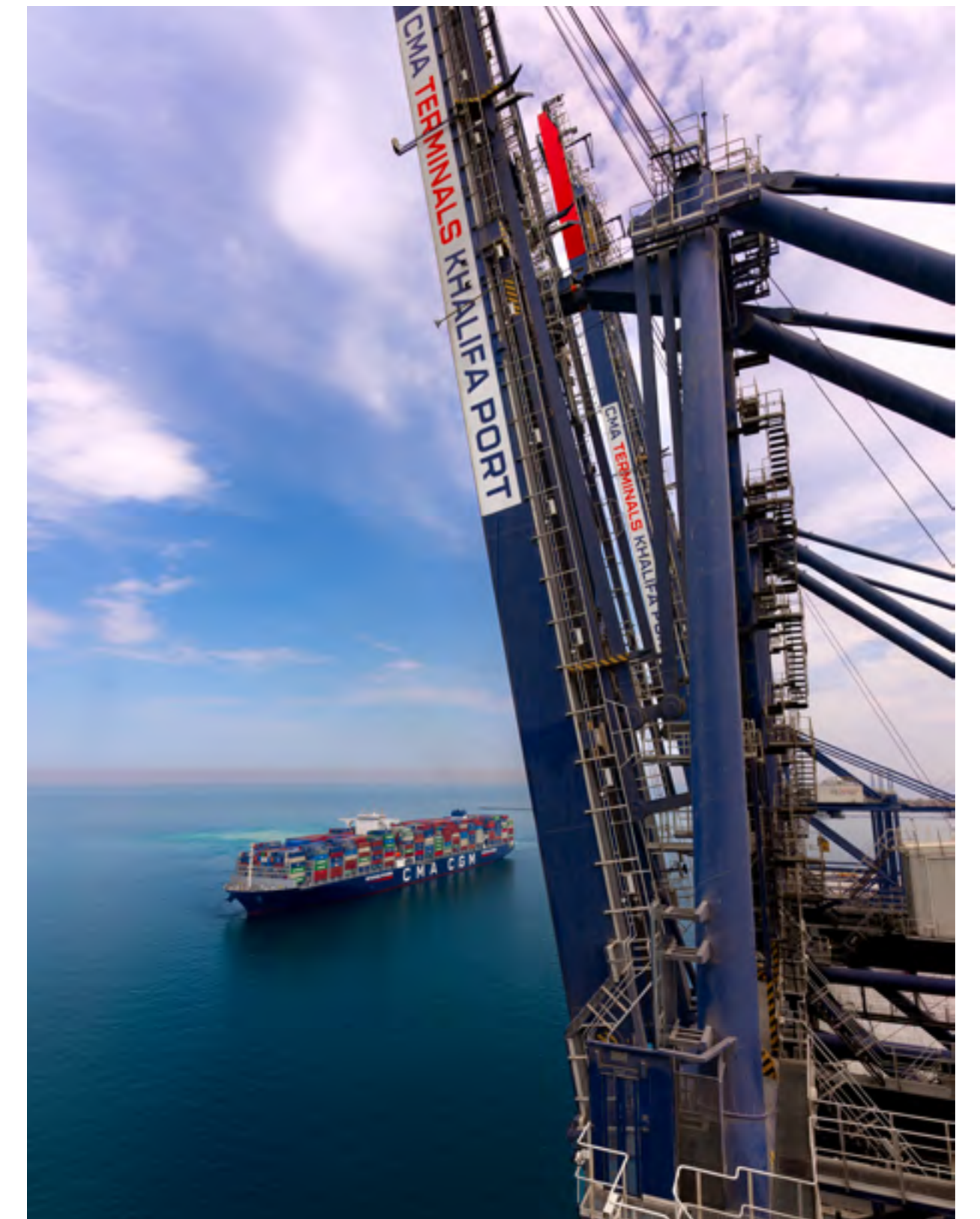
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In connection with the analysis of the physical risks related to the Group’s activities, it bears noting that CMA CGM’s maritime transportation business model is highly resilient. The mobility of key assets—such as vessels and containers—combined with the geographic diversity of customers and markets, helps limit overall exposure to localized risks. Although warehouses and depots are in fixed locations, their large number and global distribution help mitigate potential impacts in the event of an incident at any single site; moreover, the majority of these facilities are leased, which limits direct financial exposure. By contrast, investments in terminals—characterized by capital concentration at a single site—are more exposed to physical risks, as are office buildings and shared service centers, requiring enhanced risk management and business continuity measures. This structural assessment demonstrates CMA CGM’s capacity to manage physical risk exposure while maintaining global operational continuity.

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;
- And over 30% will be exposed to extreme climate events (e.g., cyclones, floods).
- Sites in India and Southeast Asia are particularly exposed to high heat and heavy precipitation. Tornadoes pose a particular threat to sites in the eastern United States, China, and southeastern 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.





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Energy consumption						
Indicator	Unit	Business	2025	2024	2023	Methodology
<b>Fuel</b>						
Fuel consumption	Millions of tons	Maritime	9.1	9.2	7.9	Consumption covers the entire operational fleet (owned vessels and chartered vessels).
<i>of which LNG</i>	Thousands of tonnes	Maritime	1,218.5	961.2	539.2	
<i>of which biofuels</i>	Thousands of tonnes	Maritime	104.5	50.9	76.8	
Share of alternative fuels in the energy mix	%	Maritime	14 . 4	11	7 . 8	So-called "alternative" fuels include: liquefied natural gas (LNG), biomethane, synthetic methane (e-methane), and biodiesel.
Fuel consumption	Thousands of liters	Logistics	132.1	57.1	84.7	This relates to the fuel consumption of trucks owned by CEVA Logistics.
Fossil fuel consumption of warehouses	MWh	Logistics	170,900	176,949	136,784	This relates to the natural gas and heating oil consumption of CEVA Logistics warehouses.
Fuel consumption	Thousands of liters	Terminals and depots	92,197	77,716	-	This relates to the fuel consumption of material handling equipment, reefer generators, and light commercial vehicles at transport sites.
Number of alternative fuel vehicles	nb	Logistics	1,591	1,271	630	This includes vehicles powered by biofuels, electricity, hydrogen, and compressed natural gas (CNG).
<b>Electricity</b>						
Electricity consumption of warehouses	MWh	Logistics	323,658	330,841	278,396	For certain warehouses (representing approximately 13% of our warehouses), energy consumption was estimated based on a kWh/m <sup>2</sup> ratio calculated from the 2024 consumption of CEVA Logistics sites.
Share of low - carbon electricity in warehouses	%	Logistics	85	69	34	Low-carbon electricity refers to electricity from renewable or nuclear sources purchased through green electricity contracts or guarantees of origin, as well as electricity generated by solar panels installed on the warehouses we operate and self-consumed.
Percentage of warehouse floor area covered by LEDs	%	Logistics	93	92	84	This concerns only the built floor area of hubs and logistics warehouses.
Surface area of photovoltaic panels installed on warehouses	m <sup>2</sup>	Logistics	758,000	799,360	773,295	The surface area of photovoltaic panels deployed on sites corresponds to the panels installed on sites owned by CEVA Logistics, as well as on leased sites where CEVA Logistics consumes the electricity generated by the panels.
Electricity consumption of terminals and depots	MWh	Terminals and depots	412,883	318,101	240,034	This relates to the total renewable and non-renewable energy consumption of terminal sites and depots.
<b>Modal shift to rail/barge</b>						
Share of inland transport by rail or barge	%	CMA CGM	69	70	67	This relates to the proportion of subcontracted transport performed by rail or inland waterways when CMA CGM provides door-to-door services.

### Methodology

Methodological details are provided on page 7, under the Strategy – Reporting Scope section.



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CO <sub>2</sub> emissions (in millions of tons CO <sub>2</sub> e)			
Emission category	2025	2024	Methodology
<b>Scope 1 ✓</b>	<b>29.6</b>	<b>29.0</b>	
1.1 Company facilities	<0.1	<0.1	Emissions from fossil fuels consumed at sites: terminals and warehouses. The emission factors used by CEVA Logistics for natural gas and heating oil are sourced from the ADEME carbon database.
1.2 Company vehicles	29.2	29.0	Emissions from CMA CGM vessels (including La Méridionale), CEVA Logistics trucks, as well as terminal equipment. The CEVA Logistics reporting scope includes vehicles that are owned or leased and excludes subcontracted trucks, personal vehicles, and company cars. The emission factors used for diesel and LPG are sourced from the GLEC framework
1.4 Refrigerant gas leak	0.4	NR	Emissions from refrigerant leaks from reefer containers and warehouses
<b>Scope 2 (Location-Based) ✓</b>	<b>0,3</b>	<b>0,3</b>	
2.1 Purchased energy	0.3	0.3	Emissions related to electricity consumption at CEVA warehouses, CMA CGM terminals and depots, and the Group's offices (excluding CEVA Logistics offices). The emission factors come from the International Energy Agency or from the supplier.
<b>Scope 2 (Market-Based) ✓</b>	<b>0,2</b>	<b>0,2</b>	
2.2 Purchased heating and cooling	0.2	0.2	
2.3 Purchased steam	<0.1	<0.1	Emissions related to district heating and cooling consumption at certain tertiary sites and warehouses. The emission factors used are sourced from local energy providers.
<b>Scope 3 ✓</b>	<b>18,8</b>	<b>20.3</b>	
3.2 Capital goods	3.4	3.6	Emissions related to shipbuilding and CO <sub>2</sub> emissions associated with container manufacturing.
3.3 Fuel and energy related activities	5.6	5.3	Emissions related to fuels and energy (not included in Scope 1 and 2): reported on the same scope as Scope 1 and 2. The sources are EN16258, GLEC, Renewable Energy Directive (RED II) for maritime activities, and GLEC v3.1, the ADEME carbon database, and the International Energy Agency for logistics activities.
3.4 Upstream transportation and distribution	9.1	10.6	Emissions from subcontracted inland transport by CMA CGM (the emission factors applied for each transport mode — rail freight, road freight, barges — are those of GLEC and emissions related to maritime transport by external feeders (the emission factor used is calculated by taking the average maritime performance of the Group's internal feeder services. They also include the transport of empty containers for repositioning). These CO <sub>2</sub> emissions are calculated on the basis of the weight of goods transported as reported in TMS (Transport Management Systems), distances travelled calculated via the EcoTransIT platform (ISO 14083-compliant), and based on the emission factors provided by the GLEC framework. Since 2025, the calculation of emissions from subcontracted air and maritime freight has used emission factors reflecting the specific performance of each carrier in order to refine the results. Due to the large number of TMS dedicated to road transport supervision within CEVA Logistics, total emissions are extrapolated from the most significant TMS, which covers approximately 40% of the Group's emissions. CEVA Logistics is currently implementing an action plan to integrate three additional TMS by 2026 and reach 70% coverage of road transport flows. CEVA Logistics extrapolates the CO <sub>2</sub> emitted during road pre-carriage and on-carriage associated with maritime or air transport, as this information is not systematically reported across all of the Group's TMS. This extrapolation is based on the average 2024 flows from the CargoWise TMS of Bolloré Logistics. CO <sub>2</sub> emissions related to subcontracted transport exclude rail transport for technical reasons. Work is currently underway to enable the future accounting of these emissions. We estimate that, to date, they represent less than 2% of CEVA Logistics Scope 3 emissions.
3.5 Waste generated in operations	0.8	0.7	Emissions from waste generated by operations, including solid waste (hazardous and non-hazardous) and hydrocarbon sludge (sludge and scrubber residues): volume of solid waste produced by owned vessels.
3.6 Business travel	<0.1	<0.1	Emissions are calculated according to the ADEME methodology via the CMA CGM Travellers' Club booking platform.
3.7 Employee commuting	0.1	0.1	Emissions estimated on the basis of the number of employees: assumptions of 20 km per day and 220 working days; the emission factor used is the ADEME factor for passenger cars.
Total Location Based	48.8	49.6	
<b>Total Market Based</b>	<b>48.6</b>	<b>49.5</b>	

### Methodology

The emission categories 3.8, 3.10, 3.12, 3.13 and 3.14 are not applicable to the Group's activities.

The emission categories 3.1, 3.9, 3.11 and 3.15 are currently being consolidated and refined.

The 3.15 category could account for around 12% of Scope 3 CO<sub>2</sub> emissions and 5% of the carbon footprint. Further details are provided on pages 14 and 15 in the Carbon footprint section.

The 2025 values of the indicators identified with a ✓ have been verified with limited assurance. See the Statutory Auditors' Report in the appendix.

# 2. Pollution

## Impacts, risks, and opportunities

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### Water and Soil pollution

Freight transportation may lead to accidental spills (including the loss of containers) on land and at sea. Logistics activities may also generate polluted wastewater during the washing of containers or handling equipment.

**Negative impact**  
**Scope:** CMA CGM maritime; Depots and terminals; CEVA Logistics

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### Air and Water pollution

Maritime transportation operations relies on fuel combustion, which generates emissions that contribute to air pollution and can discharge wastewater into the marine environment (scrubber effluents, graywater, and blackwater).

**Negative impact**  
**Scope:** CMA CGM maritime; La Méridionale

### Air, Water and Soil Pollution

Risk of increased costs related to the investments required to comply with regulations, or the payment of fines in the event of regulatory non-compliance or pollution incidents. Risk of additional costs and reputational damage if remediation is required.

**Risk**  
**Scope:** CMA CGM maritime; Depots and terminals; La Méridionale; CEVA Logistics

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## Air pollution: actions and metrics

The CMA CGM Group conducts active regulatory monitoring and ensures ongoing compliance with major international, European, and local air-pollution prevention regulations. For its maritime activities, the Group applies, in particular:

- International Maritime Organization regulations imposing limits on the sulfur content of marine fuels based on vessel operating zones, along with additional local and regional requirements;
- NOx emission standards applicable to vessels based on their areas of operation and date of construction;
- The FuelEU Maritime regulation, which incentivizes the use of low carbon intensity fuels;
- The European Union Emissions Trading Scheme (EU ETS), which caps CO<sub>2</sub> emissions and allows allowances to be traded;
- Shore power connection requirements in ports in California, China, and Europe.

For its shore-based activities, the Group anticipates the expansion of low-emission zones and the implementation of the European ETS 2 system starting in 2028. To meet these regulatory requirements, the CMA CGM Group is committed to a process to continuously reduce atmospheric pollutant emissions from maritime activities by developing new technologies and diversifying 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. The actions implemented by the Group to achieve these objectives are described below.

Indicator	Unit	2025	2024
<b>NOx emissions</b>			
Maritime Transport	Ktonnes*	598	616
<b>SOx emissions</b>			
Maritime Transport	Ktonnes*	71	76
<b>PM emissions</b>			
Maritime Transport	Ktonnes*	54	57

\*Thousands of tonnes

### Explanation of data

The decrease in emissions between 2024 and 2025 is linked to changes in the energy mix, notably a reduction in the consumption of HSFO and VLSFO fuels.

### Methodology

The emissions cover the entire operated fleet. The factors are sourced from the IMO.



## Maritime activities (CMA CGM, La Méridionale)

### Fuels and scrubbers

#### CMA CGM

CMA CGM's maritime activities are governed by a number of regulations aimed at reducing atmospheric emissions. Emission Control Areas (ECAs/SECAs) impose limits on sulfur oxide (SOx) and nitrogen oxide (NOx) emissions, with the possibility of using exhaust gas cleaning systems (EGCS)—also known as scrubbers—to meet SOx requirements. IMO regulations further cap the sulfur content of marine fuels at 0.5% globally, with a stricter limit of 0.1% in ECAs. New vessels are also required to be fitted with engines compliant with NOx emission standards. Additional requirements may apply depending on local jurisdictions. CMA CGM closely monitors changes in local requirements to ensure its fleet is compliant at all times before berthing or entering territorial waters, inland waters and estuaries.

After adopting low-sulfur fuel oil starting in 2020 in line with IMO regulations, CMA CGM has accelerated the use of liquefied natural gas (LNG) and methanol. LNG reduces SOx emissions by up to 99%, NOx emissions by up to 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%.

CMA CGM 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 treated in shore-based facilities (see the "Scrubbers" under Water Pollution).

#### La Méridionale

La Méridionale operates within a Sulfur Emission Control Area (SECA), which requires vessels to use fuels with a maximum sulfur content of 0.1%. Its vessels therefore operate on MDO<sup>13</sup> or are equipped with scrubbers. National regulations require vessels fitted with open-loop scrubbers (such as the Massalia) to switch to DO<sup>14</sup> when navigating within territorial waters, defined as a 3 nm<sup>15</sup> coastal zone.

La Méridionale's vessels currently use two types of fuel: HFO and MDO. Future vessels under construction are expected to be equipped with LNG propulsion, supplemented by an electric system and a battery pack, enabling port maneuvers and port calls to be performed on battery power when shore power infrastructure is not available.

The vessel Piana is equipped with a closed-loop scrubber, while the Massalia operates with an open-loop system, the use of which is adjusted in line with local regulations, including the shutdown of the scrubber and a switch to DO within the three nautical mile zone off the French coast and in the port of Tanger Med.

Indicator	Unit	2025	2024
<b>Vessels equipped with scrubbers</b>			
CMA CGM	%	18	23

<sup>13</sup> Marine Diesel Oil

<sup>14</sup> Diesel Oil

<sup>15</sup> One nautical mile (nm) = 1.852 kilometers

### Shore power connections (cold ironing or shorepower)

The CMA CGM Group complies with the various national regulations governing shore-side electricity connections:

- **California:** The Ocean-Going Vessels At Berth Regulation (OGV) requires vessels docking in California to connect to shore power.
- **China:** Vessels equipped for shore power are required to connect when port infrastructure is available (Port and Vessel Shore Power Management Measures).
- **European Union:** The FuelEU Maritime regulation, which will apply from 2030, will require all vessels calling at European ports to connect to shore power. To meet this requirement, the Group has launched an investment plan to ensure compliance by the end of 2029. Several terminals have already anticipated this shore power requirement, notably in Dunkirk and Hamburg. In addition, within La Méridionale, three out of the four owned vessels are equipped with shore power systems and connect to shore power during port calls in Marseille.

By connecting to shore power (also known as "cold ironing", "shore side electricity" or "alternative marine power" (AMP)), CMA CGM's vessels 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 CO<sub>2</sub> emissions.

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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.

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

- The vessel must be “adapted” (retrofits to the vessel to allow the installation of a connection);
- The vessel must be equipped with a removable shore power connector (a containerized unit or cable reel enabling connection to shore power).

### Logistics activity

CMA CGM's shore-based activities must comply with the zero- or low-emission zones that have been implemented in various cities, which restrict access for 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.

Furthermore, the European ETS 2 emissions trading scheme will apply to the road transportation sector as of 2028.

Indicator	Unit	2025	2024
<b>Number of owned vessels adapted and equipped for shore power connection</b>			
CMA CGM	nb	176	116
<b>% of owned vessels adapted and equipped for shore power connection</b>			
CMA CGM	%	44	38

## Water and soil pollution: actions and metrics

To prevent accidental discharges at sea and, in particular, oil pollution from the Group's vessels or terminals, CMA CGM deploys a range of measures, including rigorous fleet maintenance, conducting regular simulations and exercises, and a structured emergency management process.

The Group has also adopted a dedicated incident prevention and management procedure that incorporates environmental considerations. In particular, it classifies events based on their level of criticality and serves as a common framework that sites are encouraged to tailor to their specific operational and local contexts.

### Maritime Activity

The International Convention for the Prevention of Pollution from Ships (MARPOL) applies to all vessels and establishes requirements relating to hydrocarbons (discharge limits in certain areas, treatment and retention of residues), wastewater (conditions for discharge), and waste (sorting, collection, and procedures for discharge or onshore disposal depending on waste type).

### CMA CGM

#### Incident management

CMA CGM's Fleet Navigation Center (FNC) provides continuous, centralized monitoring of the Group's entire fleet. Serving as a maritime control tower, it is equipped with a panoramic wall of screens and advanced visualization tools that provide real-time monitoring of ships' movements, speed, energy consumption, and CO<sub>2</sub> emissions, as well as of weather conditions and navigational risks. In particular, the FNC uses the Octopus system, a vessel

motion forecasting and measurement tool (roll, pitch, etc.) that is updated daily by on board and shore-based teams and integrated with weather routing software and cargo loading data. This system makes it possible to anticipate risks of synchronous or parametric rolling and to optimize maritime routes based on sea conditions, thereby reducing the risk of accidents that could result in accidental discharges of hydrocarbons or pollutants into the marine environment.

Prior to departure from port and throughout the voyage, the FNC systematically verifies that each vessel has updated its Octopus data. In the event of a critical incident, a crisis response unit adjacent to the Fleet Navigation Center enables immediate interaction with vessel masters by videoconference, thereby permitting rapid and coordinated decision-making.

#### FORS system

Vessels in CMA CGM's fleet can be equipped with the Fast Oil Recovery System (FORS). In the event of grounding or collision, this equipment enables the rapid extraction of fuel oil from bunker tanks, reducing the risk of discharge into the ocean and helping to prevent marine pollution.

#### Loss of containers

Each year worldwide, containers may be lost at sea due to adverse weather conditions, exceptional incidents, or inaccurate cargo declarations. In 2025, a single container was lost. The CMA CGM Group regrets this incident and remains committed to reducing such losses through several measures, including the optimization of the parametric rolling detection tool (Octopus), enhanced weather monitoring, continuous fleet oversight via navigation centers, optimized weather routing, and onboard container securing systems.

In parallel, CMA CGM collaborates with shipowners'



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associations and competent bodies, such as Armateurs de France and the World Shipping Council, to standardize methods and collectively reduce the risk of losing containers at sea.

Given the environmental implications, particularly with respect to plastic pollution, the Group has implemented proactive measures. Containers carrying plastic pellets are deliberately stowed in protected locations recommended by the International Maritime Organization, reducing potential impacts in the event of an incident. CGM CGM also supports the IMO's position calling for improved labeling of these containers to facilitate identification and promote more responsible management across the logistics value chain.

### Scrubbers

The scrubbers used by the Group, particularly open-loop systems, have a direct impact on marine water quality by discharging treated effluents into the sea. CMA CGM ensures that their use complies with all applicable local and international requirements, in line with IMO guidelines and MARPOL regulations, in order to limit the effects on water acidity and prevent any accidental marine pollution.

### La Méridionale

La Méridionale ensures compliance with regulations governing discharges and has implemented a procedure that includes event classification and a severity matrix, with a specific focus on environmental aspects, particularly the risk of spills.

### Terminals and Depots

At CMA CGM, environmental risk management at all terminals and depots is structured around two key components: the prevention and management of accidental pollution, and the control of pollution linked to routine operations, including wastewater treatment.

For accidental pollution risks, each site undergoes an environmental risk assessment aimed at identifying potential pollution sources and assessing related risks and impacts, in line with ISO 14001. Conducted by QHSE Advisors, this assessment results in the implementation of appropriate action plans. A dedicated assessment tool supports this process and is complemented by awareness-raising and training sessions to ensure effective implementation. In addition, best-practice sheets and inventories of protective equipment and specialized response materials are made available to enable rapid and efficient incident response.

All incidents are systematically reported in the TIN@ tool and reviewed by the QHSE officers. This tool is used to monitor the implementation of action plans. Each year, internal audits are conducted across all sites to verify compliance with established measures and to adjust existing arrangements where necessary. In parallel, best practices are shared and regular exchange sessions are organized to strengthen the QHSE culture at the operational level.

In addition, to mitigate the impacts of washing activities, terminals and shore-based assets are progressively being equipped with wastewater treatment systems (see Chapter 3, "Water Management").

Indicator	Unit	2025	2024	Objective
<b>Accidental spills</b>				
CMA CGM	Nb	0	0	0
<b>Vessels equipped with a ballast water treatment system</b>				
CMA CGM	%	100	100	100
<b>Number of containers lost at sea</b>				
CMA CGM	Nb	1	168	0

### Methodology

Accidental spills: The reporting scope covers the Group's owned vessels. This pollution includes unintentional discharges of hydrocarbons, oil, sludge, chemicals, hazardous materials and nonhazardous 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.

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.

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### Logistics activity

The activities of CEVA Logistics involve environmental risks, particularly pollution risks. These risks arise during the transportation and storage of hazardous materials and may result in pollutant emissions, accidental leaks, or contamination of soil, air, or water if preventive measures are not rigorously applied.

CEVA Logistics' QHSE policy applies to all product lines and sites. It aims in particular to foster a culture of "zero harm" and "zero non-compliance" and to promote operational excellence. The policy is signed by the Chief Executive Officer and reviewed at least once a year.

CEVA Logistics' QHSE policy is based on the international standards ISO 14001 and ISO 45001. To ensure compliance across all activities, procedures also rely on applicable regulatory requirements and international standards, including:

- The International Maritime Dangerous Goods Code (IMDG Code);
- the standards of the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA);
- local regulations governing the road transportation of dangerous goods (ADR, 49 CFR, Transportation of Dangerous Goods Regulations).

The management of dangerous goods is standardized and includes:

- Risk assessment and associated prevention strategies;
- Regulatory authorizations;
- Procedures for the receipt, segregation, and inspection of goods;
- Handling operations;
- Staff instructions and training.

All these procedures, approved at the CEVA Logistics Group level, comprise the QHSE management system. They are shared with the QHSE teams in each country and region through a centralized document management system.

Local teams are responsible for implementing these procedures, monitoring their application, adapting them to local specificities and regulatory requirements, and ensuring appropriate staff training.

Each year, a regional audit program is conducted by the QHSE teams. These audits verify compliance and the effective implementation of procedures across the selected sites. In parallel, regular self-assessments are conducted at country level to measure progress in deploying the QHSE management system. These assessments are consolidated and analyzed at the CEVA Logistics Group level, providing a global view of implementation and facilitating the continuous updating of procedures.

Subcontractors working on CEVA Logistics sites are required to comply with these requirements. External service providers (road, maritime and air carriers) are required to submit the documentation needed for the regulatory compliance assessments conducted by CEVA Logistics teams. In addition, CEVA Logistics has implemented a digital platform to record and monitor HSE incidents, including environmental incidents. This tool allows incidents to be logged, categorized by severity, and analyzed, to plan and conduct an investigation if necessary, and establish and monitor appropriate improvement actions.

In addition, CEVA Logistics has implemented a digital platform to record and monitor HSE incidents, including environmental incidents. This tool allows incidents to be logged, categorized by severity, and analyzed, to plan and conduct an investigation if necessary, and establish and monitor appropriate improvement actions.

Examples of the practical implementation of these measures include:

- Drums are preferably stored inside buildings, or placed within suitable containment installations, away from site drainage systems to avoid any risk of accidental pollution.
- Before storage tanks are installed at a site, teams conduct a formal review of local regulatory, technical, and contractual requirements. Tanks must be clearly labeled and sufficiently robust, and must be installed at a safe distance from sensitive areas, and placed within containment systems. A regular maintenance and inspection program is scheduled to ensure the integrity and tightness of the installations.

To address noise and light pollution, CMA CGM is working to reduce nuisances through appropriate measures, including equipping certain cranes and handling equipment with white noise technology, and supporting sites in the selection of outdoor lighting that ensures operational safety while preserving surrounding biodiversity.

# 3. Water management

## Impacts, risks, and opportunities

As the CMA CGM Group does not extract marine resources, this issue is not considered material. Policies and actions are nevertheless in place to preserve marine biodiversity (see Chapter 4, "Biodiversity and Ecosystems"). Water consumption has also been assessed as non-material for the Group. Nonetheless, this is an important issue for the Group, and is monitored in connection with the Water Management Plan.

### Water consumption

The Group consumes water for its tertiary activities, as well as for washing equipment at terminals, depots and warehouses

#### Negative impact

*Not considered material for the Group, but applicable under the Water Management Plan already in place*

Risk of increased costs due to poor management of water consumption.

#### Risk

*Not considered material for the Group, but applicable under the Water Management Plan already in place*

Indicator	Unit	2025	Objective
Water consumption	m <sup>3</sup>	4,251,710	30% lower by 2030

#### Methodology

The water consumption reported concerns the following scopes: Terminals and Depots, Warehouses and Vessels.

## Water consumption: actions and metrics

The Water Management Plan has been in place since April 2023 and provides a framework for monitoring progress. A designated lead has been appointed at each site.

The plan is structured around the following actions:

- Avoiding overconsumption:
  - Detection and repair of leaks;
- Reducing water consumption by 30% by 2030:
  - Installation of water-saving devices;
  - Installation of meters to monitor water consumption linked to specific uses at sites;
- Using alternative resources:
  - Innovation and monitoring of technical developments;
- Recycling at least 10% of water consumed and treating 100% of wastewater:
  - Setting up water recycling and reuse systems;
  - Local legal and regulatory monitoring;
  - Local initiatives to support access to drinking water in water-stressed areas;
- Engagement:
  - Training and awareness-raising initiatives, including the development of e-learning tools;
  - Establishment of local and global partnerships in water-stressed regions.

In 2024, the Group launched an audit of water consumption, water management, and recycling across a panel of sites<sup>16</sup> representative of the diversity of its activities and exhibiting high levels of consumption, with the aim of identifying the various uses in collaboration with the relevant entities.

In addition to these audits, an in-depth study was conducted using the **WWF Water Risk Filter**. This tool was used to assess and classify the Group's sites based on various

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<sup>16</sup> 32 CEVA Logistics warehouses, 36 CMA CGM agencies, and two sites (Terminal Générale de Manutention Portuaire in Le Havre and CFS CCLP Dadri in India).



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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.

## Maritime activity

### CMA CGM

For maritime transport activities, water is not used in operational processes. Consumption is limited to crew usage and cleaning. Vessels produce most of their freshwater on board by converting seawater using desalination systems such as reverse osmosis units and evaporators.

### La Méridionale

La Méridionale, which operates passenger roll-on/roll-off vessels, consumes water supplied during port calls, particularly for passenger services, hotel functions, and catering operations.

## Inland activity

Within this scope, the washing of handling equipment and containers represents the primary source of water consumption. The Group has been monitoring these uses since 2022, leading to the detection of several leaks and resulting in a reduction of water consumption by over 50%.

To ensure a more sustainable approach to operational activities, wastewater treatment and recycling systems have been rolled out. This is already the case for 46% of terminals, with new projects under discussion at the Générale de Manutention Portuaire du Havre (France) and Puerto Antioquia (Colombia). Similarly, 35% of land-based assets are equipped with such systems, with three additional projects under review within the CCIS France scope.



Rainwater harvesting systems have also been installed at certain sites, including the CMAT Khalifa Terminal, Malta Freeport Terminal, Kingston Freeport Terminal, and the Vietnam International Container Terminal, as well as at certain CCIS depots (CCIS Antwerp in Belgium, CCIS UK, CCIS Dublin in Ireland, and CCIS Northport in Malaysia). The use of harvested rainwater varies by site and includes operational uses such as container washing or firefighting, as well as irrigation of green spaces.

## Logistics activity

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 of reusable packaging (boxes) in connection with the Reusable Packaging System (RPS), which also involves a limited number of sites but significant water volumes;
- Warehouses: individually, they consume very little water (domestic water use), but collectively they account for a very large number of sites. As a result, CEVA Logistics has the highest aggregate consumption.

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

2030 OBJECTIVES			
<b>30%</b>	<b>10%</b>	<b>100%</b>	<b>100%</b>
Measure in order to reduce water consumption by 30%	Reuse or recycle 10% of total water consumption	Train and mobilize all employees to promote behavioral change	Treat 100% of wastewater
KEY MEASURES			
 <p>Limit the cleaning of transported vehicles and containers to what is strictly necessary and use recycled water</p>		 <p>Optimize water consumption and eliminate water leaks in buildings, warehouses and terminals</p>	

- Rainwater harvesters;
- Reusing water from air conditioners for washing machines and filling batteries;
- Replacing faucets with more water-efficient models (water-saving showers and flush systems).

Sites identified in the 2024 Water Management Plan are being monitored this year to ensure the effective implementation of the defined action plans. In 2025, the plan was extended to 34 additional sites.

# 4. Biodiversity and ecosystems

## Impacts, risks, and opportunities

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### Impacts on the condition of species

The Group's operations may affect the balance of marine ecosystems, in particular by:

- Shipping lanes encroaching on marine species migration routes
- Transporting organisms via seawater tanks, vessel hulls, or containers, which may become invasive species in other ecosystems
- Underwater radiated noise emitted by propellers or engines, which may affect marine species

**Negative impact**

**Scope:**  
CMA CGM, La Méditerranéenne

The Group's operations may affect the balance of terrestrial ecosystems, in particular by:

- The construction or expansion of new port or logistics infrastructure, which may fragment ecosystems
- Encroachment of operating sites on natural terrestrial ecosystems (land artificialization, light and noise pollution)

**Negative impact**

**Scope:**  
Depots and Terminals, Air Cargo, CEVA Logistics

The transportation of protected fauna and flora species (or related products) may also affect marine and terrestrial ecosystems.

**Negative impact**

**Scope:**  
CMA CGM, Air Cargo

### All themes

Risk of increased costs related to the investments required to comply with environmental regulations, (such as ballast water treatment), as well as the risk of fines in the event of non-compliance or lack of treatment

**Risk**

**Scope:**  
Depots and Terminals, Air Cargo

Reputational risk in the event of complaints or confirmed collisions with cetaceans. Risk of customer loss linked to biodiversity-related requirements.

**Risk**

**Scope:**  
CMA CGM, Depots and Terminals, Air Cargo, CEVA Logistics

Risk of changes in transportation flows due to the loss of natural resources

**Risk**

**Scope:**  
CMA CGM, Depots and Terminals, Air Cargo, CEVA Logistics

In line with its commitment to preserving biodiversity and ecosystems, the CMA CGM Group has conducted an analysis of its nature-related Impacts, Risks, and Opportunities across all of its activities. For this purpose, the Group drew on the work of the Taskforce on Nature-related Financial Disclosures (TNFD) and the ENCORE (Exploring Natural Capital Opportunities, Risks, and Exposure) tool, developed by the United Nations Environment Programme (UNEP) in collaboration with the Natural Capital Finance Alliance (NCFA).

This process involved identifying the CMA CGM Group's dependencies on ecosystem services provided by nature, such as climate regulation, precipitation, and ocean currents.

In parallel, the analysis highlighted the direct and indirect impacts of the Group's operations on these services, taking into account pressures exerted on marine and terrestrial ecosystems, including the transport of invasive species, habitat fragmentation resulting from the overlap between shipping routes and marine species migration corridors, and the encroachment of operational sites on natural ecosystems.

Finally, in light of growing attention from institutions and civil society to the health of oceans and ecosystems, the CMA CGM Group seeks to anticipate transition risks and actively monitors regulatory developments related to these issues.

## Biodiversity and ecosystems: actions and metrics

Drawing inspiration from the “Avoid, Reduce, Offset” mitigation hierarchy, 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.

### Measuring and reducing our impacts

To assess its presence in biodiversity-sensitive areas, the Group used the WWF Biodiversity Risk Filter for its shore-based and coastal assets (company-owned offices, CMA CGM-owned terminals and depots, as well as CEVA Logistics-owned and leased warehouses and offices).

#### Maritime Activity

#### Using the Green Marine Europe quality label to encourage improvement

In October 2025, CMA CGM was once again awarded the “Green Marine Europe” quality label. This environmental certification for the European maritime industry is a voluntary initiative of Surfrider Foundation. Its purpose: to 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 developments to 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 Sustainable Actions for Innovative and Low-impact Shipping (SAILS) Charter initiated by the French Ministry for the Ecological Transition and the Sustainable Ocean Principles promoted by the United Nations.

#### Preventing trafficking in protected species

The illegal trade in protected species is orchestrated by transnational organized crime groups and takes advantage of international trade routes.

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).

CMA CGM also provided support for a thesis on this topic, which was completed in 2025 in conjunction with the University of Adelaide (Australia), in order 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 used innovation and developed tool, as well as a pilot project for non-invasive screening of species transported (air sampling).

### Inland activity

#### Biodiversity footprint of terminals

In 2024, the Group launched a pilot project to measure the biodiversity footprint of the Malta Freeport Terminal. This assessment provides a better understanding of the footprint of CMA CGM’s operations on local ecosystems and biodiversity. In late 2025, the Group extended this analysis to three new terminals: Fenix Marine Services in California, TECON Santos in Brazil, and CMAT Khalifa in Abu Dhabi.

#### CEVA Logistics certifications and quality labels

Integrating logistics sites into their natural environment is a major challenge. 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.

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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.

CEVA Logistics has initiated an assessment of its biodiversity footprint, using the Global Biodiversity Score (GBS), a scientific tool developed by CDC Biodiversité, to measure the current and future impacts of the company's operations and supply chains on biodiversity. The land footprint of some of CEVA Logistics' 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 at its sites with high 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

### Maritime Activity

#### 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. The Group is also a member of the United Nations' Arctic Corporate Shipping Pledge.

#### Protecting the Hellenic trench in the Mediterranean

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 programme.

Furthermore, with the help of the CMA CGM Fleet Navigation 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.

#### Communicating the position of marine mammals in real time

CMA CGM uses REPCET, a collaborative system to track the position of marine mammals in real time, in the Pelagos Sanctuary in the Mediterranean and the Agoa Sanctuary in the Caribbean.

In 2025, the crews of certain CMA CGM and La Méridionale vessels equipped with this system received training facilitated by the Miraceti association, focused on recognizing the different types of cetaceans and optimizing use of the system.

#### 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, the Fleet Navigation Center has been using the Whale Safe tool on the West Coast of the United States since 2021. Using acoustic data, 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.



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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 in 2025, CMA CGM obtained an A rating.

### Reducing the impact of noise from maritime traffic on marine ecosystems

Aware of the impacts of underwater noise on ecosystems, since 2023, the Group has also collaborated with the Enhancing Cetacean Habitat and Observation (ECHO) program of the Port of Vancouver, Canada, to assess the acoustic signature of its ships.

In 2025, the Group hosted, at the CMA CGM Tower, a roundtable on underwater noise generated by maritime traffic, which was organized by IFAW, an NGO. This event brought together over 50 maritime sector stakeholders to discuss :

- The latest regulatory developments and next steps relating to underwater noise at the IMO and EU level;
- Studies on the acoustic signature of commercial vessels;
- The role of ports in reducing underwater noise associated with maritime traffic.

### Developing more environmentally friendly projects (terminals)

Demonstrating that the Group integrates environmental analysis from the earliest stages of project design, the Puerto Antioquia terminal in Colombia has adopted an exemplary approach to biodiversity preservation. During the initial planning phase, an environmental baseline

assessment was conducted to identify critical habitats and sensitive species, allowing for an accurate evaluation of potential impacts. This early-stage analysis resulted in the deployment of appropriate prevention, mitigation, and restoration measures, while ensuring regulatory compliance, traceability, and engagement with local communities. Among these initiatives, the construction of wildlife crossings exemplifies this approach, as these infrastructures maintain ecological connectivity and ensure species safety, reflecting a preventive and adaptive management of the terminal's impacts on local fauna. Each action is part of a continuous improvement process, making biodiversity a strategic and operational priority at Puerto Antioquia.

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 continued in 2025.

### 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 2025, CMA CGM renewed its partnership agreement with Fondation de la Mer with the aim of restoring these Posidonia meadows in France, Corsica, Malta, Greece and Turkey.

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

Since 2021, the CMA CGM Group has been strongly committed to addressing the environmental emergency. For example, the Group took action to respond to the forest fires in the Var region in August 2021. In 2022, when the Gironde region experienced unprecedented wildfires that destroyed over 20,000 hectares of forest, the Group reaffirmed its support by signing an ambitious three-year agreement.

Through these commitments, the Group contributed to:

- Restoring 19 burned forests and strengthening forest fire prevention measures;
- Carrying out four innovative projects with a national scope:
  - Development of electric first-response kits;
  - Acquisition of electric and hybrid first -esponse vehicles;
  - Pilot use of four drones to monitor vegetation dryness levels;
  - A study to assess the ecological damage caused by forest fires.
- Participating in surveillance and public awareness initiatives:
  - Equipping emergency brigades with 18 electric bicycles;
  - Installing on-site forest signage and producing awareness videos during periods of extreme summer heat.

In 2025, the Group once again responded to the call for support as wildfires devastated nearly 750 hectares near Marseille, forcing thousands of residents to evacuate their homes.

# The Group's projects to protect biodiversity

The Group decided to focus on local initiatives to protect and conserve endemic and iconic species.

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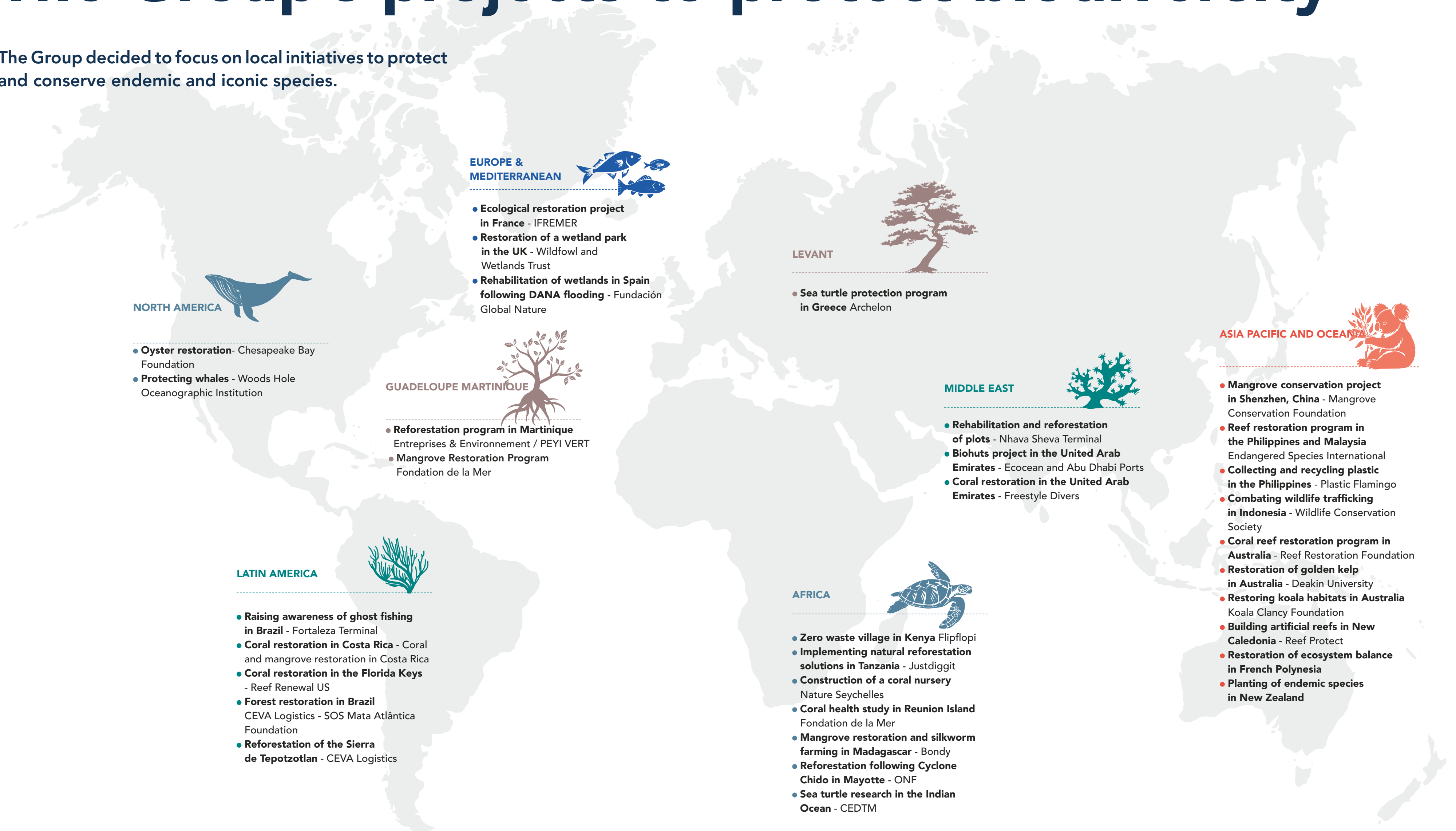
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### SPOTLIGHT ON SELECTED FLAGSHIP PROJECTS

#### Restoration of the Martin Mere Reserve, United Kingdom

Launched in February 2025 in partnership with the Wildfowl & Wetlands Trust (WWT), this project aims to restore 240 hectares of wetlands, an ecosystem in which over 90% of species have disappeared. Priority actions include restoring 101 hectares of wet meadows and 26 hectares of reed beds to enhance carbon capture and protect threatened bird species, such as the northern lapwing and redshank. The project also includes upgrades to hydraulic infrastructure and enhanced site accessibility. Its objectives are to strengthen biodiversity, increase visitor capacity, improve access for people with reduced mobility, and raise public awareness of the role wetlands play in climate regulation and biodiversity conservation. Internal webinars were delivered to keep employees informed of the project's progress.

#### Reforestation of the Atlantic Forest, Brazil

Since December 2024, the Group has partnered with the Fundação SOS Mata Atlântica to restore one of the world's most threatened biomes. This three-year project aims to plant 50,000 endemic trees across 20 hectares, create green corridors, and improve water quality in the Tietê and Paraíba do Sul river basins. Beyond biodiversity restoration, the initiative contributes to carbon sequestration and the protection of endangered species. Employees from CMA CGM, CEVA Logistics, Mercosul, and the Port of Santos are actively engaged through awareness campaigns, site visits, and workshops, strengthening the project's social and environmental impact.

#### A strong commitment to biodiversity and local communities in the French Overseas Territories

The CMA CGM Group rolls out environmental and social initiatives in six overseas territories.

In Martinique, in partnership with the Fondation de la Mer, the Group is supporting a three-year project to restore six hectares of mangroves, mobilizing 500 citizens each year to safeguard this critical ecosystem and raise awareness about its preservation among local communities.

In French Polynesia, the partnership with AOA supports the "Fenua Florissant" greening project by planting one hectare of native species in the Mo'aroa valley, in addition to awareness initiatives targeting local communities.

In New Caledonia, working with the Reef Protect, the Group contributes to coral regeneration and monitoring by installing ten artificial reef structures around Ilot Maitre, south of Nouméa.

In Réunion Island, CMA CGM works with the Fondation de la Mer to monitor coral health, and with the Sea Turtle Study and Discovery Center (CEDTM) to track sea turtle migration patterns in the Indian Ocean. The project has provided funding for the installation of twelve tracking devices.

In Mayotte, following Hurricane Chido, the Group joined forces with ONF-Agir pour la Forêt to plant 7,000 saplings on 3.5 hectares of a state-owned site in Majimbini, as part of the "Reforestation of the Mayotte Watershed Headwaters" project.

Finally, in Guadeloupe, an initial partnership was formed with the Conservatoire du Littoral to support the preservation of fragile coastal areas. During World Cleanup Day in September, over 100 participants, including around 30 employees, collected 1.4 tons of waste.

#### Autonomy, resilience and clean energy for local communities in India

In partnership with the Aga Khan Foundation, the CMA CGM Group supports a clean energy access project in marginalized villages in Uttar Pradesh. A total of 17 biogas units have been installed to reduce reliance on wood and gas. These systems provide a renewable cooking fuel and produce biofertilizer, helping to reduce greenhouse gas emissions and indoor air pollution, with positive health benefits for local communities. This model supports integrated rural development, water and sanitation, education, and cultural preservation in India, strengthening livelihoods and resilience to climate change.

#### 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 rundown 8,000 m2 plot of land. With the involvement of 30 employees, the area was cleared of weeds, invasive plants, and construction waste; the soil was revitalized; and an irrigation network was installed to support the planting of 375 local tree species. This "Green Belt" initiative reused construction waste to rehabilitate the site while engaging NSFT employees in biodiversity protection through the ongoing maintenance and monitoring of the planted trees.

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## Supporting research and innovation

The Group also served as an Official Partner of the third United Nations Ocean Conference (UNOC-3), which was co-hosted by France and Costa Rica, and was held in Nice in June 2025. This international summit brought together governments, businesses, NGOs, and scientists to discuss the sustainable use of the oceans. The Group took part in the “Maritime Decarbonization” pavilion within La Baleine, a venue dedicated to environmental innovation and public outreach, providing an opportunity to reaffirm its commitments to the energy transition, biodiversity conservation, and support for ocean research.

### Woods Hole Oceanographic Institute

In 2025, CMA CGM renewed its partnership with the Woods Hole Oceanographic Institute (WHOI) to support the protection of threatened marine species and enhance understanding of ocean health. The partnership, extended through 2027, focuses on two principal areas of action:

1. Protecting the North Atlantic right whale. CMA CGM continues to support the operation of two acoustic monitoring buoys, located off the coasts of Savannah, Georgia, and Norfolk, Virginia, two of the busiest ports in the United States. These systems detect the presence of whales and reduce the risk of ship strikes for one of the world's most critically endangered whale species.
2. Monitoring biodiversity to improve understanding of ocean health. Under a new project, CMA CGM provides support for the installation of scientific instruments on board a commercial cargo vessel. Using an Imaging FlowCytobot (IFCB), plankton images are collected in real time to monitor changes in marine biodiversity, assess ocean health, and better measure the global impacts of climate change.

### French Research Institute for Exploitation of the Sea (IFREMER)

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.

Over a three-year period, the Group has provided support for three projects:

- In the Mediterranean, a scientific mission to 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 using CMA CGM Group vessels.
- The “Martinique – Environmental Diagnostic and Restoration Analysis (MARDI)” project in Martinique. This study resulted in a preliminary assessment 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.



# 5. Resource use and circular economy

## Impacts, risks, and opportunities

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### Resource inputs and resource use

The Group's activities rely heavily on steel, through the procurement of vessels and containers (upstream), container maintenance (own operations), and the construction of infrastructure (upstream). This level of consumption may generate multiple environmental and social impacts, including effects on biodiversity, water resources, CO<sub>2</sub> emissions, and worker safety.

The Group's reliance on steel (vessels, containers, and infrastructure) represents a major environmental and social challenge, particularly with regard to CO<sub>2</sub> emissions, the use of natural resources, and occupational health and safety.

#### Negative impact

Scope:  
CMA CGM

The Group is exposed to financial risks associated with rising prices of raw materials (primarily steel and packaging), as well as manufactured goods.

#### Negative impact

Scope:  
CMA CGM;  
CEVA Logistics

### Waste

In the course of its day-to-day operations, the Group generates hazardous waste (oily sludges) and non-hazardous waste (plastics, cardboard, and wood) which may impact ecosystems in countries that lack waste treatment channels

#### Negative impact

Scope:  
CMA CGM; Depots and Terminals;  
CEVA Logistics

Potential impact on ecosystems and the health and safety of value chain workers who dismantle end-of-life vessels

#### Negative impact

Scope:  
CMA CGM

### All themes

Implementation of a circular economy approach: improved sourcing of raw materials, optimized management of incoming resources, expanded reuse channels where feasible, and supplier selection criteria focused on efficient resource use.

#### Opportunity

Scope:  
CEVA Logistics

## Resource use and circular economy: actions and metrics

CMA CGM is committed to implementing a responsible approach to resource use and waste management, aligned with circular economy principles. This approach applies across all of the Group's maritime, logistics, shore-based, air, and tertiary activities. A set of guiding principles has been established, providing a common framework under which each entity will define, by year-end 2026, its own objectives and action plans, tailored to its operational scope and maturity level.

Following an analysis based on the mapping of material input and output flows, two priority areas have been identified in relation to the circular economy: CEVA Logistics' day-to-day operations, and steel consumption and ship dismantling related to the Group's assets.

The Group's circular economy approach is structured around the following objectives:

- For day-to-day operations:
  - Improving waste measurement and traceability;
  - Reducing waste and contributing to the development of treatment facilities;
  - Partnering with different actors to find innovative solutions.
- For Group assets:
  - Managing steel sourcing and the end-of-life of tangible assets in a more responsible manner.

<sup>17</sup> International Convention for the Prevention of Pollution from Ships," the objective of which is to minimize, and ultimately eliminate, pollution of the seas caused by hydrocarbons, chemicals, sewage, garbage, and air pollution from ships.

## Circular economy and waste reduction in our day-to-day operations

In line with the Group's commitments to advancing the circular economy and reducing waste, improving waste measurement and traceability is a key priority. This issue is made more complex by the significant heterogeneity of waste streams—particularly in terms of composition, volumes, and treatment methods—depending on the activity, as well as by differing levels of maturity from one entity to another. Accordingly, while working toward a consolidated approach, the Group favors an entity-based approach in order to embed waste monitoring and management within operational realities.

Since 2025, waste reporting has been compiled through a reporting tool deployed at Group level. Depending on the maturity level of sites for each activity, the minimum reporting requirement is the quantity of hazardous and non-hazardous waste.

Logistics activities, which are more mature, already report waste volumes by waste type, together with detailed information on downstream treatment methods.

Work is currently underway to harmonize estimation methodologies, establish common reporting standards, and formalize action plans tailored to each entity within the next three years. This work has two objectives: to enhance the granularity and reliability of data, while enabling improved comparability and consolidation at the Group level. The following section highlights the main actions already implemented, the monitoring arrangements in place within the entities, and the remaining challenges that will guide future efforts.

## Maritime activities (CMA CGM)

### Waste generated by vessels

The **GREENSHIP** program, which applies to all Group-owned vessels, exceeds the requirements of the MARPOL<sup>17</sup> international convention for the prevention of marine pollution from ships. Vessels report the quantities of waste generated in the following categories:

- Hazardous waste: batteries, e-waste, used rags, and other operational waste (cooking oil, pharmaceutical products, aerosols, paint cans, fire extinguishers, etc.);
- Non-hazardous waste: metals, paper and cardboard, organic waste, glass, plastics, and other non-hazardous domestic waste.

Crew members receive specific training and documentation on onboard waste segregation.

Since 2023, the Group has been working with SINWA in Singapore to measure and recycle waste generated by CMA CGM vessels at 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.

### Sludge and scrubber residues

Sludge, also referred to as oily hydrocarbon residues, is generated during the centrifugation of fuel oil prior to combustion in vessel engines. These residues are unloaded in ports and collected by a service provider selected by the Group. The service provider must comply with the Group Procurement Policy qualification procedure, which assesses:

- The technical capacity to collect liquid residues using tanker trucks, 20-foot ISO tank containers, or barges;
- The use of certified hoses (pumping connections), which are inspected annually in order to prevent any pollution incident in the port;

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- Analysis of the nature of the residue to verify its compatibility with reception facilities, treatment processes, and the designated downstream waste stream.

All of this data is collected and monitored on a quarterly basis using a dedicated tracking tool.

### La Méridionale

The main waste streams generated by La Méridionale's vessels are paper and cardboard, wood and pallets, glass, hazardous waste, and plastics.

This waste is generated by the following activities:

- Onboard hotel and catering services: packaging, organic waste, non-hazardous industrial waste, and plastic packaging;
- Maintenance: solvents and hazardous industrial waste (oily rags).

Waste volumes are monitored monthly by the environmental team. A single waste management contractor provides an annual breakdown by waste type, allowing for consistency checks against internally consolidated data.

In France, biowaste is collected in accordance with regulatory requirements. A study is currently being conducted to identify measures to reduce food waste and assess recovery possibilities.

### Tertiary activities

In its office operations, the Group monitors hazardous and non-hazardous waste on a quarterly basis. In 2025, a waste mapping exercise was conducted across 60 offices with the objective of improving traceability across waste categories and clarifying requirements related to their treatment and disposal.

CMA CGM Group agencies generate approximately 670 tons of waste (estimate based on 2024 data), with an average recovery rate of only 35%.

The study, conducted across 51 offices in 9 regional agencies, highlighted a high degree of variability in practices and limited visibility regarding waste volumes, treatment pathways, and associated costs.

This situation currently limits the Group's ability to track progress and fully leverage the value of actions already implemented.

In response to these findings, CMA CGM is examining the implementation of a three-year transformation roadmap aimed at establishing a waste management policy that is consistent, measurable, and driven by continuous improvement. This roadmap would be structured around three successive phases: secure, structure, and create value. Year 1 – Secure and harmonize (2025–2026): Build a reliable, consistent, and traceable database.

Year 2 – Structure and manage (2026–2027): Transform data into a management and performance improvement tool.

Year 3 – Create value and communicate (2027–2028): Consolidate achievements and demonstrate performance.

### Logistics activity

#### Initiatives to reduce waste

CEVA partners with customers and other stakeholders to develop closed-loop supply chains, reverse logistics processes, and product take-back programs—including for repair, refurbishment, and resale—thereby supporting more efficient use of resources across supply chains.

The CEVA FORPLANET solution offers an alternative to single-use consumables through the use of reusable packaging across supply chains. Supported by a dedicated web and mobile application, CEVA Logistics manages customers' transportation and logistics packaging inventories throughout the various stages of use, reverse logistics, and end-of-life recycling. The solutions range from pallet covers to insulated packaging kits, as well as circular packaging boxes.

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 Solutions (RPS) offer 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 CO<sub>2</sub> than single-use cardboard (i.e., a savings of 38,000 tons in 2025). 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, insulated packaging kits for containers, reusable delivery crates for retail outlets. A dedicated digital app tracks and manages these consumables to optimize their use. Thanks to this project, more than 106 tonnes of materials were saved between the launch of the project in 2022 and the end of December 2025, including 92.4 tonnes of cardboard, nearly 12 tonnes of plastic and 2 tonnes of insulated kits. A significant improvement was observed, with the volume of materials saved tripling between 2024 and 2025.

– 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;
- Wrapping pallets with biodegradable or reusable materials;

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- Various packaging reduction or reuse solutions:
  - Setting aside undamaged cartons for reuse;
  - Reducing packaging size (customized packaging system) to save resources and optimize truck fill rates;

### Waste treatment

Waste management forms an integral component of CEVA Logistics' QHSE policy, which seeks to reduce the environmental footprint of its operations while ensuring compliance with applicable regulations.

Non-hazardous waste represents the vast majority of waste handled on-site, accounting for approximately 97% of total volumes. It should be noted that a significant share of this non-hazardous waste—particularly in warehouses—consists of packaging waste (mainly plastic and cardboard) generated during the receipt of goods destined for customers.

A waste management plan compliant with local laws is implemented and managed by local teams.

Wherever feasible, the following waste streams are managed separately:

- Paper and cardboard;
- Wood;
- Plastics.

Depending on the nature of their activities, sites may also set up separate collection for other types of waste.

While awaiting collection by specialized service providers responsible for transportation and treatment, waste is stored in appropriate containers in designated storage areas.

Sites ensure that waste is appropriately treated and maintain all documentation relating to waste treatment.

For warehouse operations, CEVA Logistics set a target recycling rate of 62% for its main non-hazardous waste streams in 2025, representing a 5% increase compared with the 2024 recycling rate. By the end of 2025, this target had been exceeded, with a recycling rate of 69%.

An initiative was launched this year to enhance the reliability of the data entered into the reporting tool. This initiative also aims to distinguish waste volumes and treatment methods for hazardous and non-hazardous waste<sup>18</sup>, with the objective of developing a detailed waste flow mapping.

Selected initiatives implemented by CEVA Logistics: The TROC waste management optimization project continues to be rolled out in France. In 2025, sites associated with freight management activities (Air & Ocean) underwent a diagnostic review conducted by the consultancy Particule, leading to optimization proposals supported by quantified savings estimates.

Sector-specific tests are currently being conducted with industrial partners (paper, plastics, and pellet manufacturers) and reuse stakeholders (materials libraries). Successful pilots will be scaled up more broadly to strengthen resource circularity and promote increasingly short local loops.

A new call for bids encompassing all waste management services for CEVA Logistics sites in France will, in early April 2026, result in stronger and more competitively negotiated contracts, led by the Purchasing Department in close cooperation with the Legal and QHSE teams and the consultancy Particule.

The Purchasing Department is also conducting a call for bids for the purchase and resale of repairable pallets, pursuing both financial and environmental objectives by encouraging sites to prioritize repaired pallets over new pallets.

Across all pallet waste generated in the 2025 fiscal year, 13% was repaired, 64% was recycled, and 10% was recovered for energy. Ongoing efforts with sites aim to reduce the impact of mixed non-hazardous industrial waste by decreasing landfill disposal (6%) and expanding high-calorific solid recovered fuel solutions (3.4%), alongside traditional incineration (3.7%).

CEVA UK sites recycle their uniforms through a designated service provider, Avena. As of 2025, 96.1 tons of uniforms and textiles had been recycled, resulting in 278.2 tons of CO<sub>2</sub> avoided through sustainable recycling processes. Thirteen sites currently use this service, with the service expected to be rolled out to additional European locations.

At CEVA Carlstadt in the United States, unsold cosmetics are recycled in partnership with Walter Recycling, a company committed to social inclusion through the employment of young people from vulnerable communities. Four collections totaling 77,625 units were carried out. A real-time dashboard to track waste flows has also been set up, showing that 26.2 tons of CO<sub>2</sub> were avoided and 23.6 tons of waste were diverted from disposal.

At CEVA Singapore, recycling campaigns for finished products are underway with the objective of recycling cosmetic packaging from expired or damaged products rather than incinerating them.

<sup>18</sup> This percentage includes: paper and cardboard, wood and pallets, plastics, and other waste.



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In 2025, collaborations were established with two additional recyclers to enhance waste management processes. One recycler processes contaminated plastics into Newbitumen, while the other recycles glass waste into a high-performance abrasive material. These improvements resulted in a 4% increase in the recycling rate compared with 2024, as well as an 11% improvement in CO<sub>2</sub>e savings per kilogram of material.

### Waste management at last-mile distribution centers

Colis Privé continues to enhance waste management across its logistics platforms through the installation of baling equipment for cardboard and plastic. This initiative, which continued in 2025, has already delivered substantial environmental and economic benefits by improving waste segregation, increasing recycling rates, reducing management costs, and cutting collection rounds by a factor of 15. It therefore contributes to reducing the CO<sub>2</sub> impact of waste transportation.

### Inland activity

Terminals and depots are required to comply, at a minimum, with ISO 9001, 14001, and 45001 standards, ensuring a consistent and responsible approach across all sites.

At CCIS terminals and depots, the Group monitors hazardous and non-hazardous waste on a quarterly basis. For sites where precise data is difficult to obtain, estimates based on container capacity are used to ensure comprehensive monitoring. The Group also focuses on waste recovery.

Sites generally use external waste service providers for waste collection, with invoicing based either on the services performed or on tonnage collected. For hazardous waste generated by sites within the EU, the service provider issues a dedicated tracking document to ensure traceability.

In 2025, a waste mapping exercise was conducted with the objective of improving traceability across waste categories

and clarifying requirements related to their treatment and disposal. Once operational, this system will enable all sites to track waste flows in detail through to their final destination, thereby ensuring reliable reporting and compliance with applicable waste management regulations.

Indicator	Unit	2025	2024	Objective
<b>Quantities of solid waste reported per vessel</b>				
CMA CGM	m <sup>3</sup>	198	188	
<b>Methodology</b>				
Sludge covers oil waste. The quantity of sludge generated is calculated on the basis of the sludge discharge quantities ordered by vessels before they arrive in the ports.				

## Resource consumption and circular economy for Group assets

### Steel sourcing and environmental impact

The maritime business is a significant consumer of steel, particularly in relation to vessel and container procurement.

Accordingly, CMA CGM has set the objective of collaborating with the steel industry to develop circular industrial ecosystems for steel from end-of-life vessels. Relevant teams are assessing measures to reduce the CO<sub>2</sub> emissions associated with steel. In addition, one of the Group's main container suppliers has committed to quantified, science-based decarbonization targets.

### 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. Anticipating the impending entry into force 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 2025. 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 observes 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, the Group continues to expand its audits of international shipyards to ensure they comply with the most recent international regulations, and has prepared a shortlist of partners selected.

In 2025, the Group renewed its participation in 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 a working group of the New Energies Coalition, 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.

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# ACTING FOR PEOPLE

## Direct contribution



## Indirect contribution



CMA CGM considers its employees to be its greatest asset and is committed to ensuring safe working conditions, open and ongoing social dialogue, and attractive policies on training, mobility, and compensation. The Group promotes diversity and well-being, respects human rights, and leverages its resources and logistics expertise to support local communities.

<b>6. Own Workforce</b>	56
<b>7. Human rights throughout the value chain and affected communities</b>	85

# 6. Own workforce

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CMA CGM Group rigorously manages its potentially high-risk activities and promotes a robust safety and security culture. To encourage employees' professional and personal development, the Group implements training, mobility and competitive compensation policies, while promoting diversity and well-being. These initiatives are driven by open, ongoing management-labor dialogue.

In 2025, the second edition of the *Voice Your Opinion* employee engagement survey was conducted across all of the Group's activities and regions. The findings of this survey will help identify strengths and areas for improvement, and will guide managerial teams in developing concrete measures.

## Overview of the workforce

### Total workforce ✓



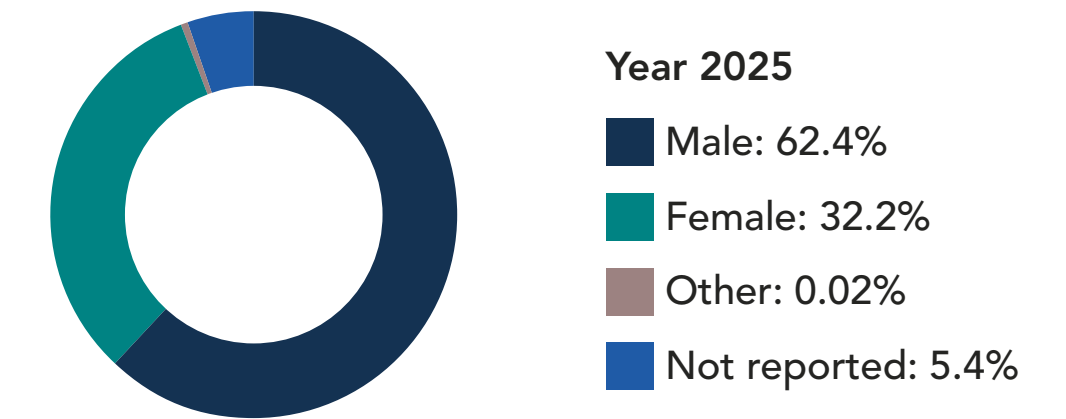
### Methodology

Total workforce covers the entire consolidated scope of the Group as of December 31 of the reporting year. It includes permanent contracts (open-ended contracts) and fixed-term contracts, and excludes temporary contracts, internships, apprenticeships, and professional training contracts within the company.

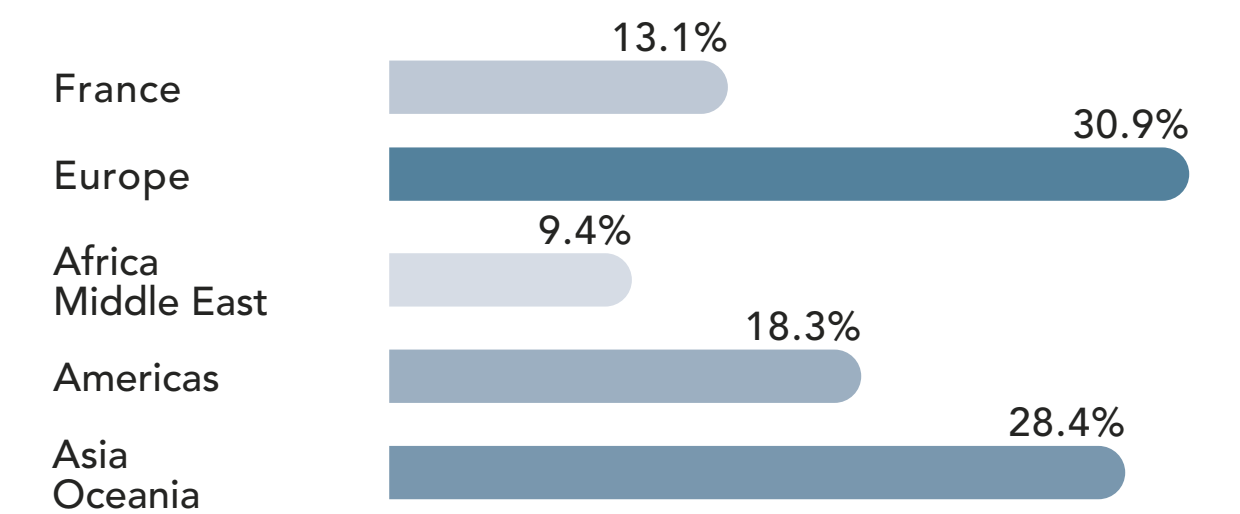
Workforce breakdown by age, gender, and geographical area, as well as hires and departures: the scope corresponds to 95% of the total workforce. The CCIS entity, as well as part of the terminals and depots not monitored in MyHR (approximately 57%), are excluded. Regarding hires and departures, "intra-group" transfers are recorded as movements: this means that any person subject to a transfer, signing a new employment contract or an amendment with a Group company, is considered a new hire or a departure.

Turnover rate: This indicator represents the turnover rate, defined as the sum of the number of departures and hires, divided by two, divided by the average workforce. The scope includes the entire Group workforce (excluding the limitations mentioned above, as well as temporary workers, interns, and apprentices).

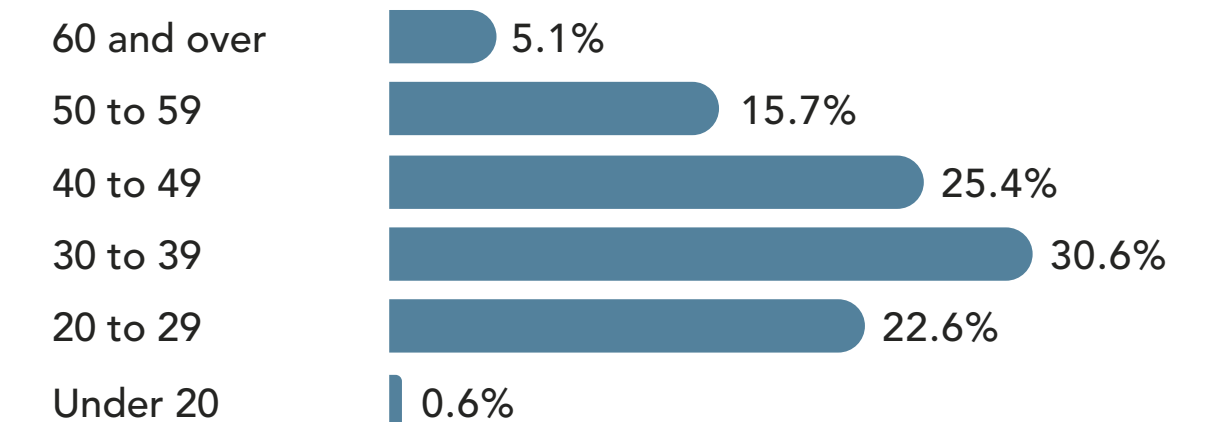
## Workforce breakdown by gender



## Workforce distribution by geographical area



## Workforce distribution by age group



	Unit	2025	2024	2023
Hires	Nb	29,458	27,930	29,111
Departures	Nb	23,508	28,544	32,544
Nationalities	Nb	183	177	168
Total payroll	USD millions	9,285	8,570	7,255
Turnover rate	%	20	23	29

# Impacts, risks, and opportunities

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### Social dialogue (including freedom of association and collective bargaining agreements)

Negative impact on working conditions due to social tensions	<b>Negative impact</b> <b>Scope:</b> Group
Financial risk (loss of earnings, compensation for lost working days) and operational risk due to work stoppages resulting from strikes	<b>Risk</b> <b>Scope:</b> Group

### Health and safety

Negative impact on workers' health due to occupational accidents	<b>Negative impact</b> <b>Scope:</b> Group
Financial risk associated with occupational accidents (loss of productivity, compensation costs, potential penalties)	<b>Risk</b> <b>Scope:</b> Group

### Gender equality and equal pay for work of equal value

Negative impact due to the underrepresentation of women in senior management	<b>Negative impact</b> <b>Scope:</b> Group
Negative impact due to gender pay gaps for equivalent positions	<b>Negative impact</b> <b>Scope:</b> Group

### Diversity

Negative impact due to insufficient inclusion and opportunities for diverse employee profiles	<b>Negative impact</b> <b>Scope:</b> Group
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### Employee engagement

Opportunity to enhance company performance by strengthening connections with employees and enabling professional growth	<b>Opportunity</b> <b>Scope:</b> Group
---	--

### Working time

Negative impact on work-life balance due to excessive workloads and atypical work schedules	<b>Negative impact</b> <b>Scope:</b> Group
---	--

### Training and skills development

Positive impact on employee satisfaction, productivity, and skill levels as a result of training offerings	<b>Positive impact</b> <b>Scope:</b> Group
--	--

### Talent attraction and development

Opportunity to enhance company performance by strengthening connections with employees and enabling professional growth	<b>Opportunity</b> <b>Scope:</b> Group
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### Measures to combat violence and harassment in the workplace

Negative impact on the health of employees exposed to violence and harassment	<b>Negative impact</b> <b>Scope:</b> Group
Reputational and financial risk (legal proceedings) arising from employee exposure to violence and harassment	<b>Risk</b> <b>Scope:</b> Group

## Health and safety

### Group Health and Safety Strategy

The CMA CGM Group's Health and Safety strategy is designed to ensure a safe, responsible, and sustainable working environment, focusing on three key drivers:

- Technical and operational excellence, to ensure the reliability and effective control of our facilities;
- Compliance with regulatory and procedural requirements, ensuring observance of legal obligations and the Group's most stringent internal standards; and
- Developing human and organizational factors that promote safe behaviors and a first-class safety culture. This driver is implemented in an integrated manner across all maritime, port, warehousing, and intermodal transportation activities.

Since 2023, efforts to enhance the Group's safety culture have been guided by its *Safety Vision* and its unifying slogan: *Work safe, go home safe.*

This approach reflects the ambition of the Group and its affiliated entities to achieve operational excellence while pursuing the objective of zero accidents. Applicable to all employees at every level of the organization, this approach is grounded in three core principles— "*I Think, I Talk, I Act*" and embeds safety considerations into every action, decision, and behavior. Rollout relies on a combination of training, seminars, audits, communication campaigns, and experience-sharing initiatives tailored to operational environments, in accordance with a plan structured around a sequence of themes designed to ensure consistency, long-term adoption, and uniform implementation.

The QHSE strategy is implemented at all levels of the organization, with the active involvement of all employees. The safety management culture is built on three levels of responsibility:

- Group level: definition of strategy and objectives, and oversight of the management system;
- Regional level: technical support and coordination;
- Site level: operational control and risk management.

In 2025, the initial phase of implementation focused on preventing major risks, through the Rules For Life initiative. This program defines the actions to be taken in potentially life-threatening situations and focuses prevention measures on the most critical operational hazards.



### Action plans

In addition to the strategic framework and cross-functional safety initiatives defined by the Group, action plans are tailored and managed by business activity to ensure their operational relevance and effectiveness. Alongside the measures implemented at the Group level, this section describes the key initiatives specifically deployed within each business.

#### Building a safety culture through awareness-raising and training

The Group has rolled out a comprehensive program to reinforce the safety culture at all its sites, combining operational tools, training initiatives, management indicators, and active employee engagement. Several key mechanisms structure day-to-day prevention efforts:

- *Tool Box Meetings*: regular discussions focused on a QHSE theme, aimed at raising awareness among teams, fostering on-site dialogue, and facilitating the reporting of information. A monthly participation target of 50% is set for each site.
- *Safety Briefings*: risks and safety measures in place discussed prior to any hazardous on-site activity.
- *Gemba Walks*: on-site exchanges between managers and operators focusing on at-risk behaviors, with a view to identifying areas for improvement, strengthening the safety culture, and promoting the "I Talk" principles. Standardized as of 2025, these walks serve as a performance indicator, with a minimum number required depending on site size.

In addition, the Group uses on structured training tools:

- Mandatory QHSE e-learning, incorporating best practices derived from the Group's documentation system. It is aimed at all Group employees of the Terminals and CCIS assets.

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- The *Leadership in Safety* program, is designed for QHSE directors and managers, shore-based staff, and senior officers in the maritime sector, and was extended in 2024 to middle management and operational teams through relay trainers. Based on best practices in industrial safety, this training program aims to disseminate a shared safety culture.
- *Safety Day*, held each year on April 28, mobilizes all shore-based assets around a common theme, such as *Rules for Life in 2025*).

This approach is based on four core principles: trust in one another, pride in taking action, collective learning, and safeguarding employee safety, with the aim of building a working environment founded on responsibility and transparency. Profession-specific training (forklift driving, first aid, hazardous materials handling, etc.) is provided by the Academies or by external training organizations (see the section on training and skills development for further details. Each employee receives site-specific training covering the health and safety strategy, use of personal protective equipment (PPE), emergency procedures, evacuation routes, and environmental guidelines, thereby ensuring a high level of operational competence and awareness.

### Maritime Activity

The maritime business safety improvement program (*Safety Improvement Plan*) is structured into six focus areas:

1. Individual assessment of officers' occupational safety awareness: assessments are carried out on board by Marine Superintendents and QHSE teams through one-on-one interviews and field observations, enabling the identification of unsafe behaviors.

2. Safety culture training delivered by recognized industrial safety experts (*Leadership in Safety*), with the objective of strengthening a shared safety culture through sessions combining theoretical contributions, experience sharing, and in-depth discussions.
3. On board safety training focused on eight basic behaviors and sharing best practices, using digital tools available on each seafarer's phones or tablets.
4. Bridge Resource Management (BRM) training, intended to strengthen operational safety and efficiency by developing a culture of communication, coordination, and cooperation on board. This training is based on a behavioral analysis of crews in order to identify unsafe habits and optimize the use of human, technical, and informational resources available for navigation.
5. Training of maritime staff in on board firefighting. This training is provided by institutional and private partners, and includes practical fire-response drills. Mission reports are prepared after each training session, containing improvement recommendations, which inform action plans subject to ongoing monitoring.
6. Increasing awareness of safety issues by regularly sharing real-life situations. Communication materials are distributed on board addressing real safety-related situations, including accidents, near misses, and hazardous situations. Their purpose is to inform and raise awareness among crews through a concise analysis of the cases encountered and the preventive actions to be adopted.

### Logistics activity

CEVA Logistics has rolled out a behavioral safety program designed to foster a participatory prevention culture. This initiative is based on the four TALK principles (*Trust each other, Act proudly, Learn together, Keep people safe*), and encourages each employee to engage in daily discussions on key health and safety topics.

Gemba Walks are one of the core mechanisms of this participatory approach. During these walks, managers engage with employees to discuss at-risk situations and observed behaviors.

All new employees and subcontractors receive safety training upon onboarding. In addition, sites with more than ten employees have an HSE committee in place.

In addition, in 2025, CEVA Logistics introduced the *Golden Safety Rules*. These rules are a core component of the company's commitment to preventing serious injuries and fatal accidents. Drawing on the analysis of historical incident data, they are designed to address recurring causes and unsafe behaviors. These ten simple rules apply to all employees, temporary workers, and subcontractors.

### Shore-based activities and terminals

Each site included within the QHSE scope implements a risk management approach covering identified risks related to personnel, operations, and the environment. The Terminals and Inland QHSE Department (T&I QHSE) supports these sites by providing a comprehensive documentation system, incorporating tools, prevention methodologies, and risk control measures. It also provides training for local QHSE managers and stakeholders to strengthen their capabilities and ensure consistent application of Group standards.

Risk prevention and occupational safety across terminals and shore-based assets are managed locally by QHSE managers, organized within a dedicated network, which reports to the T&I QHSE Department. This department oversees and supports teams in the field by disseminating tools, best practices, and instructions through several structured mechanisms.

QHSE seminars are held regularly at regional level, bringing together management and site QHSE representatives. In 2025, sessions were held in Marseille and Mumbai, during



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which safety awards were presented to recognize top-performing sites. In addition, weekly and monthly reports circulate information on incidents occurring within the QHSE scope, lessons learned and, where necessary, applicable instructions.

Lastly, a number of initiatives encourage the sharing of new tools, procedures and training programs among sites. To monitor performance, the Group uses internal indicators combining accident data and prevention metrics, which are consolidated into a single index reported monthly to management.

### La Méridionale

As a subsidiary of the CMA CGM Group, La Méridionale structures its QHSE approach around five core pillars: safety, compliance, reliability, innovation, and cost control. The QHSE Department ensures that these requirements are applied across all operations.

Risks are identified and assessed on the basis of the occupational risk assessment documentation (DUERPs), which are living documents that are regularly updated to incorporate incidents that have occurred and are used to deploy appropriate preventive measures.

Familiarization is a key stage for new hires. On board, this process ensures that every seafarer is familiar with safety procedures, lifesaving equipment, emergency rules, and the specific features of the vessel. Since 2025, the “Marinisation Méridionale” training program has further strengthened awareness of risks inherent to the maritime environment. For shore-based staff, familiarization ensures consistent integration, a solid understanding of regulatory requirements (ISM, ISPS), and improved awareness of maritime operations.

### Accident prevention and management tools

Investigations of occupational accidents play a key role in strengthening prevention and are conducted through a rigorous, step-by-step approach:

1. Assessment of the severity of the event: this analysis determines the level of investigation required. An investigation team is then appointed based on the nature of the event.
2. Evidence gathering: the investigation team secures the scene of the incident, identifies witnesses, gathers physical and documentary evidence, and uses checklists to ensure data is complete. Interviews are conducted with witnesses to gain a clearer understanding of the circumstances and causal mechanisms that led to the incident.
3. Chronological and graphical reconstruction of events: this step makes it possible to identify critical sequences, contributing factors, and any inconsistencies. Root cause analysis is carried out using recognized methodologies in order to identify underlying causes and highlight systemic failures.
4. Definition of corrective and preventive actions: these actions must be concrete, measurable, and realistic, and validated by the relevant managers. These actions are subsequently monitored until full implementation.
5. Formalization of investigation findings: the results are validated and then shared through internal communication tools to encourage experience sharing and collective learning.

### Maritime Activity

#### Monitoring and management tool

Safety management is now fully integrated into the fleet management occupational risk assessment system. The update rolled out in 2024 across all owned vessels has made it possible to harmonize and improve health and safety practices. The risk analysis and incident reporting tool supports strategic monitoring on the basis of internal QHSE indicators that measure the achievement of clearly defined objectives, such as accident frequency rates, severity levels, and the absence of fatal accidents. The interactive tracking of these indicators allows management to effectively guide actions by analyzing trends. The Group is also considering the integration of preventive indicators—such as safety training participation rates, the volume of field feedback, safety culture levels, and adherence to investigation timelines—to further strengthen a proactive, evidence-based HSE management approach.

#### Support for emergency decision-making

CMA CGM's *Fleet Navigation Center* (FNC) provides continuous, centralized monitoring of the entire fleet operated by the Group. Serving as a maritime control tower, it is equipped with a panoramic wall of screens and advanced visualization tools that provide real-time monitoring of ships' movements, speed, energy consumption, and CO<sub>2</sub> emissions, as well as of weather conditions and navigational risks.

In particular, the FNC uses the *Octopus* system, a vessel motion forecasting and measurement tool (roll, pitch, etc.). This system is updated daily by onboard and shore-based teams, and integrated with weather routing software and cargo loading data, enabling anticipation of synchronous and parametric rolling risk and the optimization of maritime



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routes based on sea conditions. The FNC systematically verifies that each vessel has updated its data prior to departure from port and continues to do so throughout the voyage.

In the event of a critical incident, a crisis response unit adjacent to the *Fleet Navigation Center* enables immediate interaction with vessel masters by videoconference, thereby permitting rapid and coordinated decision-making.

### Logistics activity

#### HSE Vision

CEVA Logistics has implemented a global Health, Safety, and Environment (HSE) strategy consistent with the Group's values and based on a continuous improvement approach. This strategy is intended to ensure safe, sustainable, and responsible working environments, while delivering added value to customers through effective HSE support programs.

The HSE approach is structured around four complementary focus areas. Leadership plays a central role, with visible executive commitment supported by ambitious performance indicators and preventive measures aimed at strengthening accountability across teams. HSE governance ensures regulatory compliance through a centralized dashboard that supports indicator tracking, trend analysis, and ongoing monitoring of the effectiveness of measures implemented.

HSE governance is managed at the highest organizational level, with monthly reviews of indicators presented to the Executive Committee. The Global HSE Director defines strategy, coordinates the international network, and provides the required tools, while local management teams are responsible for operational oversight and risk management.

Operational processes are supported by management systems and digital tools designed to improve the reliability

of reporting. Work instructions, developed on the basis of comprehensive risk assessments and supported by dedicated training programs, enhance control of safety risks in operational environments. Finally, skills development is underpinned by clear role definitions, managerial empowerment, and the promotion of a culture focused on behavioral safety, risk knowledge, and continuous learning.

### Strengthening the accident management system

In line with this approach, CEVA Logistics is enhancing its reporting capabilities through digital solutions that incorporate performance objectives and dashboards. These tools facilitate the identification and reporting of unsafe behaviors, help reduce accidents due to human error, align operational practices more closely with centralized reporting, and support comprehensive monitoring, ranging from local inspections to central audits.

CEVA Logistics has also implemented a number of key initiatives, including digital platforms dedicated to HSE management that are used to record incidents, manage documents, coordinate audits, and consolidate indicators. In 2025, the deployment of the QHSE Alert tool further strengthened this ecosystem by improving the reporting of major incidents and the dissemination of lessons learned among sites, thereby fostering a proactive prevention approach.

Accident investigations are conducted in accordance with a standardized framework defining reporting requirements, root cause analysis methods, and the implementation of corrective actions, the effectiveness of which is systematically monitored. All incidents are centralized within the digital HSE tool, ensuring full traceability.

Finally, the Health and Safety management system has been deployed across all CEVA Logistics sites. It complies with applicable local regulatory requirements and is subject to independent annual audits conducted

in line with ISO 45001 standards for occupational health and safety and ISO 14001 standards for environmental management. This system contributes to ensuring compliance, reliability, and the continuous improvement of HSE practices throughout the Group.

### Shore-based activities and terminals

The risk mapping for shore-based, logistics, and terminal activities identifies six critical risks (defined as risks with the most significant impacts on employees or operations): fire/explosion, collisions, moving and falling objects, falls from height, environmental risks, and energy-related risks. The QHSE Department ensures control of these risks by guiding local QHSE managers in the implementation of standardized best practices through the following measures:

- A documentation system developed and maintained by the QHSE Department, which defines recommended safety and environmental best practices to be implemented across all assets within the scope. These best practices are structured around the three pillars of prevention: human (training, communication initiatives), technical (tools and safety equipment), and organizational (work procedures, task sequencing).
- The QHSE management and reporting tool, TIN@, which provides real-time visibility of all incidents reported by local safety personnel across all assets within the T&I QHSE scope. Local stakeholders receive support from specialized head office experts to improve practices, including accident analysis, root cause determination, and identification of the most effective preventive measures.
- An annual audit of the local safety management system, carried out at each asset by a designated auditor, resulting in an action plan aimed at addressing the most critical findings. Each action is subsequently tracked through the internal occupational safety management tool, TIN@.

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- Periodic reviews of the technical specifications for all load-handling equipment, conducted jointly by the technical, procurement, and QHSE Departments, to incorporate the latest risk-prevention technologies when acquiring new equipment across all sites within the T&I QHSE scope.

### Air operations

At CMA CGM Air Cargo, all employees on assignment are covered by MEDAIR services, which provides assistance in the event of a medical problem, particularly during flight operations. 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.

Since 2025, an Occupational Health and Safety Commission of the Social and Economic Committee (CSE) has been addressing these issues in collaboration with employee representatives.

### La Méridionale

Safety performance is monitored on a day-to-day basis, notably through monthly audits performed by the Machine, Bridge and Hotel Services departments. These audits identify good practices, improvement opportunities, and

anomalies requiring immediate remediation. They are supplemented by experience feedback reports, which ensure that any undesirable event is analyzed as a learning opportunity, thereby strengthening the reliability and safety of operations.

In the event of an accident, near miss, or hazardous situation, a report must be submitted within 48 hours. Analyses are conducted using the “5 Whys” methodology to determine root causes. Risks that have not previously been identified are incorporated into the occupational risk assessment documentation (DUERPs), and relevant lessons learned may be shared with other vessels or departments as necessary. The Occupational Health and Safety Corrective Action Plan (OHS CAP) is then used to track corrective actions, including their implementation status, responsible parties, and deadlines.

A monthly accident monitoring report tracks key performance indicators, including the number of accidents with and without lost time, total lost workdays, frequency and severity rates, as well as the breakdown of accidents by department and by location.

### 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 NORTAM region. The aim is to develop a cultural maturity matrix in support of safe actions.

CMA Ships performs a *Ship Vessel Inspection (SVI)* at least once per year on each vessel. These inspections evaluate the vessel’s overall condition, both on deck and in the engine room, in order to detect wear, technical failures, and any situations presenting potential safety risks. Inspection results are used to calculate the *Vessel Condition Score*, a risk indicator that determines action priorities. Immediate corrective measures are applied to vessels with elevated scores, including operational limitations, repairs to be scheduled within a maximum of three months, and enhanced monitoring by the *Fleet Navigation Support Center*. A priority review committee that meets weekly oversees the progress of action plans and adjusts priorities as required.

In addition, the QHSE Department conducts an annual internal regulatory compliance audit across the entire fleet. These audits cover the requirements of the ISM, ISPS, and MLC codes, as well as ISO 9001, ISO 14001, and ISO 45001 standards, and are intended to assess the effectiveness of the Integrated Management System (IMS) in relation to quality, safety, security, environmental protection, and pollution prevention. Audits are scheduled and communicated to crews one month in advance, although additional audits may be triggered following specific events. A detailed report is prepared after each audit, presenting findings, strengths, non-conformities, and the corresponding action plan. Corrective and preventive actions are recorded in a



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dedicated digital tool. Completion of these action must be certified by a person independent from the individual who implements them, thereby ensuring the reliability of the control framework.

The findings of these inspections and audits inform the work of the *Accident Prevention Committee (APC)*, a strategic governance body that meets on a quarterly basis. This committee comprises senior executives from the entity responsible for the vessel’s operational management, as well as the QHSE vice-presidents, the DPA/CSOs, and experts selected according to the topics addressed. It ensures that lessons learned are taken into account, guides the development of prevention strategies, and ensures their long-term implementation. The Group’s safety vision is therefore translated into concrete actions within the QHSE departments through proven methodologies, appropriate equipment, and programs such as the Safety Improvement Plan.

Particular emphasis is placed on communication to enhance transparency, build trust, and ensure effective adoption of safety requirements. Business partners and other third parties are also included in this process in order to align standards and disseminate a common safety culture. Beyond tools and processes, safety is viewed as a shared mindset shared by all employees. The Group encourages exemplary behavior, values positive initiatives, and considers safety to be a key driver of sustainable performance and collective engagement.

### Monitoring of incidents

CMA CGM has established formal incident investigation procedures, supervised by the QHSE Department, which ensures continuous improvement. These procedures provide a framework for comprehensive analysis of all potential contributing factors—whether technical, procedural, human, or organizational—thereby strengthening

experience feedback and supporting training actions, the identification of best operational practices, and the design of targeted awareness-raising initiatives.

The incidents covered include any event likely to have an impact on employee health and safety, the integrity of equipment, the environment, or financial assets. When an incident is reported, the QHSE Department oversees the entire process, including initiating the investigation, coordinating the cause analysis—particularly the root cause analysis—establishing corrective and preventive measures, and monitoring the corresponding improvement plans.

All actions identified are tracked in a dedicated digital tool, and realistic timelines are set ensure effective implementation. Closure of actions requires submission of objective evidence and validation by an individual independent from the person who performed the action, thereby ensuring a robust and objective process.

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;
- Actions: 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.
- Communication: alerts issued to check all potentially dangerous similar situations at all sites concerned. Dedicated communications relating to safety conditions and applicable procedures are rolled out, together with enhanced awareness-raising on the effective

transmission of safety procedures, particularly in the event of staff turnover.

In 2025, there were no fatal accidents among Group employees.

### 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 pursued by terminals and shore-based assets. In accordance with this strategy, the objective of achieving triple ISO certification (ISO 9001, ISO 14001, and ISO 45001) has been set for all these assets.

As of 2025, 73% of inland and terminal assets, out of a total scope of 94 assets, are ISO-certified. In the Maritime Division, 100% of the fleet under direct management, holds ISO 9001 and ISO 14001 certification.

### Ensuring the security of employees, property and activities

Implementing a Group-wide operational security policy, the Group Security Department ensures the security of staff, goods, and activities worldwide, covering shore-based, maritime, and air operations. 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;



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- 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. 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.

The policy is underpinned by a number of operational pillars. Firstly, each Group vessel conducts an annual ship-to-shore security exercise based on realistic scenarios—such as piracy attacks or communication failures—in order to test coordination between the crew and shore-based teams, in compliance with ISPS Code requirements.

Secondly, specific guidelines govern preventive measures in high-risk areas, such as Southeast Asia, the Gulf of Guinea, and Latin America. These measures include elevating security alert levels, securing vessel access points, installing anti-intrusion equipment (gratings, barbed wire, and anti-boarded systems), strengthening surveillance (CCTV, patrols, radar monitoring), and activating the SSAS in the event of a threat.

In addition, specific measures are implemented to prevent narcotics contamination, particularly in Latin America and the Caribbean. These measures include systematic underwater inspections, assignment of an onboard security officer, armed patrols at sea and ashore, and stringent access and container control procedures.

Lastly, ballistic protective equipment (bulletproof vests and helmets) meeting a minimum standard is allocated to each vessel to protect crew members in the event of an armed attack.

### 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.



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	2025	2024	2023	Objective
<b>Workplace accident frequency rate</b>				
Maritime ✓	0.97	0.98	0.77	-40% by 2025 (compared to 2019)
Inland	6.9	8.3	12.1	-10% by 2025 (compared to 2024)
Logistics ✓	3.5	4.15	5.66	-30% by 2025 (compared to 2021)
Air transport	6.96	5.37	Not available	
<b>Workplace accident severity rate</b>				
Maritime ✓	0.13	0.14	0.16	
Inland	0.6	0.7	0.5	
Logistics ✓	0.17	0.13	0.14	
Air transport	0.5	0.13	Not available	
<b>Major incidents (number)</b>				
Maritime	9	6	0	
Terminal and depots	0	0	0	

Coverage rate		ISO 9001 Quality	ISO 14001 Environment	ISO 45001 Health and Safety	GDP certified warehouses - Pharmaceuticals
Maritime	2024	100%	100%	-	-
	2025	100 %	100 %	-	-
Terminals	2024	61%	52%	55%	-
	2025	78%	73%	68%	-
Depots - CCIS	2024	69%	67%	67%	-
	2025	81%	75%	75%	-
CEVA Logistics	2024	88%	69%	62%	85
	2025	93%	92%	91%	84

	Unit	2025	2024
Number of fatalities due to workplace accidents	Number	0	0
Number of workplace accidents	Number	815	888
Number of lost days resulting from workplace accidents or fatalities, work-related health conditions, and fatalities due to work-related health conditions	Number	52,664.5	49,847.4

### Methodology

#### Maritime safety indicators:

The scope covers owned vessels only (excluding chartered vessels and those managed by subcontractors). The employees concerned are CMA CGM seafarers, including cadets and external organizations (excluding third-party ship managers and APL). Working hours are based on actual hours worked. Accidents resulting in sick leave after disembarkation are not included. Sick leave days are not included in the calculation of the severity rate.

#### Terminals and depots safety indicators:

Terminals:

- Covers 95% of QSSE workforce (32 terminals).
- Includes only sites under CMA CGM QSSE control with 12 consecutive months of reporting in the TIN@ tool.
- 2025 exclusion: Brooklyn Kiev Port and Lattakia (security context).
- Lost days related to accidents occurring prior to acquisition/operation are not taken into account.

Inland (depots):

- Covers 94% of QSSE workforce (44 entities). Same QSSE control and continuous reporting criteria apply.

- 2025 exclusion: Puerto Seco Azuqueca and MaSS Limon (operational context).

#### Major incidents:

- Maritime: an event impacting vessel/crew safety, the environment (e.g., pollution), reputation, or financial performance.
- Terminals/depots: an event impacting equipment, the environment (excluding major pollution events), safety (critical breach), reputation, or financial performance.

#### Logistics safety indicators:

The accident frequency rate is calculated for permanent employees, temporary employees (mainly agency workers), or the combined total of both populations. Working hours are calculated based on actual hours worked.

#### Objectives

- Preventing all fatal accidents
- Reducing by 40% accidents at sea causing injuries by 2026 (compared to 2019)
- Reduce the frequency rate of workplace accidents at terminals and CCIS shore-based assets by 10% by the end of 2025 (compared to 2024)
- For CEVA Logistics, reducing the frequency rate of workplace accidents by 30% in 2025 (compared to 2021)

## Working conditions

### Policies

#### The Group's commitments in favor of social dialogue, freedom of association, and collective bargaining

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. CMA CGM Group supports a harmonious, respectful and constructive social dialogue in all its labour-management bodies in accordance with applicable local rules. This approach is implemented through the communication of information to employees, which is discussed within the various consultation bodies in which employee representatives and management participate.

#### Personal protection benefits and health coverage policy

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. It enables them to protect their families against the financial consequences in the event of the employee's death. 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, the Group ensures 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.

### Action plans

#### Respect for social dialogue, freedom of association, and collective bargaining

##### Social dialogue within the Group

Management-labor relations are punctuated by a number of key annual events. Each year, negotiations are held on compensation and a range of employee benefits tailored to the specific needs of business. These negotiations have led to the conclusion of several agreements, including collective incentive schemes, value-sharing bonuses, and agreements on quality of life at work.

In parallel, the Group maintains an open, constructive, and ongoing dialogue between employee representatives and management. This dialogue relies on employee representative bodies operating at various levels of the organization:

- European level: European Works Councils facilitate the exchange of information and dialogue on strategic and social issues at a transnational level. In 2025, negotiations were initiated to establish a single European Works Council at the CMA CGM Group level.
- National level: The CMA CGM Group Committee was renewed in 2025, providing representation for all Group business activities in France. It meets annually to provide information to the representatives from the different entities on the Group's economic, financial, and social situation, as well as on any major upcoming projects.
- Local level: The Central Social and Economic Committees (CSEC) provide a forum for dialogue on strategic directions, employee relations policy, working conditions,

and employment at the level of each company or group of companies within the Group, while the various local Social and Economic Committees (CSE) address matters relating to employees' day-to-day working life, working conditions, and the local implementation of employee relations policies.

In 2025, the following agreements were implemented:

- 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 2026;
- Workplace gender equality agreement within the CMA CGM Economic and Social Unit.

#### Maritime social dialogue

Representatives of seafarers and social partners are consulted on a quarterly basis, or on an exceptional basis depending on the level of urgency. A commission dedicated to maritime activities, established within the Works Council (CSE), addresses issues relating to the health, safety, and working conditions of seafarers by reviewing performance indicators and the actions implemented by CMA CGM to improve them.

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 initiatives have been implemented following consultations with seafarers, such as refurbishing living spaces, providing sports equipment, and establishing a nutritional programs. In 2025, CMA CGM appointed an external firm to conduct a specific survey on the quality of working life of seafarers as part of its regular employee survey process.

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### Social dialogue at CEVA Logistics

CEVA Logistics demonstrates a strong commitment to maintaining high-quality social dialogue, ensuring alignment between the company's economic requirements and workers' employment-related expectations. This approach is crucial to ensuring collective performance while maintaining a balanced and harmonious working environment. It is structured around a number of core objectives:

- Promoting open and constructive social dialogue;
- Improving working conditions and employee benefits;
- Supporting initiatives to prevent discrimination and promote workplace gender equality.

In all regions where CEVA Logistics operates, HR teams play a key central in implementing these principles. They ensure compliance with applicable legal and regulatory frameworks in each country, while taking into account local economic realities and the Group's strategic priorities. Their actions also support broader HR priorities, such as attracting and retaining talent, by offering appropriate, competitive, and sustainable benefit programs.

Social dialogue takes different forms depending on local contexts and legal requirements, ranging from formal negotiations with labor unions to more flexible channels of engagement with employees. This dynamic approach enables CEVA Logistics to respond effectively to the employment-related expectations expressed by tis teams and to prevent the vast majority of collective labor disputes. When such disputes do arise, they are generally of limited duration, as the quality of social dialogue promotes rapid resolution between the parties.

### Social dialogue at CMA CGM Air Cargo

CMA CGM Air Cargo has established a regular and structured social dialogue with employee representatives. An agreement relating to the Social and Economic Committee, which was unanimously signed in 2025, provides the framework for this dialogue, taking into company's specific characteristics. It provides for plenary meetings and several dedicated committees, notably for ground staff, pilots, and matters relating to health, safety, and working conditions. These arrangements ensure continuous, high-quality dialogue throughout the year. The Chief Executive Officer personally participates in these plenary meetings, creating a structured forum for discussing ongoing projects and issues raised by employee representatives. In addition, negotiation sessions are conducted on specific topics, further strengthening ongoing social dialogue with social partners. Lastly, information meetings and regular internal communications help involve the entire workforce in the company's developments and strategic direction.

### Improving working conditions and fostering employee engagement

#### Mobilizing and enhancing the employee experience

The *Listening Strategy* is a comprehensive, structured, and continuous employee listening approach aimed at strengthening engagement and improving the employee experience at every stage of the career path. This approach operates at several levels, combining regular company-wide surveys, targeted surveys focused on specific topics, and dedicated listening at key moments in the employee journey (onboarding, training, performance reviews, etc.), to collect relevant, actionable insights that guide HR and managerial actions.

Group-wide surveys conducted across the organization make it possible to:

- Assess changes in the employee experience and emerging needs in a rapidly evolving environment;
- Incorporate feedback from new hires and take into account the specific characteristics of newly integrated entities;
- Evaluate employees' understanding and ownership of major internal initiatives.

An initial Group survey, conducted in 2022, led to the implementation of action plans at several levels of the organization (global, regional and local). At Group level, three priority focus areas were identified: ensuring access to career opportunities for all employees, improving the communication of key information to employees, and strengthening employees' sense of belonging to the Group. These priorities were addressed through a series of flagship actions, including the deployment of the MySociabble communication platform, greater visibility for senior leadership communications in this area, the establishment of an annual performance review cycle, the launch of TANGRAM talent cohorts from around the word, the expansion of the *Women Empowerment* program to additional regions, and the creation of the Emerging Talents program. Key actions are presented in the sections on equal treatment and equal opportunities, as well as training and skills development.

In 2025, eligible employees of the CMA CGM Group, across all business lines and regions, were invited to participate in the Group's second Employee Engagement Survey. For the first time, the survey was also extended to 7,500 employees working at Group-owned terminals, as well as employees of CMA Media and La Méridionale.



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With a participation rate of 81%, this initiative reflects a high level of employee engagement. The results will be shared by managers in order to establish concrete action plans together with their teams. Renewed every two years, this survey seeks to deliver long-term improvements in the employee experience, remove identified barriers, and strengthen talent retention.

In parallel, CMA CGM conducted a specific survey of seafarers, focusing on key issues such as workloads and working conditions, work-life balance, autonomy, career prospects, health, conflict management, and exposure to piracy-related risks. This survey, which is specific to seafarers, covers a population of nearly 13,000 persons, is carried out every three to four years, and is now in its fourth iteration. The previous survey, conducted in 2021, identified a significant need to improve onboard internet access, leading to the deployment of a large-scale vessel equipment program. The completed questionnaires were all collected by early November, with a participation rate of 66%. The Group intends to incorporate these insights into the development and management of action plans tailored for this population.

In addition, local or population-specific surveys will be rolled out starting in 2026 to adapt this listening approach to the specific contexts of the various regions, countries, business lines, and teams. These surveys will address local issues such as cultural integration, change management, and managerial transformation. Conducted on an ad hoc basis and managed locally with methodological support from the Group, these surveys will enable timely responses to specific needs escalated from the field and facilitate assessment of the impact of actions implemented following Group-wide surveys.

Employee listening extends across all stages of the employee life cycle, from *onboarding* to *offboarding*. The Listening Strategy is designed to evolve continuously at each key career milestone, ensuring close alignment

between global listening mechanisms and personalized employee follow-up.

In 2025, the *onboarding* process was reviewed in order to harmonize practices, support successful integration, and collect targeted feedback upon completion. Dedicated surveys are planned and will be adapted to employees' levels of responsibility. Deployment of the standardized onboarding process is scheduled for 2026.

### Work-life balance

To provide its employees with a work environment and working conditions conducive to a healthy work-life balance, CMA CGM is committed to implementing a continuous improvement process. In 2025, 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 initiatives on parenthood-related issues for Business Partner Human Resources (BPHR).
- The Quality of Life and Working Conditions (QLWC) agreement, effective as of 2025, which enhances support for employees experiencing significant life events through increased flexibility and measures addressing health, parenthood, family leave, caregiver support, and workplace recognition. This agreement is supported by new listening and support mechanisms, including individual counseling provided by a company psychologist, a continuously accessible anonymous helpline, and group workshops. It also includes a social assistance service designed to help employees in personal, social, and administrative matters, including

access to housing, understanding legal rights, and managing complex family situations.

### 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.

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 been created. It is available from the medical service and from assistants in each department.

### Health & Prevention Plan

In 2025, the CMA CGM Group continued to roll out its Health and Prevention plan in France and internationally. This plan is structured around five key awareness campaigns:

- Pink October, dedicated to promoting early detection of breast cancer, including the organization of a health-focused webinar in partnership with the Institut Paoli-Calmette, the distribution of pink ribbons, and the creation of a dedicated channel on the MySociabble platform;
- Cardiovascular risk prevention, aimed at informing employees about risk factors and encouraging screening;
- Seasonal flu vaccination, intended to protect employees, with campaigns organized at the head office medical center and within CEVA Logistics, offering free vaccination appointments and supported by communications encouraging vaccination;
- Tobacco-Free Month, to support employees wishing to quit smoking;
- *Movember*, to raise awareness of men's health issues.



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These campaigns were reinforced by ad hoc initiatives relayed via the internal MySociabble platform, such as blood donation days, awareness workshops, and solidarity challenges.

Similar initiatives are organized each year across the Group's international agencies. Examples include:

- In the United States, an awareness focused on mental health was launched;
- In Italy, a partnership with Serenis offers employees a holistic, preventive, and multidisciplinary approach, including a psychotherapy pathway and consultations with a nutritionist;
- In Estonia, several awareness campaigns were held, focusing on well-being, physical and mental health, and nutritional hygiene;
- In Lebanon, the "Sleep Well, Live Well" workshop, led by a certified wellness specialist, focused on the importance of sleep, self-assessment, stress management, and relaxation techniques to improve rest quality and productivity. The "Thrive" program, led by two certified coaches, highlighted energy management, resilience, engagement, social connection, and perseverance.

CEVA Logistics also draws on its partnership with *HumanFab* to offer thematic conferences linked to major international healthcare events, attracting an average of 2,000 employees per session.

	Collective bargaining coverage	Social dialogue
Coverage rate	100% of employees covered by collective bargaining agreements (in the EEA)	Employees covered by employee representatives (EEA only)
	2025	2025
0-19%	Germany (Shipping), Netherlands (Shipping), Malta, Sweden (Shipping), Estonia, Ireland, Bulgaria, Romania, Slovenia, Greece, Latvia, Croatia, Denmark (Shipping), Lithuania, Norway (Shipping), Czech Republic, Hungary	Malta, Sweden (Shipping), Portugal, Estonia, Hungary, Latvia, Romania, Greece, Croatia, Denmark (Shipping), Lithuania, Norway (Shipping)
20-39%	Poland, Slovakia	Finland (Shipping)
40-59%	Germany (Logistics), Netherlands (Logistics), Belgium (Shipping)	Austria
60-79%		Germany (Shipping), Bulgaria
80-100%	France, Spain, Italy, Sweden (Logistics), Portugal, Finland, Austria, Denmark (Logistics), Norway (Logistics), Belgium (Logistics)	France, Netherlands, Germany (Logistics), Poland, Spain, Italy, Belgium, Slovakia, Sweden (Logistics), Czech Republic, Finland (Logistics), Denmark (Logistics), Norway (Logistics)

	Unit	2025	2024	2023	Objective
Employees with access to primary health care	%	98	98	98	100

### Explanation of data

Based on data from an international broker, supported by a 2025 audit of employee benefits conducted across nearly 300 entities worldwide across all activities, 98% of employees have access to health coverage.

### Methodology

The data on employee health coverage pertains to the Group, including seafaring personnel and media staff. Terminal personnel are excluded from the scope.

## Equal treatment and equal opportunity

In a Group that is undergoing significant external growth, the issues of equal opportunity 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.

### Policies

#### Engagement and inclusion policy

The Group's Engagement and Inclusion Policy reflects its commitment to ensuring a fair, inclusive, and respectful working environment at every stage of employees' career paths. The program is structured on the basis of three core priorities:

- Providing every employee with a rewarding experience, by supporting them throughout their career through appropriate tools, structured HR processes, and action plans that make each one feel valued, supported and heard;
- Creating an inclusive workplace, by implementing targeted actions for potentially vulnerable groups and developing local initiatives that promote equal opportunities; and
- Finally, inspiring pride and positive engagement, by reinforcing a sense of belonging and teamwork through recognition of achievements, encouragement of cross-functional initiatives, and celebration of key employee career milestones.

This policy applies to all Group employees, regardless of gender, background, culture or personal circumstances, and combines global actions with targeted initiatives. It is supported by the employee listening strategy, which helps identify actions at every level of the organization to continuously enhance the employee experience.

The Group Engagement & Inclusion Department, reporting to the Vice-President, Talent Management, oversees the roadmap and coordinates the HR network in the field to ensure the effective implementation of actions, in close alignment with local realities (see the section "Mobilizing and Enhancing the Employee Experience").

#### 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. More specifically, CEVA Logistics has rolled out several initiatives aimed at identifying any potential deviations from living wage principles. Since 2023, a number of studies have been conducted in various countries in which the Group does business, leading to the certification of 20 countries by the Fair Wage Network.

## Action plans

### Creating an inclusive and unifying environment

#### Fostering pride and collective engagement

##### Planet Channel on MySociable

MySociable is an internal communication platform of the CMA CGM Group and CEVA Logistics designed to inform employees and share news about meetings, events, and actions. A Planet channel was launched on MySociable in June 2024 to raise awareness and motivate employees to take part in biodiversity protection and decarbonization actions. Articles are posted every week on the Group's projects in these areas, as well as on employee training and engagement programs. It currently has over 37,000 registered employees.

##### Skills-based volunteer work

In 2025, the CMA CGM Group launched a pilot skills-based volunteering initiative in Marseille focused on environmental engagement. This program enables employees to dedicate up to five days per year to supporting organizations involved in the ecological transition, such as Entrepreneurs pour la Planète, Fondation de la Mer, Ecocéan, and La Plateforme Collective. The proposed assignments cover a wide range of topics, including marine biodiversity preservation, the circular economy, the energy transition, and strategic support for high-impact projects.

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In parallel, CEVA Logistics rolled out its global *Volunteer Time Off (VTO)* program in 2025, enabling each employee to dedicate up to three paid days to social or environmental initiatives. Following an international pilot conducted in 2024, the program was extended to nearly all countries in which the subsidiary operates.

### Employee engagement program at CEVA Logistics

In 2025, CEVA Logistics launched the first edition of a global employee engagement challenge focused on CSR: *Engage4Good*. This challenge invites employees to organize concrete initiatives aligned with the three pillars of the Group's sustainable development strategy and to compete for an end-of-year award.

Submitted by employees and approved by a network of reviewers, allow participating countries to earn points toward five awards. More than 1,890 actions have been completed across 56 countries, reflecting strong employee mobilization. The 2025 winners are the United Kingdom (2 awards), Peru, the United States and Mexico, having carried out major initiatives such as planting 1,200 trees, organizing on-site breast cancer screening, and sponsoring disadvantaged children in Kenya.

### Group CSR Ambassador Program

Launched in 2024, the CSR Ambassador Program of the CMA CGM Group has become a powerful driver of employee engagement. In 2025, the program was expanded to include CEVA Logistics and now comprises more than 400 volunteer ambassadors representing a wide range of functions and regions. This dynamic network benefits from a dedicated program that includes immersive training sessions (*Climate School*, climate and ocean workshops), monthly meetings on key topics (environment, inclusion, responsible trade, etc.), and awareness-raising workshops.

### CSR Awards and Relations with Educational Institutions

In line with its CSR strategy and talent attraction policy, CMA CGM has launched the *CSR Awards*, a pilot project at its Marseille head office, in partnership with the Educational Institutions Relations teams. This initiative is designed to recognize student projects with a social or environmental focus, and to engage internal teams. The award, presented by CMA CGM, is symbolic and intended to be donated to a partner nonprofit organization. This program contributes to promoting CSR culture among younger generations and enhances the Group's appeal to partner educational institutions. The Group intends to expand this program in the coming years.

### Commitment to inclusion

Inclusion is a key driver of engagement and performance within the Group. It creates an environment of trust in which every employee, regardless of their background, can find their place and express themselves freely. In particular, the Group relies on its *Listening Strategy* (see section "Improving Working Conditions and Fostering Employee Engagement") to identify the most vulnerable populations and deploy targeted action plans.

The Group is committed to developing new initiatives for people with disabilities and senior employees, through dedicated approaches and measures tailored to their specific needs.

### Combating cognitive bias

To foster an inclusive working environment, the role of managers and human resources officers is crucial.

A "Hiring Guide for Managers" was created and shared. It contains tips and best practices for making the hiring process as efficient as possible. The guide reviews potential biases and behaviors at each stage of the process that may result in discriminatory practices. Its also aims to ensure managers offer an optimal experience to applicants that differentiates the company in a highly competitive talent market.

The rollout of this guide was supplemented by the "Recruiting Without Discrimination" program, a mandatory training for all Group recruiters and HR staff on preventing various forms of discrimination.

In addition, all Group employees completed mandatory e-learning on preventing discrimination, including awareness of the most common unconscious biases observed in the workplace.

### Acting for gender equality

Building on the 50/50 *Gender Diversity Plan* launched in mid-2024, the Group continues to roll out actions led by local HR officers within each entity, alongside initiatives coordinated at Group level:

- 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.



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- Gender balance is also actively pursued within the Group’s leadership programs— Spark, Dare, Shape and Serve— as well as in strategic programs, such as AI GO (dedicated to artificial intelligence) and Decarb Ready (focused on decarbonization challenges).

This plan contributes to the emergence of a new generation of talent and leaders in which women are more strongly represented. Progress is monitored on a quarterly basis, and the Board of Directors is regularly informed of the advancement of the action plan. After starting from a level of female representation below 20% within the Top 400 at the end of 2024, the Group reached 23% in 2025.

All Group entities contribute to this effort to increase female representation through a wide range of initiatives:

- In the Middle East and Africa, CEVA Logistics launched an ambitious gender diversity program. Awareness and engagement campaigns were conducted across the region, highlighting the organization’s commitment, with a focus on well-being, mentoring, and training;
- In the United States, CEVA Logistics renewed its partnership with *Women in Trucking* in the fourth quarter of 2025 to promote and support the recruitment, retention, and advancement of women in logistics at all levels of the organization;
- In 2025, the CMA CGM Group organized a pilot workshop addressing everyday sexism, with the support of labor unions. Targeting employees, managers, and HR teams, the workshop aims to raise awareness of bias and stereotypes, identify situations of everyday sexism, and provide practical tools for action, whether as a victim or a witness. Combining a keynote session with an interactive workshop, this initiative builds on existing female leadership programs and unconscious bias awareness actions, with the objective of rolling it out across the Group to strengthen gender equality and prevent sexist behaviors.

### Gender equality index

In 2025, CEVA Logistics’ headquarters had a score of 84/100 and CMA CGM had a score of 95/100 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.

### Promoting female leadership

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 *Women Empowerment (WE)* program was launched, in partnership with KEDGE Business School and Coach Hub.

Each participant will benefit from:

- Comprehensive support, including group training, designed to strengthen participants’ ability to position themselves, exert influence, and progress within the organization;
- Individualized e-coaching to encourage reflection and reinforce leadership capabilities;
- Inspiring discussions during networking sessions.

In 2024, the *Women Empowerment (WE)* program began expanding internationally with the launch of a cohort in Lebanon. In 2025, the program’s expansion continued in India with the opening of its fifth cohort. Comprising 12 participants from the logistics, maritime and GBS divisions, this new cohort embodies the diversity and breadth of the Group’s professions.

Overall, three cohorts have been launched in France, as well as one in Lebanon, and one in India. The deployment roadmap includes further expansion in 2026, with a first cohort in Africa, a fourth in France, and a second in Lebanon.

The *WE Alumni* network builds on the *Women Empowerment* program by connecting former program participants, facilitating experience-sharing and mentoring, and creating lasting connections between cohorts. It also sustains a strong support network and enhances the visibility of women’s career paths, while providing a space to inspire future generations and strengthen the Group’s community of female talent.

Since 2023, the CMA CGM Group has also promoted gender diversity through its partnership with the *Elles Bougent* non-profit association, as part of its Engagement and Inclusion policy. In 2025, more than 170 middle- and high-school girls were welcomed at the CMA CGM Tower during the *"Elles Bougent pour l'industrie"* event to explore careers in maritime, digital, and innovation-related fields, alongside Group mentors, including several women executives. At the same time, the *"Elles Bougent pour l'Orientation"* initiative brought together mentors from CMA CGM and CEVA Logistics in several countries, helping raise awareness among young women about technical career paths, both in France and internationally. These initiatives reflect the Group’s tangible commitment to equal opportunity and gender diversity in the scientific and technical sectors.

CMA CGM also takes part each year in the *Women’s Forum*, a flagship international event dedicated to advancing women’s leadership and professional equality. Through this engagement, the Group promotes the visibility of women in the economy, encourages the exchange of best practices, and fosters dialogue between female managers, experts and young talent from different backgrounds.



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In 2025, the CMA CGM Group further strengthened its Diversity, Equity and Inclusion strategy by officially signing the *Women's Empowerment Principles (WEPs)*, promoted by UN Women and the United Nations Global Compact. This step reflects the Group's commitment to advancing gender equality at all levels of the company—including recruitment, governance, career development, and working conditions—and builds on its ongoing actions in support of women, with the aim of achieving 30% within its Top 400 by 2028.

CMA CGM also places particular emphasis on promoting gender diversity and women's leadership within the maritime sector, notably through WISTA France (*Women's International Shipping & Trading Association*). In May 2025, to mark International Women's Day in the maritime industry, the Group hosted an event at the CMA CGM Tower in Marseille to present its diversity initiatives, including women's development programs and the recruitment of female seafarers since 2018.

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 1,000 female crew members by 2030, more than double the current number (379 women in 2025).

### Promoting intergenerational diversity

In 2025, in connection with its partnership with Université Paris-Dauphine, the CMA CGM Group launched a project with the Management & Organizations master's program, focused on intergenerational cooperation challenges in the maritime transport and logistics sectors. The work carried out by students will inform the Group's senior workforce action plan currently under development for 2026.

In parallel, CEVA Logistics continues to implement an inclusive recruitment policy aimed at promoting access to employment for all generations. Subsidiaries roll out initiatives dedicated to the recruitment and integration of senior employees, with results monitored on a quarterly basis.

CEVA Logistics also encourages intergenerational collaboration through mentoring programs, onboarding schemes for recent graduates and interns, and a global diversity framework based on the principle of "think globally, act locally."

### Supporting employees with disabilities

The CMA CGM Group is committed to fostering the inclusion of people with disabilities within its workforce and has implemented a structured action plan based on three key areas:

- Firstly, facilitating onboarding, by identifying suitable positions and working with specialized partners;
- Secondly, providing long-term support to employees concerned, by simplifying disability recognition procedures and adapting working conditions to individual needs;
- Thirdly, engaging across the broader ecosystem, through the development of responsible procurement with inclusive suppliers and initiatives aimed at promoting equal access to employment.





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This action plan is intended to be rolled out across the Group’s various entities, combining a common core of measures with adaptations to specific business activities and local contexts. It is currently under discussion with the social partners within the Maritime Economic and Social Unit scope, with the objective of concluding a formal agreement.

In 2025, CEVA Logistics initiated work with its 15 main countries to develop a detailed action plan, scheduled for implementation starting in early 2026. The initiative is overseen by a dedicated Disability Steering Committee, which meets monthly to monitor progress and encourage the sharing of best practices among pilot countries.

### Promoting the inclusion of persons with employability difficulties

At CEVA Logistics, supporting the integration of individuals who face challenges accessing the labor market has been a longstanding focus.

In line with this commitment, dedicated recruitment pathways are offered to candidates from disadvantaged socio-economic backgrounds. National teams roll out targeted programs—such as those implemented in Turkey, Singapore, and Argentina—in partnership with local services and NGOs, with the aim of expanding employment opportunities for vulnerable candidate populations.

### Ensuring fair and transparent compensation

The annual compensation review process is conducted globally, and is monitored and approved at the Group level, to ensure that compensation in each country is managed fairly and consistently with the Group’s principles. Managers are provided with monitoring dashboards enabling analysis of the allocation of salary budgets, while ensuring compliance with principles of equity and non-discrimination across job categories, performance assessments, and career levels. HR subsequently validates positioning in terms of internal equity and external competitiveness.

Since 2023, an Individual Social Report (BSI) has been made available to permanent employees (CDI) who joined the company no later than January 1st. This personalized document, accessible digitally via the MyHR platform (HRIS), provides a summary of the compensation and benefits received over the past year. This initiative has been gradually extended to the headquarters teams of CEVA Logistics in Marseille.

	Unit	2025	2024	2023	Objective
Share of women in management	%	34	35	34	
Share of women in the Top Management	%	23	22	-	30% by 2028
Share of women on the Board of Directors	%	42	42	42	
Average age of employees	Age	40	40	39	

#### Methodology

AShare of women in management: this refers to the number of women holding a management position, i.e., female employees with at least one direct subordinate. The scope represents 90% of the Group’s workforce and excludes French and international seafarers, as their contracts are not Group contracts,

and also excludes onshore staff not reported in MyHR.

Share of women in the Top Management corresponds to The TOP 400, that is the highest salaries, grade 16 and above, across maritime, inland and logistics, air freight, and media activities.

#### Objective

30% women in top management by 2028.

## Training and skills development

### Training and skills development policy

CMA CGM’s training policy reflects the Group’s strong ambition to place skills development at the heart of its sustainable growth and transformation strategy. In keeping with its corporate purpose, the Group is committed to empowering its employees by providing them with opportunities to strengthen their expertise, leadership, and innovative capabilities, enabling them to address the challenges of a fast-changing industry. This commitment is supported by diverse initiatives, including scalable learning platforms and the ongoing redesign of training programs to incorporate innovative learning approaches.

To this end, the training policy pursues several overarching objectives:

- Building a common Group culture through a consistent and innovative training offering aligned with strategic priorities;
- Adapting to an increasingly complex economic and geopolitical environment by actively contributing to the sustainable transformation of transportation and logistics and integrating key topics, such as artificial intelligence, climate issues, and the adoption of emerging technologies;
- Anticipating changes in professions by supporting each employee’s skills development and professional growth throughout their career.

The scope of this policy encompasses all roles and functions within the CMA CGM Group, and it is being expanded progressively, in step with the Group’s growth and the integration of new businesses and operational scopes.

Hierarchical responsibility for the policy is shared between the Chairman and Chief Executive Officer and the Group Chief Human Resources Officer, who jointly oversee its strategic implementation. Their work is supported by a dedicated Group-level coordinator and a robust governance structure that comprises executive committees and monthly reviews. Training teams, which were historically spread across different entities, have been brought closer together wherever possible to enhance organizational consistency and efficiency.

The policy is deployed globally through a structured *Learning & Development* (L&D) network, which actively contributes to tailoring training offerings to local and regional contexts. This network has recently been restructured to enable more effective deployment at the local and regional levels, ensuring both scalability and responsiveness.

### Helping each employee develop their skills

#### Structuring and harmonizing training to support the Group’s transformation

Significant progress has been made in aligning training content with the Group’s strategic priorities. The e-learning catalog, which contained over 3,000 modules, has been streamlined to optimize the offering and make it easier for employees to understand. The user experience has also been enhanced through simplified learning pathways and improved internal visibility of training programs. In addition, greater consistency across programs is being achieved through content synchronization and standardized formats.

CMA CGM’s training policy is structured around three complementary pillars: a global center of excellence (TANGRAM), dedicated business academies (*Shipping, Logistics and Group Function Academies*) focused on sector-specific expertise, and specialized training programs that integrate regulatory and operational requirements.

#### TANGRAM, the training and innovation centre for the tomorrow transport and logistics

CMA CGM has established TANGRAM, the 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.

During its first year, the Group developed three training programs of excellence. These training courses will 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*, in partnership with BCG University;
- *Leadership*, in partnership with HEC Paris;
- *Climate*, in partnership with Imperial College.

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The Group continues to structure its leadership programs, which are crucial to the Group's transformation and to maintaining strong growth. These programs may be generic in nature and contribute to strengthening the management line across the Group. In 2025, TANGRAM restructured its training offering around five major learning pathways designed to address all aspects of professional development.

- **Strategic programs**

- **AI GO!** builds awareness of the opportunities and challenges related to artificial intelligence and generative AI, supporting the Group's digital transformation through an interactive learning approach.
- **DECARB READY!** is aimed at employees who are not experts in environmental topics or AI. The program seeks to raise awareness of CMA CGM's Net Zero strategy and the fundamentals of the sustainable transition. Each cohort of 96 participants completes a 50-hour learning journey that includes an introductory module, on-site workshops, and a final wrap-up session. With eight cohorts per year, the program trains up to 768 employees annually. Its objectives include strengthening environmental awareness, clarifying regulatory frameworks, providing a shared foundation on sustainability topics, and fostering a shift in mindsets in response to climate-related challenges. Through an interactive teaching approach combining storytelling, expert presentations, and inspirational speakers, the program encourages engagement, collective thinking, and ownership of sustainability issues, thereby supporting the Group's strategic commitment to a sustainable future.

- **Expert programs**

- **TRANSFO SHIFT!:** Designed for top and senior managers, this program strengthens capabilities in governance, stakeholder management, risk management, and change leadership. Its objective is to recognize and develop high-potential talent by equipping participants with key strategic skills.
- **SALES UPI!** Created for sales leaders, this program focuses on developing leadership, strategic thinking, negotiation capabilities, and the effective use of high-performance sales tools. Its goal is to boost motivation and performance among sales talent by supporting their continuous skills development.

- **Leadership Development**

- **SPARK:** An online development program for junior managers, designed to support early-career talent in their professional development.
- **DARE:** targeted at experienced managers, DARE enhances leadership presence, self-confidence, team engagement, resilience, and the ability to navigate complex situations. The program aims to strengthen seasoned talent by offering them a personalized development pathway.
- **SHAPE** (in partnership with HEC Paris): This program focuses on strategic vision, decision-making, team effectiveness, and cross-functional collaboration.
- **SERVE** (in partnership with University of California, Berkeley): SERVE develops leaders capable of representing the Group, leading complex transformations, and managing global strategic initiatives.

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.

## HEC Chair

CMA CGM commits to endowing a "Sustainability and Supply Chain Analytics" Chair at HEC Paris since 2022. 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. The partnership with HEC Paris also includes a recruitment aspect, coordinated by Human Resources, enabling students to better understand the Group and increasing their interest in pursuing a career within the organization.

## A comprehensive framework for collective and individual development

Team development is based on three solutions that are being progressively rolled out worldwide:

1. **C-Boxes:** C-Boxes are facilitation kits available to all teams to stimulate collective intelligence, enhance team cohesion, and address specific challenges. Intended for independent use, they enable teams to easily organize collaborative workshops. Nine C-Boxes are currently available, covering a wide range of topics:
  - Corporate culture: Team, Change, Creativity, Trust, Feedback, Efficiency, New Team Leader, with additional modules planned for 2026, including Problem Solving, Critical Thinking, and Active Listening.
  - ESG issues: Diversity and Sustainability.

2. **Team Boosters:** This initiative is designed to enhance team performance through a structured process that includes interviews with managers and employees to identify strengths and areas for improvement; a debrief based on anonymous assessments and actionable recommendations; a one-day workshop to address identified challenges, jointly design solutions, and develop an action plan; and a follow-up meeting one month later to assess progress and adjust actions as necessary.



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**3. Team Dynamics Workshops:** These customized workshops are designed to strengthen team cohesion and enhance collective performance by addressing the specific needs of each team.

In 2025, more than 4,500 employees worldwide took part in these programs, representing over 10,000 hours of support.

Individual development is supported by six core solutions aimed at strengthening interpersonal interactions, managing complex situations, and increasing adaptability in a constantly evolving environment. These training sessions—focused on self-awareness, authentic communication, impactful speaking, emotional management, and first- and second-level management—generally last two days, are offered both at TANGRAM and internationally, and are facilitated by both internal and external trainers.

Finally, CMA CGM offers an immersive *serious game*, CMA CGM World, designed for new hires and rolled out across all Group entities. The game introduces participants to the Group’s history, values, corporate purpose, CSR policy, anti-discrimination commitments, strategic priorities, organizational structure, and business activities.

### Academies

CMA CGM has also structured its training offering around Academies, which provide programs tailored to the specific needs of its various activities:

- *Shipping Academy:* Building on the Group’s historical core business, this academy covers all key maritime competencies and offers differentiated learning paths depending on functions, including international sales, operations management, and maritime safety.
- *Logistics Academy:* Launched in February 2025, the Logistics Academy supports the professional development of employees at CEVA Logistics by offering strategic training programs across all roles and

functions. In 2025, the focus was placed on *onboarding* and raising awareness of different business roles, as well as on strengthening technical expertise to promote operational best practices and ensure compliance with quality and regulatory standards.

- *Group Functions Academy:* The Group Functions Academy consolidates the training offering for all Group functions and new activities. The creation of this academy has enabled the centralization of standardized learning pathways across a broad range of disciplines, including finance, IT, procurement, and human resources.

These Academies ensure a consistent Group-wide approach while maintaining the agility required to respond to the specific needs of each function and activity. They enhance the transparency of the training offering for employees, facilitate interaction with local HR teams, and actively contribute to the dissemination of a shared culture of learning and continuous development.

### Regulatory and mandatory training

In addition, CMA CGM provides specialized, decentralized training programs tailored to regulatory requirements and the specific operational needs of its various divisions. Given the breadth of the Group’s activities, these training programs are critical and are closely monitored, whether they concern airline pilots, seafarers, journalists operating in conflict zones, or warehouse workers. Over time, the Group aims to further harmonize these training programs, while ensuring their effectiveness and ongoing alignment with regulatory and operational developments.

In October, the Group launched its new mandatory training campaign for all employees. The program includes seven e-learning modules specifically covering the particular issues the Group faces in the areas of fraud, corruption, human rights, cybersecurity, data protection, antitrust

law, and ethics. Over 60,000 employees have completed the mandatory training modules of the CMA CGM Group.

In 2025, the Group provided 1,923,365 hours of training, i.e., an average of 2.1 days of training per employee over the year. The target for training is 3 days per employee per year in 2025.

### Customized training for each profession and every challenge

#### Training for maritime and shore-based employees

Internal trainers deliver training tailored to the specific professions of the Group’s maritime transportation activities. Building and sustaining a community of internal trainers is a core priority of the Shipping Academy. 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.

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.

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: 4,132 additional sailors received IGF Basic Training and 2,060 received IGF Advanced Training.

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Exceeding the requirements of international regulations, the Group has set up additional training courses. 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

When pilots are hired, CMA CGM Air Cargo covers the costs of type rating training for pilots who are not yet qualified to operate its aircraft. This six-week training program is followed by two weeks of regulatory ground training and simulator sessions. Newly recruited pilots then complete several supervised flights and subsequently undergo recurrent assessments every six months. In 2025, flight crews, including pilots, averaged 116 hours of training per year.

In 2025, the company continued to invest in the skills development of its teams through a number of initiatives:

- The transfer of two pilots from the A330 fleet to the B777 fleet, following six weeks of training;
- Three captain upgrade training programs;
- 18 full type rating training courses qualifying pilots to operate the Boeing 777 or the Airbus A350;
- 26 training programs focusing on adaptation to the company's internal procedures.

Within the airline industry, training programs fall into two categories: regulatory and non-regulatory. Regulatory training is mandatory and is designed to ensure safety and compliance. This training is defined by the French Civil

Aviation Authority (DGAC) and the operator's manuals, and covers requirements such as airport certifications. Within the Operations Control Center, which operates 24/7, shift supervisors and flight dispatchers receive training in flight preparation and monitoring, weather risk management, and operational coordination. Compliance with procedures is regularly verified by compliance teams, in addition to internal quality controls.

Non-regulatory training programs are designed to strengthen employees' technical and interpersonal capabilities. For example, maintenance coordination teams complete certified training on the Boeing 777 to deepen their technical expertise.

In 2025, CMA CGM Air Cargo also launched several additional training programs, including awareness-raising on artificial intelligence and its use, project management methodologies, and modules focused on interpersonal and managerial skills (authentic communication and management).

### Training on climate issues

#### My Climate School

CMA CGM, in partnership with AXA Climate, provides climate change training modules to all employees, now including those of CEVA Logistics. The training catalog is structured around two main tracks: "Understand" (scientific fundamentals) and "Act" (operational engagement).

The most frequently completed modules include "Oceans: A Deep Emergency" and "Avoiding Greenwashing." Short video content is distributed via *MySociabble*, while collective workshops facilitated by CSR specialists encourage open discussion.

A performance indicator sets a target of completing two modules per employee each year, including the "Oceans"

module, to strengthen climate awareness and engagement worldwide.

#### Climate Fresk workshops

In 2025, the Group conducted 21 in-person Climate Fresk workshops at its head office and across mainland France. Within the international network, 14 workshops were held, some in partnership with customers. To accelerate global rollout, funding was allocated to train employees to facilitate workshops remotely.

#### Ocean Fresk workshops

In connection with the Year of the Oceans 2025, CMA CGM trained additional internal facilitators to lead Ocean Fresk workshops. These sessions are structured around three key messages: the vital importance of the ocean, the threats posed by human activities, and individual and collective actions that can be taken.

#### CSR for Sales

In conjunction with the Academies, 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, CO<sub>2</sub> 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 half-day, in-person training session introduces participants to the Group's CSR strategy, with a strong emphasis on decarbonization. Intended for all functions—especially



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sales teams—this training is integrated into several of the Academies’s flagship programs, such as the *Shipping Excellence Program*, the *Customer Care Success Program*, and the *Graduate* program for recent graduates taking on key positions.

## Recruitment and talent development policy

The Talent Acquisition policy, developed at Group level by the Talent Attraction Department and applicable to all entities worldwide, is designed to ensure a fair and high-quality candidate experience, to attract and hire the best talent, and to support managers and recruiters in adopting responsible and legally compliant recruitment practices.

This policy sets out the Group’s fundamental recruitment principles and is continuously refined to maintain global consistency, anticipate changes in market practices, and address performance, responsibility, and compliance challenges. It is underpinned by the following commitments:

1. Ensuring a consistent and inclusive candidate experience worldwide;
2. Preventing legal and reputational risks for the Group;
3. Implementing an objective, transparent, and efficient recruitment process.

In addition, CMA CGM provides extensive career opportunities across a wide range of functions, roles, and geographic locations.

Each employee is responsible for their own development and career path. To support this approach, the Group provides an internal mobility framework and dedicated guidance tools available on the intranet for employees, HR teams, and managers. The talent review process is being progressively expanded to all Group activities to encourage mobility and promote more diverse career paths.

## Attracting and developing young talent

### Promoting ethical and standardized recruitment practices

To ensure the effective operational implementation of this policy and its adoption by all recruitment stakeholders, the Group has rolled out a comprehensive framework combining training, awareness initiatives, and the standardization of recruitment practices.

In CMA CGM , a targeted training program was launched for Talent Acquisition teams and hiring managers.

Talent Acquisition teams were trained on key topics, including the policy’s guiding principles, the recruitment process and candidate experience, bias prevention, candidate selection, and interview and decision-making techniques.

In parallel, training sessions were offered to hiring managers, initially at the head office and then progressively extended internationally. A Group training plan is currently being structured, with broader deployment planned starting in 2026.

An e-learning module entitled “Recruiting without Discrimination” was also developed and made available to all employees in French and English. The objective of this module is to strengthen understanding of legal requirements, identify high-risk situations, and promote fair hiring practices. To date, over 2,000 hiring managers and 430 HR professionals have completed this training course.

### International Corporate Volunteers (ICVs)

Each year, the Group welcomes close to 100 participants in the maritime transportation and logistics fields through its ICV program. This initiative offers international assignments lasting 18 to 24 months across a broad range of sectors, including commercial, technical, logistics, human resources,

and audit roles. In 2025, 74% of participants from the previous cohort joined the Group following their ICV experience, with half of them continuing their professional careers abroad.

In recognition of its commitment to inclusion and diverse profiles, the Group received the “Company Committed to Inclusion and Diversity of Career Paths” award in 2024 at the annual ICV forum organized by Business France.

### Forward, the Group’s Graduate Program

The Group actively invests in recent graduates at the start of their careers through its *Graduate Program*. Launched in October 2024 and renewed in 2025, CMA CGM has already welcomed 24 young professionals from French and international schools in the maritime transportation and logistics sectors. The program aims to develop future leaders in the industry by offering international exposure and personalized support, thereby facilitating their integration and career development within the Group. It enables participants to acquire specific skills aligned with current industry challenges, gain a comprehensive understanding of the Group’s activities, and benefit from attractive career prospects.



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The *Graduate Program* consists of two main stages: an initial eight-month assignment in France, followed by six months abroad. At the conclusion of the 14-month program, participants join the department best aligned with business needs and their individual aspirations.

### 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 participates in more than 250 actions each year with over 250 schools and universities worldwide. 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 2025, key strategic partnerships were renewed or established: Sciences Po Paris, HEC, Université Paris-Dauphine, Réseau CEMS, and École Polytechnique.

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 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.

### Supporting emerging young talent

The Group places strong emphasis on emerging talent and coordinates a community of approximately 800 interns and work-placement students in France and the French overseas territories. 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.

All identified talents undergo a specific development programme: training in leadership, coaching, mentoring and internal sponsoring. In parallel, CMA CGM updates its succession plans each year.

For the tenth consecutive year, CMA CGM 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.

### 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 being progressively extended to the Group's new companies.

The CMA CGM Group actively supports career transitions between seagoing roles and shore-based functions, notably by offering former seafarers access to a range of positions within its shipping lines. A career that begins at sea can therefore be extended ashore, offering new professional opportunities at the heart of the Group's operations. To facilitate this transition, the Group has implemented the *Sea to Shore* program, a dedicated initiative designed to prepare seafarers for management positions, with support from Human Resources.

### 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 56 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.

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	Unit	2025	2024	2023	Objective
Number of days of training per year and per employee √	Number	2.1	2.2	2.3	3 days/employee/year
Training hours (total)	Number	1,923,365	1,875,499	1,706,241	
Training hours - e-learning	Number	550,446	498,716	272,664	
Training hours - in person	Number	1,372,919	1,376,783	1,433,577	

### Methodology

Training indicators cover the Group scope, across all entities and populations (office-based employees and operational employees). For certain scopes (including CEVA Logistics operational employees), training hours are collected manually. Within CMA CGM and CEVA Logistics, a Group reporting tool has been implemented to monitor actual training hours for remote learning, in-person training, and e-learning.

Note: training hours for CMA CGM operational employees, representing 7% of the Group's workforce, have been excluded from the consolidated data.

At CEVA Logistics, certain in-person classroom training hours are not captured in the previously mentioned tools. These missing training hours are therefore collected manually through a circular request to Training representatives in each country. They represent approximately 27% of CEVA Logistics' classroom training hours in 2025.

### Objective

3 days of training per year per employee.

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## Respect for human rights

### The Group's human rights policy

The Group's human rights policy is described in detail in Chapter 7, "Human Rights in the Value Chain and Affected Communities".

### Action plans

#### Acting for human rights

The Group's human rights policy covers all issues relating to respect for fundamental freedoms and working conditions (see section on Working Conditions), health and safety (see section on Health and Safety), diversity (see section on Equal Treatment and Equal Opportunities), and preventing human rights violations in both operations and the supply chain (see Chapter 7, "Human Rights in the Value Chain and Affected Communities"). This section focuses on vigilance measures concerning the Group's own workforce, including risk identification and risk management, employee awareness and training, and preventing serious violations, such as forced labor, child labor and human trafficking.

#### Roll-out of new human rights training initiatives

In 2025, the Group renewed its mandatory online human rights training for employees. This training covers the definition of human rights, the risks of human rights violations in business settings, the importance that the Group places on respecting human rights, and the necessary vigilance in reporting any identified violations. It also includes several interactive exercises to place the issues in context and a quiz to reinforce learning. This training is designed to be delivered on an annual basis.

In 2025, CEVA Logistics has incorporated human rights considerations into its mandatory onboarding training for new employees. It also provided training sessions in India for HR teams, managers, and other professionals to introduce fundamental human rights principles and equip them with the learning tools necessary to share these principles with operational teams.

#### "Speak Up" awareness campaign

The Group ran a "Speak Up" awareness campaign, including webinars, encouraging employees to report any ethics or compliance violations (including human rights concerns) and to use the Group's whistleblowing system. The campaign was reinforced through a range of internal communication channels.

#### Working time management

In 2025, the Group's CMA CGM Inland Services (CCIS) division launched a study into the working hours of warehouse workers. Designed to address the identified risk of excessive working hours, this study is expected to be completed in the first half of 2026. Corrective actions will be implemented if incidents are identified.

#### Recruitment agencies

In 2025, CEVA Logistics conducted a review of labor laws in the Asia-Pacific region, covering issues such as forced labor, child labor, working hours, non-discrimination, vacations, and standards applicable to recruitment agencies. In performing this work, CEVA Logistics developed a structured social audit methodology to assess hiring practices and working conditions. The outcome of a social audit carried out in Malaysia highlighted recruitment agencies as a priority focus area in order to mitigate potential risks to the human

rights of temporary workers. Based on these findings, CEVA Logistics reinforced its supplier requirements, particularly for recruitment agencies, by implementing the following initiatives:

- Adding new questions relating to human rights to prequalification questionnaires;
- Strengthening human rights clauses in service contracts;
- Updating the Responsible Purchasing Charter to incorporate more stringent human rights and working conditions requirements;
- Revising CEVA's *Compliance Covenants* to include an updated human rights clause applicable to all third parties;
- Implementing a global training program for buyers that presents applicable legal and contractual human rights requirements and responsible sourcing practices.

#### Preventing modern slavery and child labor

In connection with the Group's ongoing efforts to combat modern slavery, an online training course focusing on identifying modern slavery risks was provided to all employees of the Group's Australian maritime transportation subsidiary. Organized to coincide with the International Day for the Abolition of Slavery, this training consisted of a presentation followed by group discussions, with contributions from external speakers, including representatives from the *Mission to Seafarers Melbourne* and the *Australian Maritime Safety Authority*. Discussions placed particular emphasis on the risks faced by seafarers.

CEVA Logistics has also developed strengthened procedures for detecting and preventing the risks of forced labor and child labor. These procedures are based on international labor standards and apply to all

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CEVA Logistics employees, including temporary workers. These procedures are intended to ensure that high-risk situations are identified promptly and that appropriate corrective measures are implemented.

CEVA Logistics has also updated its compliance plan addressing the prevention of human trafficking. As part of this initiative, specific training has been developed to raise awareness among among relevant employees of applicable legal requirements and recommended practices.

### Actions to prevent workplace harassment

#### A comprehensive prevention and support system

In its Ethics Charter, CMA CGM guarantees the rights of each employee and undertakes to prohibit discrimination of any kind, whether based on social or national background, 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.

In its maritime operations, CMA CGM complies with the Maritime Labour Convention (MLC), which protects fundamental rights, including non-discrimination and respect for workers. Onboard teams are provided with:

- 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.

More broadly, the Group has set up a range of training initiatives designed to strengthen the prevention of workplace harassment:

- Holding specific training sessions on preventing harassment in the workplace: 11,851 employees have received training on preventing workplace harassment, 4,065 hours of training at the Group level, a significant step forward in advancing collective awareness. This mandatory training is updated every two years in France and on a regular basis in other countries. A mandatory e-learning module entitled "Preventing All Forms of Harassment" was rolled out for all employees of the Maritime Economic and Social Unit. This program provides employees with the tools to identify inappropriate workplace behavior, respond appropriately to such situations, and understand the procedures for reporting this type of behavior.
- 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. This mandatory training is delivered by external legal experts.

### A structured framework for investigating and addressing workplace harassment

The process for investigating harassment reports follows a structured, multi-step approach:

- Firstly, an HR Investigation Committee is established, comprising the Chief Human Resources Officer, a representative from the Social Responsibility Department (DRS), and the Head of Psychosocial Risks. This committee is tasked with organizing and overseeing the investigation process, reviewing the investigation report, and confirming the conclusions;
- Secondly, the work of committee is supplemented by a team of investigators made up of HRBPs, legal counsel, and the Head of Psychosocial Risks. This team conducts interviews, documents the facts, assesses the credibility of the allegations, and prepares the investigation report;

- Finally, an Investigation Action Committee, which includes the occupational psychologist, is set up to define and implement corrective actions, monitor their execution, and assess their effectiveness.

This framework ensures a structured, rigorous, and impartial handling of each report, while protecting and supporting the employees concerned.

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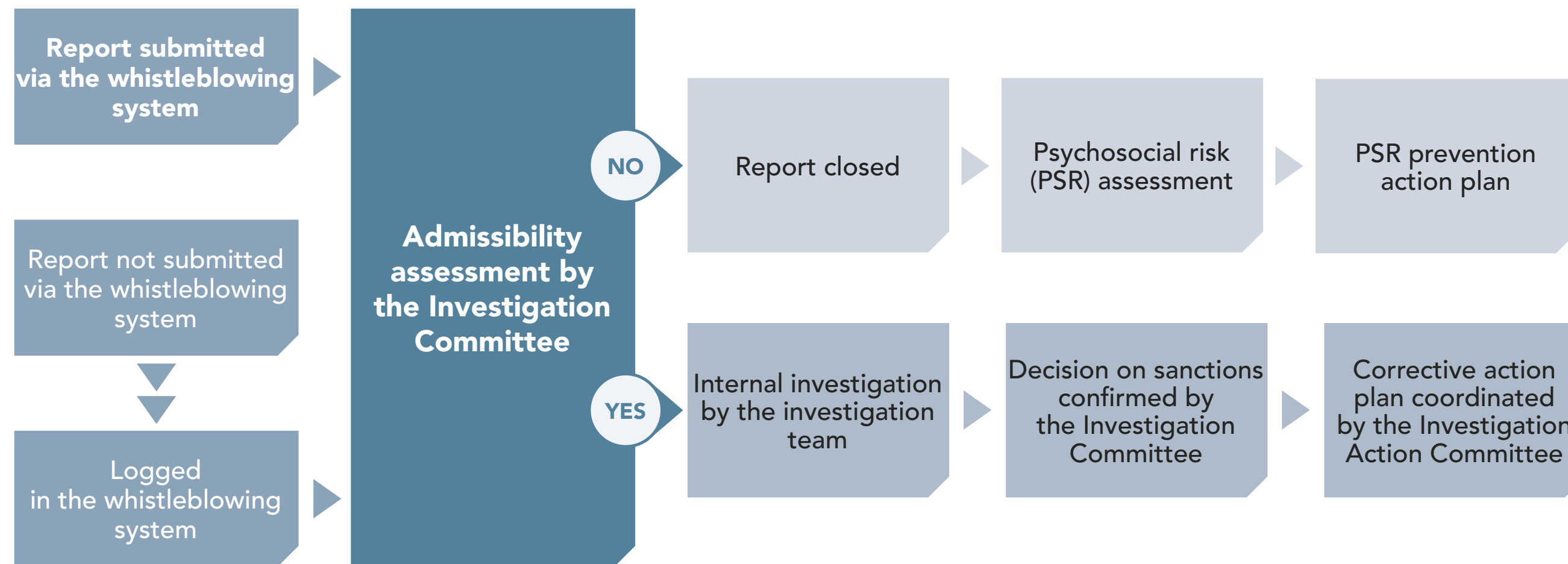
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# 7. Human rights in the value chain and affected communities

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The CMA CGM Group considers the protection of human rights to be both an ethical obligation and a strategic priority, encompassing workers throughout the value chain as well as communities affected by its activities. This chapter presents the impacts, risks, and opportunities identified by the Group, together with selected actions aimed at preventing or mitigating these impacts or risks

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## Impacts, risks, and opportunities

The impacts, risks, and opportunities identified across the value chain and affected communities are described on pages 6 and 7 of the Vigilance Plan.

## Promoting human rights throughout the value chain

### Human rights policy for the value chain

The Group takes its responsibility with regard to human rights very seriously, in particular those internationally recognized and set out in:

- 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);
- The ILO Declaration on Fundamental Principles and Rights at Work and the associated core conventions; and
- The Maritime Labour Convention, 2006.

The Group's approach is further informed by the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

In line with these international standards, CMA CGM's Human Rights Policy—approved by the Chairman and Chief Executive Officer—sets out the Group's approach to respecting and promoting human rights. The policy is based on the the Group's awareness of the potential positive and negative impacts its activities, and those of its value chain, can have on rights holders. These rights holders include Group employees and temporary workers, supply chain workers, and local communities. The Group endeavors to ensure and promote respect for their rights.

This approach is underpinned by the implementation of a risk-based human rights due diligence process that incorporates mechanisms for identifying, preventing, mitigating, and remediating adverse risks and impacts. With regard to local communities, the Group seeks to ensure that its activities do not harm local environments or infringe on community rights to health, food, water, and other essential needs, including through impacts on water quality or access, soil quality, biodiversity, air quality, local

livelihoods, or natural habitats. To achieve these goals, the Group implements waste and water management programs at its onshore sites, conducts environmental performance and biodiversity preservation studies in connection with its (re)development projects (such as warehouses and terminals), and takes measures to reduce oil pollution incidents at sea.

The Human Rights Policy of the CMA CGM Group identifies the main risk areas associated with the Group's activities and supply chain and sets out its position with respect to each of them. These risk areas include:

- Health and safety;
- Working time;
- All forms of discrimination;
- Psychological, physical or sexual harassment, as well as workplace violence;
- Adequate wage;
- The health and livelihoods of local communities;
- Freedom of association and collective bargaining;
- Modern slavery, human trafficking and child labor;
- The rights of indigenous peoples, particularly with regard to land acquisition;
- Human rights violations involving security personnel; and
- Respect for privacy, including data protection.

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The policy also describes the Group’s ethics and compliance whistleblowing system, a multilingual reporting channel available 24 hours a day, 7 days a week, enabling employees and third parties to report any actual or suspected human rights violation or other ethical issue (see Chapter 9, “Responsible Business Conduct”).

The Human Rights Policy applies to all Group entities and extends to its commercial partners throughout the value chain, who are required to comply with its principles.

Ultimate oversight of human rights matters rests with the Group’s Executive Management. The Group General Counsel and the Group Compliance Officer oversee the operational implementation of policies and actions in this field. This supervision is carried out in close coordination with several departments, including CSR, Risk, Internal Audit, Human Resources, Purchasing, QHSE and Safety, as well as with operational teams at the head office and internationally.

Human rights risks, impacts, and initiatives are regularly reported to several committees, including the Risk Committee, the Compliance committee and the Audit and Accounts Committee of the Board of Directors.

In 2024, CEVA Logistics appointed a Human Rights Compliance Officer. Since then, she has coordinated and monitored human rights actions with various CEVA Logistics departments, in close collaboration with the Group Compliance Department.

The Group ensures transparency regarding its human rights policies and actions by publishing annual reports in line with applicable legislation, including:

- The French law on the duty of vigilance;
- The German Supply Chain Due Diligence Act; and
- The United Kingdom and Australian Modern Slavery Acts.

The Group seeks to engage in constructive dialogue with a broad spectrum of stakeholders—including government authorities, regulators, customers, investors, labor unions, and civil society—to ensure that their viewpoints are taken into account in shaping its human rights approach. As a major global player, it actively leverages its participation in professional forums, cross-company working groups, and cross-sector partnerships to promote respect for human rights.

The Group is also a signatory to the United Nations Global Compact and, once again in 2025, published its Communication on Progress in connection with this initiative, while actively participating in its working groups.

Finally, through the activities of the CMA CGM Foundation, as well as employee-led local initiatives, the Group actively contributes to the advancement of human rights, particularly in the areas of health, education and women’s rights and opportunities (see the section on the CMA CGM Foundation: “Acting for Human Rights and Vulnerable Communities”).

The Group’s strategy with respect to value-chain workers is closely linked to its sustainable purchasing policy, described in further detail below.

## Responsible Purchasing Policy and human rights

The Group is committed to working with partners that share its values and its approach to human rights. This commitment is reflected in the Group’s Responsible Purchasing Policy, which includes:

- The Third Party Code of Conduct and the Responsible Purchasing Charter specific to logistics, which establish non-negotiable minimum standards—particularly in relation to human rights—that are expected of the Group’s suppliers and subcontractors;
- Contractual clauses requiring suppliers and subcontractors to comply with internationally recognized human rights and to ensure compliance throughout their own supply chains;
- Internal rules governing subcontracting;
- A digital tool for supplier and subcontractor selection and risk monitoring, which identifies human rights risks at the qualification stage, monitors them throughout the contractual relationship, and facilitates the coordination of corrective action plans;
- Sustainability questionnaires submitted to suppliers and subcontractors;
- Supplier and subcontractor audits; and
- A cross-functional Supplier Risk Committee, which reviews high-risk cases and may decide to suspend or terminate contracts.

The Group’s Sustainable Purchasing Policy and practices are described in greater detail in Chapter 9 on Responsible Business Conduct.



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### Action plans

#### Risk mapping

In 2024, the Risk Department updated the Group’s duty of vigilance risk mapping to identify potential human rights risks within its own operations and throughout its supply chain, as well as risks related to health and safety and environmental protection. The exercise covering the maritime division—including terminals and container depots—has been completed. Its findings were presented to the Group’s governance bodies at the end of the year, and a set of preventive and corrective measures was established to address the most significant risks identified. The risk analysis process will continue in 2026 with the completion of the assessment covering the Logistics activities scope, and will subsequently be extended to other divisions. The aim is to progressively perform a risk analysis for all Group activities.

#### Strengthening due diligence processes

In 2025, the Group further reinforced its human rights due diligence framework, in particular by improving supplier and subcontractor assessments and by updating its internal purchasing policy, *The Way to Buy* (see Chapter 9, “Responsible Business Conduct”).

Initiatives to improve customer and partner due diligence processes were also launched. For business partners, these now include a detailed procedure drawing on multiple areas of expertise to assess risks associated with mergers and acquisitions.

In 2025, CEVA Logistics updated its Responsible Purchasing Charter to introduce more stringent requirements concerning human rights (see Chapter 9, “Responsible Business Conduct” and the “Actions in Favor of Human Rights” section in Chapter 6, “Own Workforce”).

#### Working group on illegal recruitment fees in the maritime industry

In 2025, CMA CGM joined the *Action Group on Seafarer Recruitment Fees*, an initiative led by the *Institute for Human Rights and Business*, in partnership with the ethical maritime recruitment platform *Turtle*. This initiative follows the publication of their joint report on illegal recruitment fees: among the seafarers surveyed in 2024, 31% reported having paid such fees at some point in their careers, including 28% during 2024 alone.

This practice, recognized as a major human rights risk, exposes seafarers to forced indebtedness and severe financial and psychological consequences for themselves and their families.

The initiative brings together shipowners, charterers, cargo owners, and other maritime stakeholders through regular working groups dedicated to sharing best practices across the maritime sector and promoting meaningful change. CMA CGM actively contributes to these efforts by sharing its expertise and supporting the promotion of internationally recognized human rights standards.

### Maritime operations and protection of human life

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) organisations 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 Centre* (MRCC). In addition, the 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 2025, CMA CGM vessels carried out 14 rescue operations at sea.

	Unit	2025	2024	2023
Rescue operations	Number	14	16	21



## The CMA CGM Group's socioeconomic footprint

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In 2024, a specialized economic consultancy carried out a study to assess the socioeconomic impact of CMA CGM in France. The study measured the effects of the Group's activities on employment, income, and investment, as well as the knock-on effects across the French economy as a whole.

The study found that in 2023, CMA CGM contributed more than €20 billion to the French economy and supported over 93,700 jobs in France, including 19,200 direct jobs and 74,500 jobs resulting from indirect and induced effects. 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.

In the South region of France, the Group's impact is particularly significant, with 16,100 jobs supported and €1.5 billion in economic activity generated. In the Bouches-du-Rhône department, CMA CGM is the leading private-sector employer, with 6,200 direct jobs and 7,350 indirect jobs, accounting for 2.1% of total private-sector salaried employment in the department.

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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.

## Engagement and initiatives with local communities

In 2024, the Group strengthened its engagement with local communities in France and internationally. With the active involvement of its employees, it carried out joint initiatives in several countries, as well as actions adapted to local needs. In addition, through its ZEBOX innovation accelerator, CMA CGM supports entrepreneurs and encourages responsible innovation in three priority areas: reducing environmental impacts, enhancing technological competitiveness, and improving occupational health and safety.

## Human engagement and internal mobilization

Each year, the Group organizes events for employees on a range of topics. Around 100 events took place, including blood donation drives, at which nearly 800 employees donated blood at 26 agencies worldwide. Awareness-raising sessions are also organized, for example on the impacts of climate change and the everyday actions employees can take to address them.

CEVA Logistics offers collective initiatives to employees in all countries where it operates and also encourages them to engage individually as volunteers in activities

such as working with animals, providing support for children, assisting vulnerable populations, and educational projects. Since 2023, the *Volunteer Time Off* project has enabled employees to take up to three paid working days to participate in volunteer activities (see Chapter 6, "Own Workforce").

## Actions in favor of local communities

In 2025, the Group dedicated €1.2 million to supporting local initiatives in all regions where it does business. In total, 717 initiatives were carried out, benefiting the environment and more than 78,000 people, directly contributing to improvements in their daily lives. This momentum is underpinned by the consistent commitment of the Group's teams, with more than 22,000 employee participations during the year illustrating the collective mobilization of CMA CGM and CEVA Logistics employees in favor of community-focused and solidarity-based actions.

	Unit	2025	2024	2023
Countries that have launched at least one local initiative	%	92.2	91.5	91.3

# ACTIONS IN FAVOR OF LOCAL COMMUNITIES

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### Impact-driven initiatives

#### 1. Peru: Local mobilization and job creation

A CEVA site in Peru converted unused pallets into furniture, creating jobs for vulnerable populations and donating the finished products to a local community. The initiative involved 15 employees, one customer, and 20 community members, and received Carbon Footprint certification from the Ministry of the Environment.

#### 2. Liberia: Cleanup and reforestation of Providence Island

In September, CMA CGM Liberia, the City of Monrovia, the AJA Group, and local stakeholders organized a large-scale cleanup operation at Slipway, near Providence Island, and removed 150 tons of waste, including 100 tons of plastic. Trees were planted and awareness-raising activities were conducted with local residents, with follow-up provided by the municipal authorities.

#### 3. Madagascar: Seaweed farming for coastal communities

In Madagascar, coastal communities are provided with support in developing a sustainable seaweed farming model, providing an alternative to traditional fishing. Through this program, 1,000 farmers in 50 villages generate income and actively contribute to a sustainable blue economy.

#### 4. Pakistan: Sustainable access to water for Sodhaar

CMA CGM and CEVA Logistics employees launched a project in Sodhaar, in the Tharparkar region, to provide access to drinking water for at least 10,000 residents. A 600-foot borehole, a 10,000-gallon water tank, and a renewable energy system were installed to ensure a safe and sustainable water supply.

#### 5. Malaysia: Coral reef restoration and climate awareness in Pulau Payar

Forty-five CMA CGM Malaysia employees took part in coral reef restoration and beach cleanups in the Pulau Payar Marine Park. Alumni of the *TANGRAM Climate* program led a climate resilience awareness session, combining field action with knowledge sharing to strengthen engagement in sustainable development.

### Innovation at the heart of our initiatives

#### 6. United States: Exploring marine technologies with experts from the Woods Hole Oceanographic Institution

Employees, partners, and customers in Norfolk participated in an immersive experience featuring the *CMA CGM Sea Guardian* ocean buoy, alongside scientists and engineers from the *Woods Hole Oceanographic Institution* and the *Fleet Center*. Participants discovered cutting-edge ocean technologies and joint efforts to protect biodiversity and foster maritime innovation.

#### 7. Brazil: SOS Mata Atlântica Foundation

In April 2025, CEVA Logistics teams visited the SOS Mata Atlântica Foundation in Itu, Brazil, to officially replant 2,523 trees. This initiative offsets CO<sub>2</sub> emissions exceeding operational targets in 2024.

#### 8. Germany: Raising employee awareness of urban biodiversity in Hamburg

CMA CGM Hamburg organized a workshop focused on bees to raise awareness of urban biodiversity. Employees built shelters for solitary bees, combining learning, hands-on activity, and environmental action.

#### 9. Egypt: Ecological restoration and cultural heritage

This community-based project restores papyrus along the Nile by mobilizing fishermen and local residents as biodiversity stewards. It improves water purification, creates habitats for wildlife, preserves Egyptian cultural heritage, and generates income through papyrus paper production, thereby combining environmental protection, cultural preservation, and social inclusion.

#### 10. Sri Lanka: Peaceful coexistence between local communities and elephants

In Sri Lanka, CMA CGM supports efforts to reduce human–elephant conflict by installing 20 solar-powered streetlights, light-based deterrent systems, a well with a water pump, and by conducting awareness-raising activities to promote peaceful coexistence.

#### 11. Japan: Taking action against food waste

CMA CGM Japan, in partnership with Dole Japan, took part in International Zero Waste Day by distributing “imperfect” bananas, rescued from food waste. In total, approximately 156 kg of fruit were recovered and reused.

### Acting for our stakeholders

#### 12. Canada: Food drive in support of local families

CEVA Logistics teams in Milton and Halton Hills organized a Thanksgiving food drive, mobilizing more than 250 employees. The food collected was donated to the Milton Salvation Army to support local families.

#### 13. Guadeloupe: Beach cleanup and employee awareness-raising on coastal protection

More than 100 participants—including employees and their families—took part in a coastal cleanup morning in Jarry Houelbourg in conjunction with the Conservatoire du Littoral. Their collective efforts resulted in the collection of 1.4 tons of waste.

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### 14. Colombia: Collective mobilization for reforestation

Enrique Elliot, Chief Executive Officer of CMA CGM Colombia, joined the majority of his teams, CEVA, and around ten Group customers to plant 500 trees. In total, 250 volunteers took part in the initiative, strengthening ties among communities, families, children, and partners.

### 15. Brazil: Employees committed to ecosystem preservation in São Paulo

Forty-seven employees from CMA CGM, Mercosul Line, CEVA Logistics, and Santos Brasil visited the SOS Mata Atlântica Foundation nursery near São Paulo. This initiative enhanced employee awareness of environmental challenges and forms part of a long-term partnership providing for the planting of 50,000 native trees in the Tietê and Paraíba do Sul river basins. The project aims to restore ecosystems, create green corridors, improve water quality, and engage local communities.

### 16. Tanzania: Empowering Kids Through Squash

The *Empowering Kids Through Squash* initiative is driven by strong employee engagement, with employees rotating weekly to supervise four training sessions, with the direct involvement of General Manager Benjamin Coston. The program is also supported by the French Chamber of Commerce and the Tanzanian Squash Federation.

### 17. Myanmar: River cleanup in Thanlyin Township

During Myanmar Climate Action Week 2025, more than 70 volunteers—including all CMA CGM employees, CEVA Logistics employees, and their families—took part alongside local authorities and partner organizations in cleaning two waterways in the Oak Phosu and Thadi Pahtan neighborhoods of Thanlyin Township.

### 18. Timor Leste: Collective mobilization for mangrove planting

Two events brought together 75% of the agency's employees along with several external stakeholders—including NGOs, the Ministry of Forestry, the local army, students, and the KFF. Each contributed their expertise (funding, logistics, technical support, or on-the-ground participation), illustrating a collective commitment to environmental restoration and climate action.

### 19. China: Collective cleanup session

A total of 450 employees—representing 42% of the workforce—mobilized alongside their families and CEVA Logistics to collect 608 kg of waste. Offices in Tianjin, Beijing, Shijiazhuang, Taiyuan, and Qinhuangdao joined forces in this shared initiative.

### 20. Australia: Bandana Day at Sydney Harbour

The Sydney office organized a kayaking fundraising event in connection with Bandana Day and Pink October, bringing together employees and key customers for a morning of solidarity. Nearly \$1,300 was raised in support of children with cancer.

## Actions in support of innovative startups and digital transformation

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: mainland France, Guadeloupe, North America, Singapore, Ivory Coast and the United Kingdom.

Today, over 15 major international groups support ZEBOX, including Vinci, Transdev and PSA Ventures.

In 2025, ZEBOX brought together approximately 200 startups within its Entrepreneur Club, 74 of which have been presented to the Group. More than 30% are collaborating on transformation projects, and nearly 60 have joined the acceleration program for tailored support. 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.



## The CMA CGM Foundation: acting for human rights and vulnerable communities

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The CMA CGM Foundation, created in 2005 and chaired by Tanya Saadé Zeenny, prioritizes humanitarian action and promotes access to education. It embodies and translates into concrete actions the CMA CGM Group's values of family and solidarity.

When a crisis strikes, the CMA CGM Foundation mobilizes the Group's expertise to deliver vital humanitarian supplies worldwide. In addition, it promotes access to quality education, encourages vocational training, and supports educational and social innovation.

To date, the Foundation has transported over 120,000 tons of humanitarian aid to 106 countries, supported over 630 projects in France, Lebanon and around the world, and assisted 67 entrepreneurs through its social incubator, Le Phare.

In 2025, the CMA CGM Foundation also continued to develop large-scale projects combining innovation, solidarity and impact.

### Solidarity Warehouse

The CMA CGM Foundation has partnered with French food aid non-profit organizations for many years. These non-profits face growing demand and insufficient resources, especially for food storage, transportation and distribution.

To address these challenges, the CMA CGM Foundation created the Solidarity Warehouse. This shared facility serves five French nonprofit organizations—Restos du Cœur, the French Red Cross, Secours Populaire, ANDES, and Secours Catholique—by providing access to a high-quality logistics platform to support their food distribution operations.

This modern and secure 5,000-square-meter facility, located in the heart of Marseille near public transportation and major road networks, enables partner organizations to optimize storage conditions, improve working conditions for volunteers, and streamline food distribution.

In just one year, the Solidarity Warehouse has already doubled the logistics capacity of participating organizations and enabled the distribution of more than 10 million meals in the Bouches-du-Rhône region.

### PharmaBox

Developed by the CMA CGM Foundation in partnership with Action Against Hunger, PharmaBox is a 40-foot shipping container converted into a mobile pharmacy that is fully energy autonomous.

First deployed in February 2025 in Bangui, Central African Republic, PharmaBox delivers medical and nutritional care to up to 50,000 children and pregnant women each year. It ensures the availability and optimal preservation of essential medicines, despite complex logistical, climatic, and security challenges.

Two additional PharmaBox units were dispatched to Chad and Sudan in January 2026.

The CMA CGM Foundation has committed to producing and shipping an additional seven units to Action Against Hunger intervention sites, depending on the evolution of humanitarian needs in several African countries, including Nigeria, the Democratic Republic of the Congo, Burkina Faso, Madagascar, and Mozambique.

### Solidarity Grocery Store

At a time when one in three students reports skipping meals due to financial constraints, the CMA CGM Foundation, in partnership with Aix-Marseille University, inaugurated a Social and Solidarity Grocery Store in December 2025, located at the heart of the Saint-Charles campus in Marseille.

Built from repurposed shipping containers, this innovative facility enables 600 students who are financially vulnerable to access a wide range of food, hygiene, and household products sold at prices 70% to 90% below market value.

Products are funded through public support and private contributions. For its opening, the CMA CGM Foundation donated over 15,000 essential items to support the launch of the initiative.

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# ACTING WITH OUR PARTNERS

## Direct contribution



## Indirect contribution



CMA CGM aims to position itself as a benchmark in ethics, integrity, and compliance, across the full scope of its activities. The Group's proactive and forward-looking approach is a fundamental factor in fostering its relationships of trust with all its partners and stakeholders.

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# 8. Customers engagement

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The Group places its customers at the heart of its commitment to more responsible international trade, grounded in strong values of ethics, integrity, and exemplary conduct. CMA CGM and CEVA Logistics develop innovative, sustainable, and tailored transportation solutions, enabling more than 70,000 customers worldwide to reduce the carbon footprint of their shipments through multimodal offerings, energy diversification, and transparent environmental performance reporting.

## Listening, innovation and transparency

### Listening to customers

In 2025, the Group strengthened its focus on customer listening and satisfaction through global surveys conducted several times a year. In the first half of the year, 400,000 questionnaires were distributed, generating more than 20,000 responses and enabling the Group to achieve its highest Net Promoter Score (NPS) to date, with an overall score of 44.2. The “Sustainability” category stood out in particular, with a score of 84.2, reflecting growing customer interest in environmental solutions. In parallel, more than 1.3 million surveys targeting customer service interactions were sent, collecting 89,000 responses. These regular feedback mechanisms help identify priority areas for improvement and allow services to be continuously adapted to better meet customer expectations.

Like CMA CGM, CEVA Logistics conducts an annual customer satisfaction survey to identify areas for improvement. In 2025, 15,000 questionnaires were sent to recent customers, enabling the company to respond quickly and implement actions tailored to their needs.

On a day-to-day basis, CEVA Logistics complements these efforts with dedicated listening tools, including the MyCEVA virtual assistant, to enhance service quality and responsiveness.

In addition to dedicated training for customer service teams aimed at improving the customer experience, a customer journey mapping initiative has been rolled out across the entire agency network. In 2025,, more than 570 customer journey maps were completed. This visual and practical tool, designed to capture customer experiences across their interactions with the Group, has helped better understand expectations and jointly develop solutions with customers.

## Sharing and transparency on CSR issues

At CMA CGM and CEVA Logistics, the CSR Customer Office is responsible for managing customer relations on matters relating to Corporate Social Responsibility (CSR). It works closely with internal subject-matter experts to coordinate relevant responses tailored to customer expectations.

All requests are centralized to ensure smooth information flows and to deliver customized responses aligned with each customer’s specific needs.

The main tools and services offered to customers include:

- Responding to customers’ CSR questionnaires;
- Presenting and explaining the Group’s CSR strategy;
- Launching collaborative initiatives;
- Producing customized CO<sub>2</sub> reports for strategic customers;
- Integrating CO<sub>2</sub> quotations into calls for bids.

The steady increase in customer requests reflects the growing strategic importance of these issues. In 2025, more than 1,240 customer requests were handled by the CMA CGM and CEVA Logistics customer offices.

In 2025, the CSR performance of CMA CGM and CEVA Logistics was recognized once again. CMA CGM achieved a score of 80/100 in the EcoVadis assessment, while CEVA Logistics was awarded a Gold Medal with a score of 81/100.



## Supporting customers in their low-carbon transition

### Measuring and analyzing their carbon emissions

The Group provides its customers with a comprehensive range of digital solutions to accurately measure their CO<sub>2</sub> emissions—an essential step in managing any decarbonization strategy. As an active member of *Clean Cargo* and the *Smart Freight Center*, CMA CGM tracks emissions in accordance with the methodologies of the *GLEC Framework* and *Clean Cargo*, thereby helping customers identify the lowest-emitting multimodal transportation options. Prior to shipment, several tools enable the estimation of carbon footprints, including the door-to-door Eco-Calculator launched in 2025, the online quotation tool with integrated emissions estimates, as well as detailed calculations performed during reservations or bidding submissions. Following transportation, CMA CGM provides customized CO<sub>2</sub> reports covering distances, transportation modes, geographic areas, and time periods.

CEVA Logistics complements this approach with digital tools designed to enhance emissions visibility and transparency. Its MyCEVA platform integrates carbon tracking at every stage, including emissions estimates at quotation stage, in-transit emissions traceability (total, by mode, or by segment), and self-generation extraction of CO<sub>2</sub>e reports. All calculations are automated, compliant with ISO 14083, accredited by the Smart Freight Center, and based on actual transportation parameters, enabling robust scenario modeling and the design of low-carbon transportation plans.

<sup>19</sup> Well-to-Wake: emissions calculated across the entire fuel life cycle, from extraction and production through final use, including emissions generated during vessel operation.

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#### Colis Privé: calculating the carbon footprint of the last-mile

Parcel delivery is one of the core business activities of CEVA Logistics, but measuring the associated CO<sub>2</sub> emissions is complex due to the diversity of delivery models, vehicle types, and data sources. In 2025, Colis Privé joined the Hermione pilot project led by the *New Energy Coalition*, which aims to develop a harmonized approach to measuring CO<sub>2</sub> emissions from logistics operations, thereby ensuring accurate, transparent, and usable information.

This initiative will enable Colis Privé to better quantify the carbon impact of each delivery and to further align with the international standard ISO 14083, which defines methodologies for calculating greenhouse gas emissions related to transportation activities.

### Developing solutions to reduce or offset customer emissions

#### ACT+

Since 2020, ACT+ has offered customers a range of services designed to reduce—and, where necessary, offset—greenhouse gas emissions associated with maritime transportation. These offerings make it possible to reduce WTW<sup>19</sup> CO<sub>2</sub> emissions by 10%, 25%, 50%, or 83% through the use of low-carbon fuels. A complementary carbon offsetting option enables up to 80% of residual emissions to be covered through the purchase of carbon credits. Customers can select their desired level of emissions reduction via a “decarbonization gauge” displayed directly on the e-commerce platform.

Clients enrolled in the ACT+ program receive a quarterly statement detailing their emissions reduction and offsetting actions. These statements are audited twice a year by an independent third-party organization.

### Integrated solutions from CEVA Logistics

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. This approach is implemented through an advisory framework based on the following three core principles: Measure, Optimize, and Transform. Support begins with the measurement of CO<sub>2</sub> and atmospheric pollutants generated by shipments, followed by the identification of relevant decarbonization levers tailored to the customer’s profile. Decision support tools are used to select optimal transportation routes and carriers, and to suggest modal shift options whenever possible. Solutions also focus on transitioning to low-carbon transportation by offering alternative fuel options for air, maritime, and inland transportation, whether within CEVA Logistics’ owned fleet or that of its partners. CEVA Logistics also offers wind-assisted maritime transportation solutions, enabling emissions reductions of up to 90%, depending on the vessels and technologies used.

	Unit	2025	2024
CO <sub>2</sub> emissions – directly reduced through ACT+	Tons	196,710	202,817
CO <sub>2</sub> emissions – indirectly reduced through ACT+	Tons	151,217	124,494
CO <sub>2</sub> e emissions – offset through ACT+	Tons	407,625	324,986
Total ACT+ TEUs	TEU	1,920,980	1,275,024



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CEVA Logistics collaborates with its maritime and air partners to help customers voluntarily reduce their carbon footprint through second-generation biofuels produced from waste and meeting stringent sustainability criteria. Under the *Book & Claim* mechanism, emissions reductions can be directly allocated to customers, granting them access to low-carbon sustainable maritime fuel (SMF) and sustainable aviation fuel (SAF) solutions, with reduction levels of 25%, 50%, or 80%. These SAF and SMF purchase mechanisms avoided 27 000 tonnes of CO<sub>2</sub> in 2025, a figure that is higher than in 2024. In late 2025, CEVA Logistics extended this mechanism to European road transportation, allowing emissions reductions generated by its fleet to be allocated across all its road transportation operations, including in regions where low-carbon solutions are less readily available. In the maritime sector, LCL Pyramid Lines has already reduced its emissions through carbon credits and intends to replace this mechanism with the entirely biofuel-based SMF solution starting next year.

In addition, an artificial intelligence-driven logistics network optimization tool has been developed to fully incorporate carbon considerations into transportation planning. The tool analyzes customers' historical shipment data and recommends the most effective solutions for reducing total CO<sub>2</sub> emissions (WTW), whether through modal shifts, optimizing carrier selection and routing, or using alternative fuels. In April 2025, a pilot project conducted for a customer in the high-technology sector in China shifted a portion of its air freight to newer, more fuel-efficient aircraft, resulting in a 4% reduction in emissions with no impact on costs or delivery lead times. In recognition of this initiative, CEVA Logistics received a sustainable logistics award.

CEVA Logistics further promotes circular logistics through its REcycle solution, which encourages the use of reusable assets. This initiative offers a broad

range of reusable packaging solutions, including pallet covers and insulated container systems, which are designed to meet industry-specific constraints and are compatible with multiple transportation modes. Asset traceability is ensured by a multi-site digital platform and a dedicated application that provides real-time use tracking. Detailed reporting measures the number of reuse cycles and quantifies the associated environmental benefits, providing customers with concrete visibility into the positive impact of this approach on their logistics flows and waste reduction efforts.

Finally, in 2025, CEVA Logistics organized nearly 600 customer meetings worldwide, including collaborative workshops. These sessions engaged partners in the transition toward sustainable supply chains, using practical case studies and real-world transportation flows. Participants identified the main sources of emissions, jointly developed decarbonization roadmaps, and explored innovative solutions.

### CEVA Logistics' quality commitment

CEVA Logistics has defined a global quality vision in line with the Group's values, positioning customer satisfaction as a strategic 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:

- 2023: establish governance structures and regulatory compliance foundations by developing a global quality management framework, while fostering a culture of engagement and regional alignment with this framework;
- 2024: Strengthen team capabilities and engagement by developing comprehensive training programs designed

- to support execution of the compliance strategy;
- 2025: continuously enhance customer satisfaction while reducing the cost of poor quality.

The compliance of each site 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 92 multi-site ISO 9001 and Good Distribution Practices (GDP) quality certifications.

### 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 2025, the Group handled the transport of 21,675 TEUs of emergency aid.

	Unit	2025	2024	2023
Number of containers transported via the Humanitarian Services Office	Number	21,675	21,761	25,586

# 9. Responsible business conduct

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Senior Management, the Board of Directors and specialized teams work collaboratively to instill and embody a culture of exemplary ethical conduct, engaging all levels of the company. This culture, which is formalized in a comprehensive framework of internal policies and procedures, is communicated to all employees through regular awareness-raising courses and training programs.

## Impacts, risks, and opportunities

### Corporate culture – Prevention and detection of corruption (including incidents and cases)

Legal, reputational, and financial risks arising from deficiencies in business ethics and corruption-related incidents. Corporate culture – Prevention and detection of corruption (including incidents and cases)	<b>Risk</b> <b>Scope:</b> Group
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### Protection of whistleblowers

Legal and reputational risks resulting from the absence or failure of whistleblower protection mechanisms	<b>Risk</b> <b>Scope:</b> Group
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### Supplier relationship management (including payment terms)

Legal and operational risks (supply chain disruptions or discontinuities due to inadequate supplier relationships or ineffective supplier selection processes)	<b>Risk</b> <b>Scope:</b> Group
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### Payment practices

Negative financial impact on suppliers' operations—particularly small and medium-sized businesses—due to delayed invoice payments, with greater exposure within the shipping and logistics divisions.	<b>Risk</b> <b>Scope:</b> Group
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## A culture grounded in exemplary conduct, ethical behavior, and combating corruption

### The Group's ethical commitments and policies

#### Ethics policy

The CMA CGM Group Ethics Charter, updated in 2025, sets forth the standards of business ethics expected of all internal and external stakeholders. It is grounded in eight core principles:

- Respect for individuals: safeguarding human dignity; promoting diversity and equal treatment; and preventing all forms of harassment and discrimination;
- Protection of the work environment and Group assets: responsible use of resources, ensuring safe working environments, and protection of information systems and data;
- Compliance with applicable laws and regulations: strict compliance with anti-corruption laws, fair competition rules, international sanctions regimes, protection of sensitive information requirements, and personal data and privacy regulations;
- Integrity in business practices: zero tolerance for corruption, conflicts of interest, fraud or influence peddling;
- Environmental commitment: active participation in the energy transition, reduction of greenhouse gas emissions, protection of oceans, and compliance with environmental regulations;

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- Responsible relationships with external partners: rigorous selection of third parties, ethical contracting terms, and enhanced vigilance in business interactions;
- Access to a whistle-blowing system: the secure “Ethics & Compliance Helpline,” accessible to stakeholders, provides a channel for reporting any conduct inconsistent with the commitments of the Ethics Charter, in accordance with a strict non-retaliation policy (see “Secure Reporting Line for Whistleblowers” section).

The Ethics Charter applies to:

- All CMA CGM Group employees, regardless of their position, hierarchical level, entity, or geographic location;
- All business partners (service providers, suppliers, joint venture and investment partners, intermediaries and similar parties, third-party agents, etc.), who are required to comply with the ethical commitments established in the Ethics Charter and the Partner Charter (see “CMA CGM Partner Charter” section); and
- Any individual or entity acting on behalf of the Group or with the authority to bind it.

The Ethics Charter applies globally. In the event of an inconsistency between local regulations and Group requirements, the more stringent provision prevails, thereby enduring high standards of ethics, integrity, and compliance wherever CMA CGM operates.

To ensure effective dissemination and accessibility of its Ethics Charter and whistleblowing system, the CMA CGM Group provides:

- Language accessibility: the Ethics Charter is available in 24 languages on the Group's corporate website and intranet;
- Mandatory training: a dedicated e-learning module on the Code of Ethics, including a knowledge assessment, is delivered to all employees with digital credentials;
- Managers as relays: managers are responsible for communicating the principles of the Ethics Charter to their teams;

- Incorporation of ethical commitments into business contracts: in the form of compliance clauses and commitments to adhere to the Group's standards;
- Awareness initiatives: regular internal communication campaigns (newsletters, videos, events) reinforce the principles of the Ethics Charter and encourage effective implementation.

### Corporate culture of exemplary behaviour 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.

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.

In addition to the Ethics Charter, the Group has adopted framework documents, including the Anti-Corruption Code of Conduct and specific policies, in particular on responsible purchasing, gifts and hospitality, conflicts of interest, lobbying, and handling whistleblowing alerts.

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 Officer is responsible for implementing the company's ethics and compliance program, assisted by a team of global and regional legal and compliance professionals.

### Corruption prevention and detection policy

CMA CGM Group 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 U.S. Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act (UKBA) and the French Sapin II Law, which are aligned with the obligations established in the United Nations Convention Against Corruption.

The Anti-Corruption 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. It is grounded in a zero-tolerance policy toward any form of corruption (bribery, influence peddling, favoritism, facilitation payments, gifts, and conflicts of interest) and sets out the expected standards of conduct in situations presenting heightened risk, including:

- Interactions with public officials;
- Relationships with commercial partners and third parties;
- Philanthropy and sponsorships;
- Dealings with interest representatives.

The Anti-Corruption Code of Conduct applies to all CMA CGM Group employees, across all operations and jurisdictions, as well as to third parties working on behalf of the Group.

Any employee who commits an act of corruption, directly or indirectly, may be subject to disciplinary action, including termination of employment, in accordance with the internal policies and procedures of the entity that employs them.

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This code falls under the responsibility of the CMA CGM Group's Ethics and Compliance Department, which oversees its drafting and coordinates its dissemination. The Human Resources Department ensures that the Code is enforceable against all employees.

In addition, the Group has adopted a comprehensive set of policies designed to structure business practices, prevent compliance risks, and protect the Group's reputation. These policies, which are regularly updated, further develop the principles of the Anti-Corruption Code and translate them into operational requirements, addressing, in particular, the following matters:

- Gifts and hospitality: the offering and acceptance of gifts and hospitality are strictly regulated and clearly defined.
- Donations, philanthropy, and sponsorship: any initiative conducted in the Group's name undergoes prior review against established criteria (purpose, beneficiary, business rationale, traceability, etc.).
- Conflicts of interest: a dedicated policy establishes procedures for identifying, preventing, and managing situations that may compromise employees' impartiality or objectivity, including clear disclosure and resolution processes.
- Third-party oversight: customers, suppliers, intermediaries, and other partners (including co-investors in acquisitions or joint ventures) are subject to integrity reviews proportionate to their risk profile, including initial screening and periodic reassessment.
- Interest representatives and lobbyists: these parties, when they act in the name or on behalf of the Group, are subject to a due diligence process prior to engagement in order to ensure their integrity and mitigate associated risks.

Second- and third-level controls are conducted regularly to monitor these policies and ensure the effective and proper implementation of the measures set out in them (see "Anti-Corruption and Anti-Bribery" section).

### Global information systems security policy

The CMA CGM Group continues to strengthen and implement its data protection strategy, combining advanced technological investments with compliance initiatives aimed at enhancing cybersecurity awareness and fostering a strong data security culture across the Group. The Group's responsible data management strategy is grounded in a comprehensive framework of policies and procedures establishing rules for protecting personal data. In particular, this framework is built on Binding Corporate Rules applicable to all Group entities and service providers worldwide. This strategy is regularly updated to address emerging technological risks.

The CMA CGM Group continues to strengthen and implement its data protection strategy, combining advanced technological investments with compliance initiatives aimed at enhancing cybersecurity awareness and fostering a strong data security culture across the Group.

The strategy is structured around seven core pillars:

- Data governance: implementation of policies and procedures addressing all aspects of data protection;
- Proactive incident response mechanisms based on a structured framework enabling early detection, in-depth analysis, and robust remediation of data breaches;
- A rigorous approach to cross-border data transfers, secured through protective contractual frameworks and safeguard mechanisms aligned with internationally recognized standards;

- Responsive handling of data subject rights requests, supported by dedicated tools and established rights-management procedures;
- The dissemination of a cybersecurity culture within the company, using tools such as training and awareness campaigns for employees;
- Structured oversight of relationships with all commercial partners, suppliers, and service providers, formalized through contractual commitments and subject to recurring compliance reviews;
- 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 relevant public institutions. CMA CGM Group is a member of the Cyber Campus in France.
- The dissemination of a cybersecurity culture within the company, using tools such as training and awareness campaigns for employees;
- Structured oversight of relationships with all commercial partners, suppliers, and service providers, formalized through contractual commitments and subject to recurring compliance reviews;
- 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 relevant public institutions. CMA CGM Group is a member of the Cyber Campus in France.



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## Secure reporting 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.

Reports may be submitted by any individual—whether an employee or a third party—provided that the person has a legitimate interest and acts in good faith, without receiving any financial benefit. Various categories of matters may be reported, including, in particular, any information about criminal offenses, threats or harm to the public interest, breaches of international undertakings, or conduct contrary to the Group’s Ethics Charter or Anti-Corruption Code of Conduct.

The reporting line is accessible on the Group’s website (<https://www.cmacgm-group.com/fr/ethics-and-compliance>), as well as from the intranet page. The Group’s whistleblowing system can also be accessed via e-mail addresses for other employees. Dedicated telephone lines can be used to directly contact representatives of the Ethics & Compliance, Human Resources, and Fraud & Investigations Departments, or the relevant reporting manager.

Furthermore, CMA CGM is committed to protecting whistleblowers. The intake, handling, and processing of reports are governed by the Group’s Professional Whistleblowing and Non-Retaliation Policy. Allegations of corruption or misconduct are analyzed by the Ethics & Compliance Department under the oversight of the Chief Compliance Officer, escalated, if necessary, for final review to the Audit and Risk Committee of the Board of Directors.

Each report may result in an internal investigation to determine whether a breach of law, an ethical violation, or

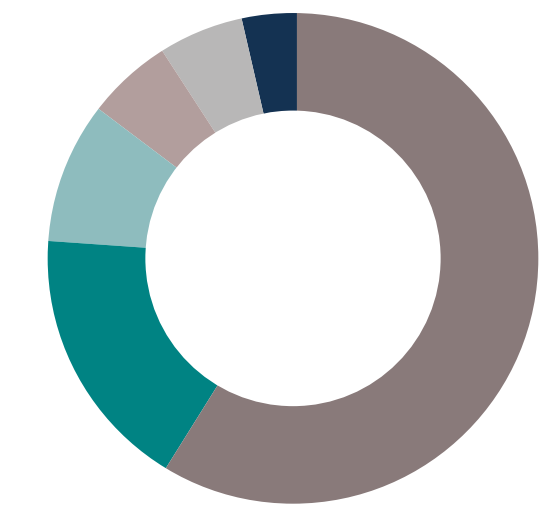
other misconduct has occurred that may warrant corrective action. All individuals involved in handling reports are trained and bound by strict confidentiality obligations.

Awareness sessions and internal communication campaigns have also been carried out to encourage use of the whistleblowing system (posters displayed on company premises, awareness videos, articles published on the intranet, etc.).



## Incidents reported through the whistleblowing system ✓

Total number of reports received: **1298**



- Human resources: 646
- Business ethics: 188
- Fraud: 101
- Health and safety: 58
- Other inappropriate behavior: 61
- Out of scope: 39

### Methodology

The indicator reflects all reports received through the whistleblowing system during the reporting period, and no longer only substantiated cases. The indicator consolidates reports submitted for CMA CGM, CMA Ships, and CEVA Logistics.

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## Acting ethically and with integrity

### Employee training in ethical issues

Each year, all CMA CGM employees receive training on crucial issues such as:

- Compliance with competition law;
- Preventing bribery;
- Awareness-raising on fraud;
- Cybersecurity;
- Preventing discrimination in the workplace;
- Preventing harassment in the workplace;
- Human rights; and
- Responsible use of digital tools.

Training on fraud, bribery, human rights and cybersecurity was provided as part of the Group's annual two-week mandatory training campaign, which was launched in October.

A dedicated e-learning module on the Ethics Charter was launched in June 2025 in connection with of a Group-wide campaign targeting all CMA CGM employees. This module, now incorporated into the annual mandatory e-learning training program, is designed to disseminate the Group's core ethical principles across all teams. Completion is validated through a final knowledge assessment, ensuring effective understanding and assimilation of the content.

In addition, in connection with its efforts to strengthen its anti-corruption prevention framework, the CMA CGM Group issued a formalized procedure in July 2025 outlining its dedicated training plan. The plan calls for the delivery of 370 training sessions by 2028, aimed at enhancing awareness of function-specific risks, clarifying applicable legal and internal standards, promoting ethical conduct, and preventing misconduct. These sessions are specifically intended for employees identified as most exposed to corruption risks. Identification is based on the Group's

corruption risk mapping, which covers all business activities and entities and is periodically updated by the Ethics and Business Integrity team.

Target audiences for training are prioritized on the basis of a comprehensive assessment incorporating several weighted criteria. This assessment considers the Corruption Perceptions Index (CPI), measuring perceived levels of public sector corruption in the relevant jurisdictions (60%), the size of the entity based on its workforce (20%), and the strategic importance of certain countries for the Group, whose classification may indicate elevated risk exposure (20%).

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 of Conduct", 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.

Employees regularly receive communications reminding them of CMA CGM's values of exemplary and ethical behavior, as well as the rules they are expected to follow.

The Group's initiatives are diverse and tailored to the different employee profiles, including those without digital credentials, such as handling personnel and seafarers.

Specific materials are provided on board vessels, in warehouses, and at terminals in the form of poster campaigns, awareness sessions, and video training broadcast on-site.

These initiatives are implemented both at the head office and at the local and subsidiary levels to ensure that the Group's messages are communicated consistently.

## Preventing corruption and bribery

To effectively combat corruption and bribery, in addition to its policies, commitments and training, the Group implements a comprehensive anti-corruption and anti-bribery program that includes, in particular:

- Corruption risk mapping, updated at least every three years and at the time of each Group acquisition, together with an associated action plan approved by the Executive Committee;
- Third-party due diligence: A specific procedure applies to each category of third party based on its risk level (low, medium or high);
- Accounting controls integrated into the Group's internal control framework, designed to prevent risks of corruption and influence peddling. Harmonized at the Group level while reflecting local specificities, these controls are supported by dedicated training, including an e-learning module for Finance and Accounting teams.

The Group implements monitoring measures to ensure effective application of its anti-corruption and anti-bribery program. First- and second-level controls, defined on the basis of the risk mapping, are carried out through self-assessment campaigns and targeted testing. These campaigns aim to assess entities' compliance with the Group's anti-corruption rules, identify areas for improvement, and prioritize remediation actions. Internal audits and reviews conducted by the statutory auditors complete this framework. These third-level controls are designed to assess the overall effectiveness of the anti-corruption and bribery program, identify potential deficiencies, and recommend corrective measures. Results are regularly reported to executive management, in accordance with the recommendations of the French Anti-Corruption Agency. The program is overseen by the Group's Ethics & Compliance Department, and is closely monitored by the Board of Directors' Audit and Accounts Committee.



CMA CGM is a member of the Maritime Anti-Corruption Network (MACN), which shares tools and experience on the implementation of anti-bribery programmes in the maritime and port sector.

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	Unit	2025	2024	Objective
Employees who have completed mandatory ethics and compliance training	%	94	86.2	100

### Methodology

This indicator applies to white-collar employees. It covers eligible office-based employees, representing 57% of the Group’s workforce. Employees without an email address, employees of subsidiaries not controlled by CMA CGM, and long-term absentees are excluded.

The training consists of 7 modules on ethics and compliance, delivered through the CMA CGM Group’s central training platform.

### Compliance with competition law and antitrust regulations

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;
- Prohibition of anti-competitive agreements;
- Prohibition of customer or market sharing agreements;
- 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.

### Export controls and economic sanctions

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. These rules are consolidated into a single policy: the Group Economic Sanctions and Export Control Policy. In addition, specific

policy and procedures applicable to port terminal operations, air transport, and logistics complement this framework in order to address the specific characteristics 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 application 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.

### 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.



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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.

In France, the CMA CGM Group has joined the tax partnership program (SAFE) established by the French tax authorities. This initiative reflects the Group's commitment to fostering a relationship of trust based on cooperation, transparency, and exemplary compliance across all of its entities. This partnership is fully aligned with the national policy aimed at enhancing transparency and legal certainty between major corporations and the French tax administration.

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.

### 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 2025, CMA CGM strengthened its prevention capabilities to avoid use of its containers by these types of illegal trafficking. These actions also apply to the various logistical resources used by the Group.

Regular meetings with the customs authorities of the countries in which the Group operates are key steps. These

strengthen cooperation and enable combating 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.

### Responsible data management

For the CMA CGM Group, personal data protection and information security constitute a strategic lever for growth and a fundamental component of stakeholder trust.

To translate this strategic commitment into operational practice, the Group relies on a comprehensive set of procedures dedicated to data protection and information systems security:

- The Group has set up a comprehensive third-party risk assessment process, covering suppliers, service providers, commercial partners, and subcontractors. This assessment, which is conducted prior to entering into any contractual relationship and on a periodic basis thereafter, includes a detailed review of information security controls, certifications (ISO 27001, SOC 2, etc.), security incident management processes, and compliance with data protection obligations. The evaluation process is supplemented by recurring monitoring controls and ad hoc audits to ensure continuous alignment with Group standards.

- The Group has established a regular audit program combining internal assessments and external engagements designed to identify security vulnerabilities and prevent incidents. These audits cover the full scope of the security framework, including IT infrastructure, data management processes, compliance with policies and legal obligations, and technical and organizational safeguards. Findings result in recommendations and action plans, whose implementation is closely tracked and documented.

- The Group has established a systematic training program for all hierarchical and functional levels, covering IT security, common attack vectors, the handling of personal data, and issues related to artificial intelligence. Training content is tailored to the specific risk exposure of each business line, with particular attention given to employees handling highly sensitive personal data. In addition to this program, the Group conducts regular awareness campaigns and incident simulation exercises to continually strengthen the data protection culture within its teams. To maintain the security of its information systems, the Group has implemented a structured Security Incident Response Plan (SIRP), which clearly defines the procedures for responding to security incidents. The plan specifies the roles and responsibilities of relevant stakeholders, escalation and reporting channels, and response timelines based on the severity level of the incident. It ensures that all employees have access to appropriate reporting channels to report anomalies or suspicious behavior to the persons responsible for the procedure.

The plan also sets out the requirements for notifying regulatory authorities and affected individuals in the event of a personal data breach.



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- The Group has developed a comprehensive Retention Schedule, which defines the appropriate retention periods for each category of data or document. These periods are determined in light of applicable legal and regulatory requirements, the purpose of the processing, and the Group’s operational needs. The Retention Schedule applies without exception to all data processed—regardless of format (paper or digital)—and extends to all systems, databases, and processing environments of the Group, its subsidiaries, and subcontractors. It is reviewed and updated on a regular basis to reflect changes in the legal framework and the Group’s operational environment.

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## Responsible Purchasing and supplier relations

### Responsible supplier relations policies

To govern its purchasing practices, the CMA CGM Group has established reference policies applicable across its various business activities.

These policies are based on a structured and committed approach designed to ensure responsible and transparent purchasing processes, integrating environmental, social and economic considerations at every stage.

The active involvement of purchasing teams throughout the contract life cycle, working closely with various key departments (Finance, CSR, IT, Compliance, Risk, etc.), together with rigorous supplier risk management and the systematic integration of CSR criteria, form the foundation of the Group’s responsible purchasing approach.

### General principles and governance of responsible purchasing within the Group

In its “The Way to Buy” policy, the Group has established the fundamental principles governing responsible purchasing and supplier relations applicable across the entire CMA CGM Group. CEVA Logistics has adopted an equivalent policy tailored to the nature of its activities and purchasing categories.

These policies define:

- Values, commitments and rules of conduct;
- Responsible purchasing practices applicable throughout the purchasing process and in the course of third-party relationships (see “Responsible Management of Supplier Relationships” section);
- The roles and responsibilities of the stakeholders in this purchasing process;
- the supplier qualification process.

Overseen by the Purchasing Department, the policy applies to all employees who deal with suppliers, regardless of their role or geographic location.

Under its “The Way to Buy” policy, the CMA CGM Group has established several objectives in relation to responsible purchasing:

1. Supplier risk assessment and mitigation: the Group has set a target of assessing 95% of its suppliers in 2025, including CSR-related risks, and has implemented a dedicated governance structure and training initiatives to reduce the number of high-risk suppliers.
2. Commitment to timely payments: in order to maintain balanced and responsible supplier relationships, the Group has established ambitious internal targets regarding compliance with contractual payment terms. These targets are reviewed at least quarterly at the highest level of the organization.

These objectives form part of the CMA CGM Group’s CSR strategy and are monitored through performance indicators shared monthly across all purchasing categories.

The Partner Charter is a cornerstone of CMA CGM’s responsible purchasing approach. It establishes the minimum non-negotiable standards required of the Group’s partners, in particular suppliers, in the course of a contractual relationship.

These non-negotiable minimum standards required by the CMA CGM Group cover the following areas:

- Human rights: alignment with the Universal Declaration of Human Rights and the prohibition of forced labor, human trafficking, and child labor.
- Labor standards: compliance with with working time laws and prohibition of discrimination in hiring or employment.
- Health, safety, and environment: implementation of safe working conditions; compliance with health and safety legislation; risk management; and adherence to environmental regulations (including, where possible, management systems such as ISO 45001 and ISO 14001).
- Business integrity: zero tolerance for corruption; compliance with competition law; prevention of conflicts of interest; and adherence to international sanctions regimes.
- Confidentiality and protection of assets: safeguarding the confidentiality of information exchanged and protecting resources made available.
- Compliance: adherence to all obligations set forth in the Partner Charter, acceptance of audits or controls, and acknowledgment of the risk of contract termination in the event of non-compliance.

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.

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This commitment is formalized in contracts entered into with the Group’s IT partners, which include a dedicated section on sustainable development and business ethics, as well as the Partner Charter as an appendix. IT service providers and their subcontractors are required to comply with all applicable laws and regulations, the requirements of the Charter (including human rights, working conditions, and anti-corruption), and best practices in health, safety, and environmental management, including risk assessment and prevention, responsible management of resources, waste, and hazardous products. The contract also provides for concrete measures to limit the environmental footprint of the services delivered (such as responsible travel policies or carbon offset initiatives), as well as control mechanisms (including audits, sanctions, and potential termination in the event of non-compliance).

### *EGREEN project*

In connection with the eGreen project (see Chapter I, “Climate Change”), the Group aims to systematically integrate CSR criteria into IT supplier call for bids. In 2025, 80% of IT calls for tender issued included CSR criteria such as product life cycle, accessibility and decarbonization strategy.

### Responsible Purchasing Charter at CEVA Logistics

Jointly signed by CEVA Logistics’ Chief Executive Officer and CSR Director, the Responsible Purchasing Charter is distributed to all qualified CEVA Logistics suppliers. It sets out:

- Principles governing ethical and sustainable business relationships with subcontractors and suppliers of goods and services, including fair supplier selection and the prevention and mitigation of risks relating to human rights, health and safety, ethics, and the environment;

- CEVA Logistics’ commitments toward its business partners, including adherence to the principles of the United Nations Global Compact, transparency in business relationships, and responsible supply chain management.

### Supplier Relations and Responsible Purchasing Certification

In 2025, the CMA CGM Group renewed its Responsible Supplier Relations and Purchasing (RFAR) certification, reaffirming its commitment to high standards in supplier payment terms, integration of sustainability criteria in supplier selection, and employee training on ethical matters. This renewal reflects the continuity of the Group’s approach to building balanced, responsible, and long-term relationships with its partners, in alignment with its “The Way to Buy” policy.

### Supplier payment policy and general principles

Compliance with supplier payment terms constitutes an ethical commitment, reflecting the Group’s intention to operate with integrity, in accordance with its Ethics Charter and CSR strategy.

Under its “The Way to Buy” policy, CMA CGM has structured its supplier payment policy around the principles of transparency, operational rigor, and shared accountability. This policy reflects a clear commitment to maintaining balanced and sustainable relationships with business partners, as demonstrated by the Group’s adherence to the Responsible Supplier Relations and Purchasing (RFAR) certification, which incorporates responsible financial relations and the management of mutual dependency situations.

The Group’s supplier payment policy is governed by the General Purchasing Terms and Conditions and the Invoicing Charter. These reference documents are designed to

prevent late payments and apply across all CMA CGM activities and entities.

The Group undertakes to comply with contractual payment terms or, if none, a standard term of 60 days from the invoice date. This standard is applied consistently, subject only to exceptions arising from local regulations or specific industry practices. In support of the local economy and small and medium-sized enterprises (SMEs), reduced payment terms may be applied and are encouraged for microenterprises and SMEs.

Governance of this Group-wide policy relies on close coordination among the Purchasing, Finance, Compliance, and Legal Departments to ensure consistent implementation.

The payment process follows a clearly established workflow designed to prevent delays and disputes:

- The ordering party (internal requester) is responsible for properly defining the requirement, securing budget approval, and ensuring the accuracy of the supporting documentation provided (delivery notes, goods receipt confirmations).
- The Purchasing Department ensures that contracts are properly drafted, payment terms are validated, and negotiated clauses are respected.
- The Finance/Accounting department, which is responsible for invoice processing, ensures that payments are made within the applicable deadlines, provided that invoices are complete, compliant, and duly approved.

Invoices must be sent to the accounting department specified on the purchase order and must include all required supporting documentation. This process contributes to reliable payment timelines and reduces the risk of disputes.

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Several mechanisms are implemented to prevent late payments:

- Performance monitoring indicators: the Group tracks KPIs relating to compliance with payment terms.
- Internal controls and audits: regular checks are conducted to ensure proper application of processes, including during purchasing audits.
- Mediation procedure: in the event of an unresolved dispute, suppliers may refer the matter to an internal mediator to ensure fair handling.

## Ensuring a sustainable supply chain

### Responsible management of supplier relationships

At each key stage of the purchasing process, multiple internal functions and departments are systematically involved, relying on dedicated processes and governance rules to validate decisions:

- Identification phase: prior to entering into any commercial contract, a comprehensive analysis is conducted to identify potential suppliers, which includes a systematic assessment of financial, compliance, CSR, economic dependency, and cybersecurity risks. Based on the outcome of this assessment, a risk mitigation plan is implemented in accordance with rules defined by the relevant subject-matter experts.
- Selection phase: relevant CSR criteria for evaluating bids, as well as their weighting within the overall scoring methodology, are defined jointly by the buyer and the requesting department. Buyers receive dedicated training on these topics (see “The Company’s Employees”, “Training on Climate Issues” section). The Group’s responsible purchasing policies encourage the integration of CSR criteria, particularly in calls for bids. 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).

- Contracting: Any collaboration with a new supplier must receive prior approval from the relevant local Purchasing Department. This written validation is required before any commitment is made, whether formal or informal. In order to prioritize commercial partners that adhere to the Group’s social, environmental, and governance principles, a CSR clause is included in each contract. This clause commits the parties to comply with all applicable laws and regulations, particularly with respect to human rights, health and safety, anti-corruption, and environmental protection. Commercial partners are also required to adhere to the principles set forth in the CMA CGM Group’s Partner Charter or CEVA Logistics’ Responsible Purchasing Charter.
- Post-contract relationship management: each purchasing department prepares and regularly updates a risk mapping of its suppliers. This structured monitoring process enables the prompt identification of areas of concern and the implementation of corrective measures. Particular attention is given to the Group’s strategic and critical suppliers<sup>20</sup>, including at least one annual business review, and supervision by a Supplier Account Manager to ensure closer monitoring and overall evaluation of supplier performance (see “Evaluation, Monitoring and Support of Suppliers and Subcontractors” section).

### Training and awareness-raising on balanced and sustainable supplier relationships

The CMA CGM Group trains its employees in responsible purchasing issues through online training and in-person seminars.

Familiarization with the “The Way to Buy” policy is mandatory for all employees involved in purchasing processes, regardless of employment status or geographic location. These awareness-raising sessions are held regularly, with a dedicated onboarding pathway for new hires to guide them toward modules tailored to their profile and responsibilities.

At the same time, CMA CGM created the “Procurement Academy” program to train and support its employees involved in the purchasing process. The program includes, in particular, a CSR-focused e-learning module and in-person training on responsible purchasing (see “The Company’s Employees”, “Training on Climate Issues” section). Training content is tailored to each buyer’s profile. The Academy oversees the learning pathway, tracks participation, and assesses competencies acquired.

Finally, to encourage the development and continuation of balanced and lasting supplier relationships, the Purchasing Department conducts regular awareness initiatives among the purchasing community and its stakeholders focusing on the importance of treating suppliers in a fair, transparent, ethical, and respectful manner. These awareness initiatives are conducted notably during seminars or through presentations delivered at the Tangram training center.

<sup>20</sup> A strategic supplier significantly contributes to the Group’s value creation or performance; a critical supplier is one whose interruption or failure would materially impact operations or business continuity.



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### Evaluation, monitoring, and support of suppliers and subcontractors

The CMA CGM Group's supplier evaluation approach is part of a broader transformation initiative designed to strengthen process reliability, adapt to operational specificities, and progressively align practices across the organization. The objective of this global strategy is to mitigate risks, ensure compliance with applicable regulations, and

align all partners with the Group's CSR objectives and commitments, while taking into account the specificities of each activity.

### 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, the CMA CGM Group implemented a supplier risk management tool that reinforces their assessment, coordinates corrective action plans, and monitors risks throughout the relationship with the Group, in particular for high-risk suppliers, for which an additional investigation is systematically required. A decision-making committee, comprising representatives from the Purchasing, CSR, Compliance, Risk, Finance, and Operations Departments, may be convened at the request of the buyer or risk manager to determine appropriate follow-up actions in cases of persistent high risk associated with a supplier. 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 programme. 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 2025, the CMA CGM Group assessed 60% of its eligible suppliers.

In 2025, the Risk Department updated the Duty of Vigilance risk map with the aim of refining its analysis. Purchasing-related measures are described in the Group's Vigilance Plan.

In 2024, for the second consecutive year, CMA CGM conducted its "Voice of Supplier" satisfaction survey, which confirmed a high level of satisfaction among suppliers questioned while highlighting the Group's ongoing efforts to further enhance the quality of its supplier relationships.

These findings demonstrate the effectiveness of the corrective actions implemented and reaffirm CMA CGM's commitment to continuously strengthening its partnerships.

### Supplier risk management 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.

CEVA Logistics assesses new suppliers by taking into account CSR risks, regulatory compliance, and financial dependency considerations. This assessment is supported by reference to an external database.

Depending on the supplier's CSR maturity and inherent risk profile, a second, more detailed questionnaire may be sent to higher-risk suppliers. The CEVA Logistics CSR team analyzes the results of this additional assessment and determines the appropriate outcome of the supplier qualification process. Potential consequences include implementation of corrective action plans with the supplier or, where necessary, termination of the business relationship.

Indicator	Unit	2025	2024	Objective
Percentage of suppliers assessed against CSR criteria (maritime scope)	%	60	67	95% by 2030
Number of buyers trained on sustainability issues (CMA CGM CEVA Logistics)	Nb	388	Not available	

### Methodology

In June 2025, approximately 70% of the Group's eligible suppliers had been assessed. To raise the level of requirement, the eligibility criteria were revised and are now based on country and industry risk levels, regardless of spend. Following this change, in 2025, 60% of suppliers eligible under the new criteria were assessed. Buyers trained in sustainability issues are those who have completed the Climate School module entitled "I Work in Purchasing," as well as the in-person Responsible Purchasing training, both of which are available to the entire Group.

### Objective

The Group maintains its goal of achieving coverage of 95% of eligible suppliers by 2030.

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CMA Media comprises the print press segment, including **La Provence–Corse Matin**, integrated in 2022, as well as **La Tribune** and **La Tribune Dimanche**, integrated in 2023. In 2024, the division expanded into audiovisual media with the integration of **RMC BFM** and Brut in 2025. While each brand maintains its own identity and operates across distinct editorial and distribution channels, they share a core social and environmental responsibility: raising awareness of the challenges facing society today and tomorrow.

### CMA Media's activities

#### Raising awareness and giving voice to the public

##### 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.

- **RMC BFM** broadcasts several hundred segments annually dedicated to environmental issues, including the podcasts "Weather and climate issues" (BFM TV), "France 2050" (BFM TV), and "Objective Earth" (RMC). A partnership has been established with the French Ministry for Ecological Transition to train journalists on climate risks through workshops facilitated by Ministry experts, addressing drought, wildfires, heavy rainfall, and coastal erosion.
- **La Tribune** publishes articles on CSR topics and features sections focusing on societal issues ("The Heirs", "The First Gender");

- At **La Provence**, a dedicated weekly feature on these issues now engages readers on a regular basis. The environmental newsletter launched in 2024 continues to highlight solutions developed in the South region of France to address environmental challenges.

##### Inspire

BFMTV organizes the "BFMTV & You Tour de France," a nationwide outreach and media literacy initiative with stops in several French cities, with the aim of engaging directly with the public, screening documentaries, and facilitating discussions. In connection with this initiative, **RMC BFM** collaborates with two organizations dedicated to promoting high-quality information:

- Center for Media and Information Education (CLEMI): a French organization that helps students understand media, develop information literacy skills, and strengthen critical thinking. It also provides training for teachers in media education.
- Spicée Educ: the first platform dedicated to media literacy and combating disinformation. Spicée Educ provides education stakeholders with tools designed to sharpen critical thinking skills and avoid misinformation, based on the principle that "critical thinking requires practice."

**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** ou **Corse Matin** enable us to publicize local initiatives endeavoring to meet sustainability challenges. At the end of 2025, the Editor-in-Chief met with more than 200 readers across the region, including in Marseille, Aix, Arles, Avignon, Salon, and Aubagne, with a single objective: to listen, understand and develop La Provence in collaboration with its readers.

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### Bringing together regional stakeholders 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 core objectives of the CMA Media Group.

In 2025, **Corse Matin** participated in the “Les entreprises s’engagent” business network to support Corsican companies in implementing CSR policies and integrating CSR criteria into responses to public calls for bids, drawing on testimonials and shared experiences from local companies.

**La Provence** continues to host its “Economics Coffee Hours,” which bring together stakeholders around key CSR themes, including environmental protection, plans for dealing with extreme heat, climate risks, and water management. In November 2025, **La Provence** launched “Engagement Month.” A number of events were focusing on solidarity initiatives relating to the inclusion of people with disabilities, intercultural dialogue, civic engagement, and women’s empowerment.

In September 2024, **La Tribune** in partnership with 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. This forum for dialogue and reflection brought together experts, government representatives, startups, investors, and civil society actors to share perspectives and experiences. The second edition of this international conference focused on critical topics, such as marine ecosystem protection, the energy transition, and the blue economy.

To reinforce its role as a catalyst among economic stakeholders, **La Tribune** also hosted two roundtables on transition and sustainable development during the ACT 50 event.

## Sustainable development policies and actions

### Environment

#### Climate change and air pollution

##### Audiovisual media

RMC BFM has implemented several initiatives addressing environmental issues:

- A number of initiatives have been implemented within day-to-day operations, including the use of a carbon calculator for advertising campaign broadcasts to quantify major emission sources, and encouraging lower-carbon travel options for business travel (e.g., prioritizing rail over air travel).
- Additional initiatives include financial support for the purchase of electric bicycles and the use of public transportation for commuting, and engaging Smart Impulse to conduct an energy assessment of buildings, including offices.

##### Print media

**La Provence** is committed to reducing its impact on the environment and, in particular, on climate change. A carbon footprint assessment conducted in 2024 identified several key areas for action:

- Employees commuting: A mobility plan was introduced in 2024 and renewed in 2025, with the aim of significantly reducing emissions from employee commuting.
- Incentive measures encouraging modal shift toward low-carbon transportation have been introduced, including

an annual sustainable mobility allowance for the use of electric scooters or bicycles, and the purchase of daily public transportation tickets. Electric vehicle subscriptions for parking spaces with charging stations have also been increased;

- Mail distribution: La Provence partners with La Poste, which prioritizes low environmental impact vehicles for mail collection and distribution.

#### Circular economy, waste management, and water management

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).

Newspaper printing for **La Provence** is outsourced to Société Marseillaise de Presse (SMP). The paper used is PEFC-certified, and the printing facility holds the Imprim’Vert environmental label. A reverse logistics process has been established to collect and recycle unsold newspapers.

In addition, environmental initiatives have been introduced at offices, including reorganization and employee awareness campaigns on waste sorting, installation of energy-efficient coffee machines made from recycled materials, and recovery and reuse of coffee grounds.

At the site occupied by La Provence until September 2025, the following measures were implemented to improve water management:

- Installation of a dampening water recycling system (water containing 2% acid) on the rotary press, enabling treatment and reinjection of surplus water into the production circuit;
- Removal of previously installed cooling towers, which had high water consumption (50 m<sup>3</sup>/day for the administrative



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building and 75 m<sup>3</sup>/day for the industrial building), and installation of a chilled water unit with energy recovery capabilities. Thermal energy produced during cooling operations is reinjected into the closed-loop water system supplying the heat pumps in the administrative building;

- The 1,000-liter water heaters were replaced with 30-liter units more appropriately sized for handwashing needs, resulting in significant reductions in energy consumption and heat loss;
- A dedicated “green” water meter was installed for irrigation of landscaped areas, with electronic monitoring across all water meters and an automated leak alert system enabling rapid detection and intervention;
- Electronic sensor faucets were installed in the administrative building restrooms;
- Water-saving toilet flush systems and automatic flush urinals were installed;
- Optimization of the fire protection network: sprinkler tanks are no longer drained every two years (previously resulting in a loss of 400 m<sup>3</sup> of water). Cleaning is now performed by a CNPP-certified diver, preventing unnecessary water waste.

At **RMC BFM**, several initiatives have also been undertaken to reduce resource consumption and limit waste-related impacts, including reducing the number of servers and optimizing their use, implementing a “Remote Production” model to decrease reliance on diesel generators (lighter, less resource-intensive equipment), and ensuring that 100% of generated waste is sorted.

## Actions to promote diversity

### Audiovisual media

RMC BFM has implemented initiatives to advance gender equality, including the “Women Challenge” held on International Women's Day to highlight career paths for women, as well as launching the “Eloquentes” podcast.

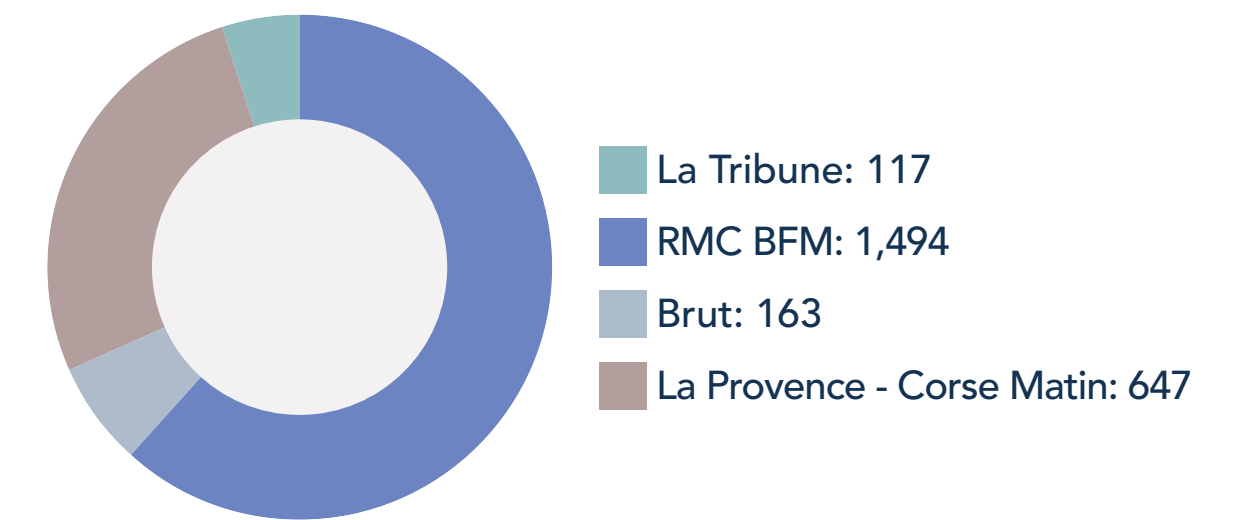
Initiatives promoting the inclusion of persons with disabilities have also been deployed in conjunction with Mission Handicap, such as Duoday, the Hello Handicap job fair, and Festi Run Paris 2026.

Studio tours and meetings with editorial teams have been organized through partnerships with associations working in disadvantaged neighborhoods:

- “Nos Quartiers ont du Talent,” which supports graduates from disadvantaged neighborhoods in accessing employment through mentoring, professional guidance, and internships;
- “La Chance,” which helps young aspiring journalists from disadvantaged neighborhoods enter the profession by offering mentoring, internships, and preparation for journalism school entrance exams via its corporate partner network.

## Human resources

### Workforce (number)



### Workforce breakdown by gender (%)



### Hires / Departures (number)



Workplace accident frequency rate	
2025	20.1
2024	20.5

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### Print media

In collaboration with its subsidiary La Provence, CMA CGM tested a Diversity Fresk workshop in 2025. This collective intelligence workshop is designed to explore the cognitive mechanisms underlying discrimination, introduce approaches aimed at reducing such biases, encourage discussion on their scope and limitations, and develop a shared vocabulary to foster constructive dialogue and promote a more inclusive and cohesive society. Broader deployment of the initiative is currently under consideration.

At La Provence, several inclusion-focused initiatives have been implemented:

- Promoting the inclusion of persons with employability difficulties:
  - Media literacy initiatives: opening editorial conferences to schools through the "Culture Pass" program, as well as organizing newsroom visits and discussions with journalists;
  - Partnerships with non profit associations: collaboration with CREE TON AVENIR to provide internship opportunities to ninth-grade students from disadvantaged neighborhoods, and with La Chance, which promotes greater social diversity in media by training scholarship students in journalism. As part of this program, La Provence makes its facilities available to students every Saturday morning.
- Initiatives in favor of people with disabilities:
  - Organization of a quiz to raise awareness of disability in the workplace. Three employees received prizes from Café Joyeux;
  - Fundraising through brioche sales to benefit UNAPEI.

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.

Currently, women represent 63% of management roles within La Tribune's departments.

### Occupational health, safety and well-being

#### Well-being

At La Provence, two anti-harassment officers are available to employees.

Within **RMC BFM**, a support hotline and psychological counseling service are in place, as well as a crisis response unit in cases of domestic violence (including accommodation support and legal advice).

**La Provence** also promotes work-life balance through measures such as one day of remote work per week and access to childcare placements through the Babilou and Partners network.

#### Health

Each year, **La Provence** organizes a breast cancer awareness day. Employees also participated in the "Marseille en Rose" race, with proceeds donated to the Paoli-Calmettes Institute.

In collaboration with CMA CGM, an on-site influenza vaccination campaign was conducted.

Physical activity is encouraged at **La Provence** through weekly Pilates and yoga sessions, as well as the creation of a running club in 2025. Employees also attended a conference addressing mental load and participated in neuromuscular training (NMT) workshops aimed at restoring musculoskeletal balance. In June 2025, in connection with QWL week, a nutritionist led an awareness session on well-being through diet.

At **RMC BFM**, a dedicated health day featuring osteopathy sessions is organized.

#### Solidarity

Solidarity initiatives are also implemented. An exhibition featuring works by a Marseille-based artist was installed in **La Provence's** printing facilities.

Toy drives were held within **La Provence** and **RMC BFM**.

At **RMC BFM**, employees are granted two days of paid leave to participate in volunteer activities.

**RMC BFM** also supports the following initiatives, in particular through campaigns publicizing them: Institut Pasteur, Pièces Jaunes, the French Biomedicine Agency, Jonquilles for Curie, and Sidaction.

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# Report of the Statutory Auditor on the verification of a selection of social and environmental information presented in the 2025 ESG Report

Year ended December 31st 2025

To the annual general meeting,

In our capacity as Statutory Auditor of your company CMA CGM S.A. (hereinafter the "Entity"), we have undertaken a limited assurance engagement on a selection of social and environmental information presented in the Appendices (hereinafter the "Information") selected by the Entity, prepared in accordance with the Entity's procedures (hereinafter the «Guidelines»), and identified by the symbol √ in the ESG Report for the year ended December 31st, 2025 (hereinafter the "Report").

The conclusion expressed below relate solely to the Information and not to all the information presented.

## 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 Information selected by the Entity and identified by the symbol √ in the Report, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Preparation of the Information

The absence of a commonly used and generally accepted reporting framework or of a significant body of established practices on which to draw to assess 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 Report or available on request from its headquarters.

## Responsibility of the Entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information,
- preparing the Information 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 Information has been prepared by the Board of Directors.

## Responsibility of the Statutory Auditor

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on the fair presentation of the Information, in all material respects, in accordance with the Guidelines.

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.

## Applicable professional guidance

We performed our limited assurance engagement in accordance with the professional guidance issued by the French Institute of statutory auditors (Compagnie nationale des commissaires aux comptes "CNCC") applicable to such engagement and the international standard ISAE 3000 (revised)<sup>1</sup> and with the international standard ISAE 3410<sup>2</sup>.

## Our independence and quality control

Our independence is defined by the provisions of Article L. 821-28 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 fourteen people between November 2025 and March 2026 and took a total of sixteen weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility.

<sup>1</sup> ISAE 3000 (révisé) – Assurance engagements other than audits or reviews of historical financial information

<sup>2</sup> ISAE 3410 – Assurance Engagements on Greenhouse Gas Statements

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**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 the Entity’s activity,
- 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 obtained an understanding of internal control and risk management procedures the Entity implemented, and assessed the data collection process aimed at ensuring the fairness of the Information with the Guidelines,
- For the selected Information, 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 entities<sup>3</sup> and covers between 18% and 100% of the consolidated Information.

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.

Marseille, March 6th, 2026

<sup>3</sup> CMA CGM France; CEVA United-States; CEVA Poland; Malta Freeport Terminal.

Appendix	
Information	
People	Total number of employees
	Number of training days per employee
	Workplace accident frequency rate for logistics activities
	Workplace accident frequency rate for maritime activities
	Workplace accidents severity rate for logistics activities
	Workplace accidents severity rate for maritime activities
Planet	CO <sub>2</sub> emissions Scope 1
	CO <sub>2</sub> emissions Scope 2 (market-based and location-based)
	CO <sub>2</sub> emissions Scope 3 (categories 2 to 7)
Responsible Trade	Number of alerts received



**HEADQUARTERS : 4 QUAI D'ARENC - 13002 MARSEILLE**