

MISSION BOOK

BETTER WAYS



BETTER WAYS

MANIFESTO

Our world is changing and evolving ever faster, a transformation driven by innovations and by personal and collective initiatives that create bonds between peoples and cultures.

As a world leader in maritime transport and logistics, we must anticipate these changes and play a pivotal role in accompanying the evolution of economic exchanges.

We believe in different ways - ways that are more innovative, more responsible and more respectful of human beings - **and we are determined to open new and better ways for all our customers, partners and staff members.**

MANIFESTO

1/ MANIFESTO

2/ A STRATEGY FOR TOMORROW

- Our new mission

3/ FIVE STRATEGIC PILLARS, ONE AMBITION

- Pursuing maritime development
- Offering logistics solutions
- Accelerating innovation and digitalization
- Developing solutions that are more respectful of people and of our planet
- Accompanying the Group's staff members

4/ VALUES THAT ARE OUR STRENGTH

- The pursuit of Excellence in every area
- Exemplarity in every situation
- Imagination to invent the transport and logistics solutions of the future
- Boldness to always go above and beyond

5/ A NEW ERA, A NEW IMAGE

- Our brand signature
- Our visual

BETTER WAYS

A STRATEGY FOR TOMORROW

OUR NEW MISSION

« The mission of the CMA CGM Group, a leader in transport and logistics, is to develop fair and more balanced economic exchanges respectful of every human being and of the planet. »

Rodolphe Saadé

Chairman and CEO of the CMA CGM Group

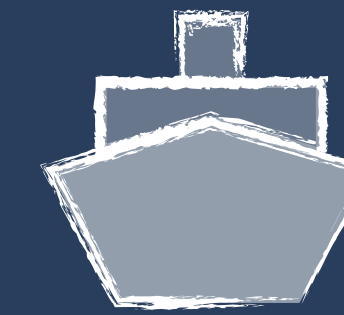
BETTER WAYS

FIVE STRATEGIC PILLARS, ONE AMBITION

We play a pivotal role in the global trade, which is why we must create value for our environment, for our customers and for our staff members.

An ambition that is built around five strategic pillars for our Group.

Achieving the right balance and seamless interaction between each of these pillars is the foundation of our growth that is essential for our sustained development.



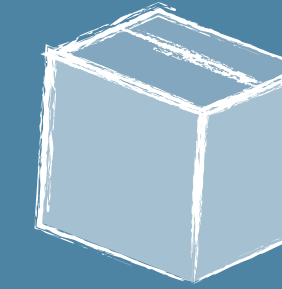
PURSUING MARITIME DEVELOPMENT

Today, and as it has done for over 40 years, innovation drives the CMA CGM Group's maritime development. We innovate to make our ships and our port terminals safer and more efficient than ever. We innovate to enhance customer satisfaction by adapting our capacity to their demand, by handling goods with the greatest care possible - especially the most fragile of items - and by boosting our customers' activities, with the CMA CGM+ range of solutions. Lastly, we innovate through leveraging the synergies between our shipping services on the main intercontinental routes and our revamped intra-regional lines.

OFFERING AN EVER MORE ADAPTED MARITIME SERVICE

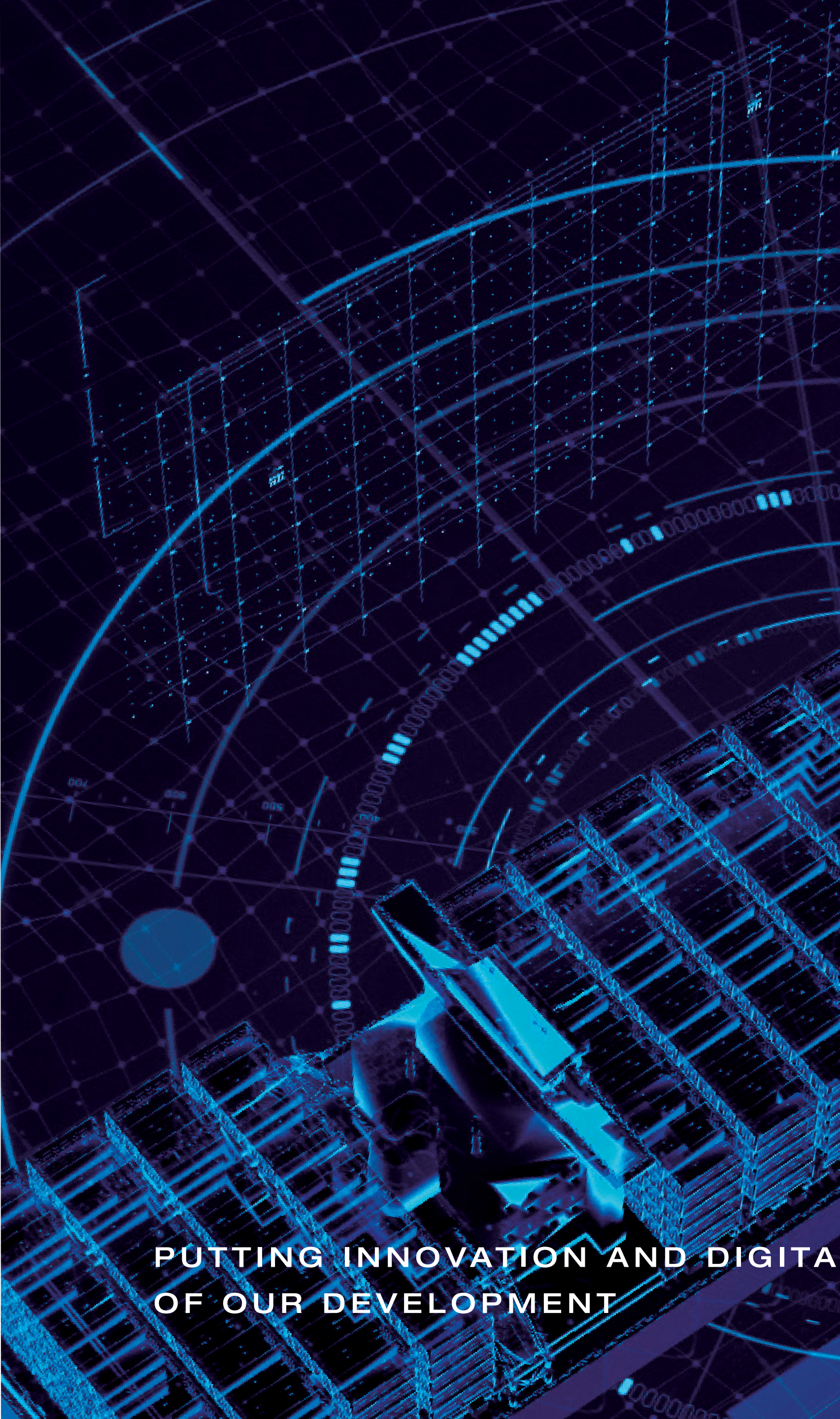


CREATING INTUITIVE AND INTEGRATED LOGISTICS SOLUTIONS

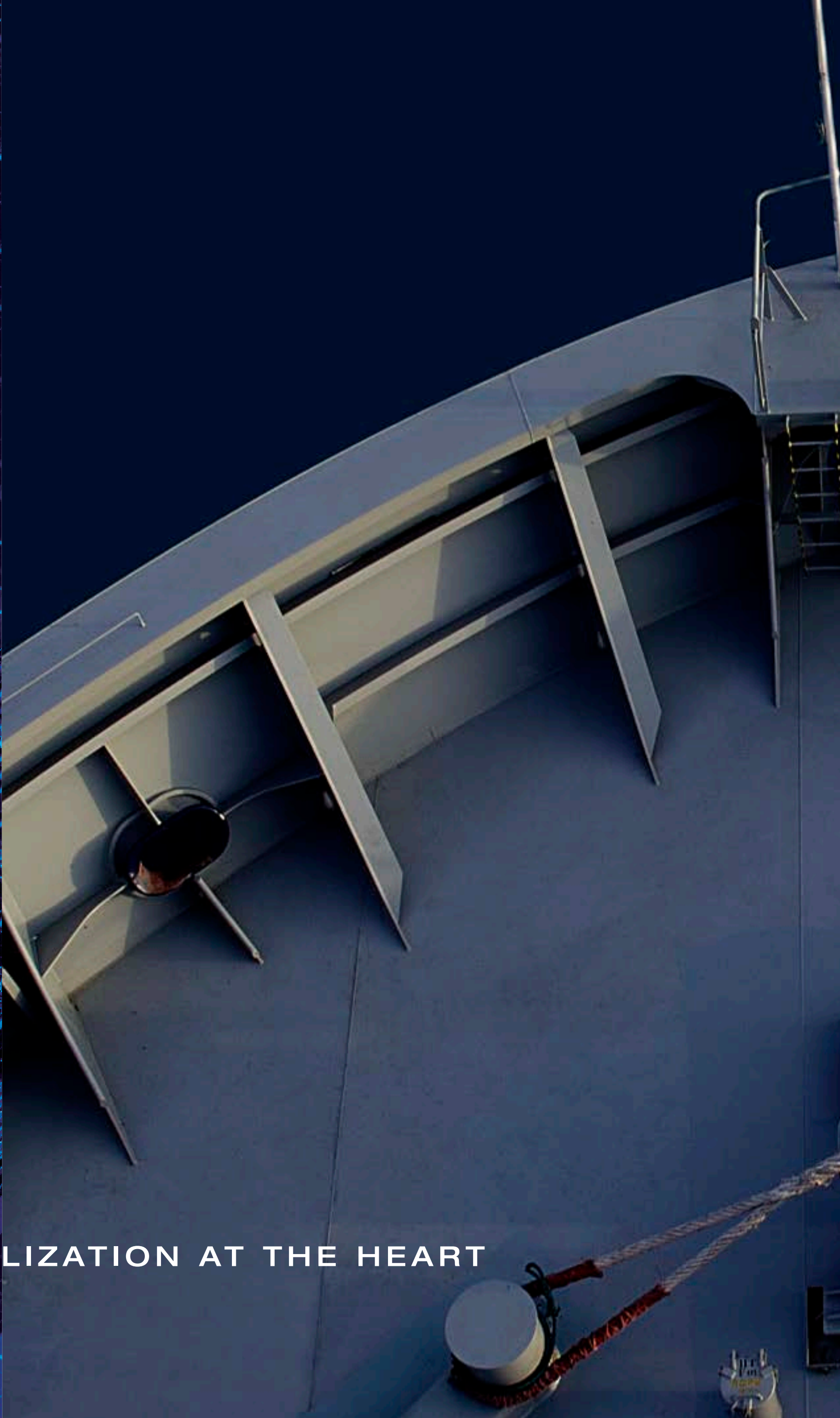


OFFERING LOGISTICS SOLUTIONS

The complementarity between shipping and logistics is a key part of the CMA CGM Group's identity, and of that of its subsidiary CEVA Logistics and its airfreight division. We provide end-to-end transport solutions for all types of goods via our shipping, our overland and our airfreight services by harnessing our know-how in contract logistics and warehousing. This network of services enables us to deliver a truly intermodal approach as well as unsurpassed efficiency to meet our customers' transportation needs.



**PUTTING INNOVATION AND DIGITALIZATION AT THE HEART
OF OUR DEVELOPMENT**



ACCELERATING INNOVATION AND DIGITALIZATION

By putting R&D, the IoT, artificial intelligence and block chain technology at the heart of our innovation processes, we at the CMA CGM Group, aim at accelerating the transport and logistics industry's digital transformation. Our goal is to develop smart and more secure solutions, while accelerating the rollout of intuitive digital tools that deliver a smoother user experience for both our employees and our customers, and that offer a short-term return on investment.



**PROMOTING A MORE RESPONSIBLE TRANSPORT
AND LOGISTICS INDUSTRY**

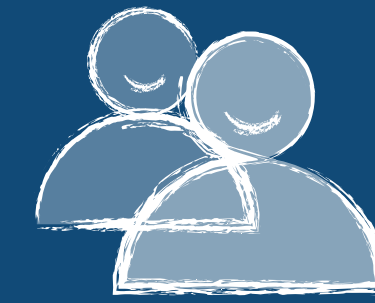


**DEVELOPING
SOLUTIONS THAT ARE
MORE RESPECTFUL
OF PEOPLE AND
OF OUR PLANET**

The CMA CGM Group's mission is to contribute to more balanced and more inclusive globalization that is more respectful of our natural environments. Our commitment to sustainable development is backed by concrete and tangible actions that are forever more people- and more planet-friendly. Committed to the energy transition, CMA CGM Group is implementing the best available solutions - liquefied natural gas, biomethane and biofuel - which immediately reduce the environmental impact of maritime transport and logistics. The goal is to achieve carbon neutrality by 2050.

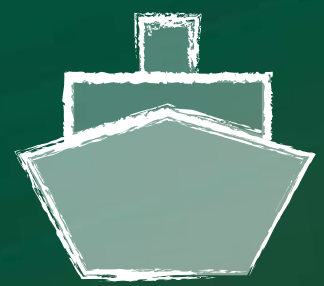
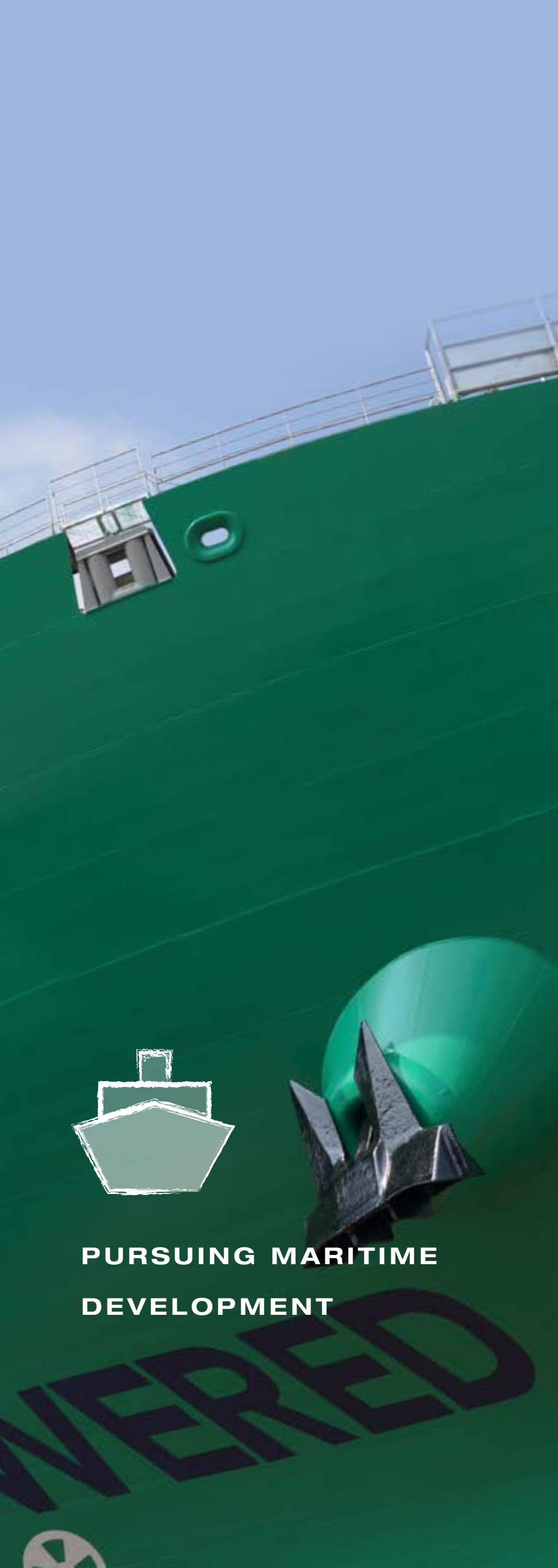


**ENCOURAGING MORE INCLUSIVE AND RESPECTFUL
HUMAN INTERACTIONS**

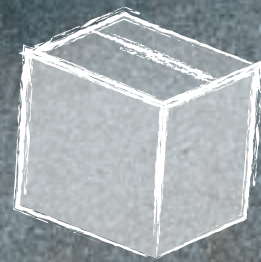


ACCOMPANYING THE GROUP'S STAFF MEMBERS

The 110,000 women and men who work every day to develop our Group are our greatest asset. We act to ensure their safety, improve their well being and promote more inclusive approaches. We support the Group's employees in developing their skills and talents through tailored training programs provided by the CMA CGM Academy.



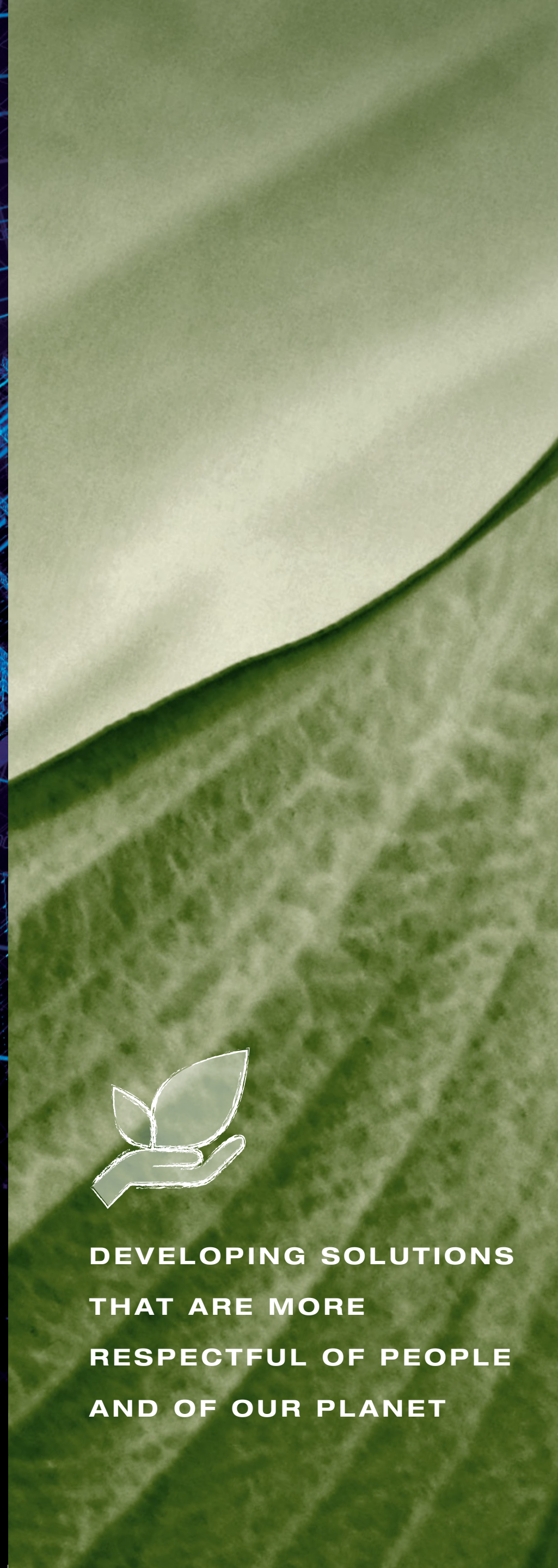
**PURSuing MARITIME
DEVELOPMENT**



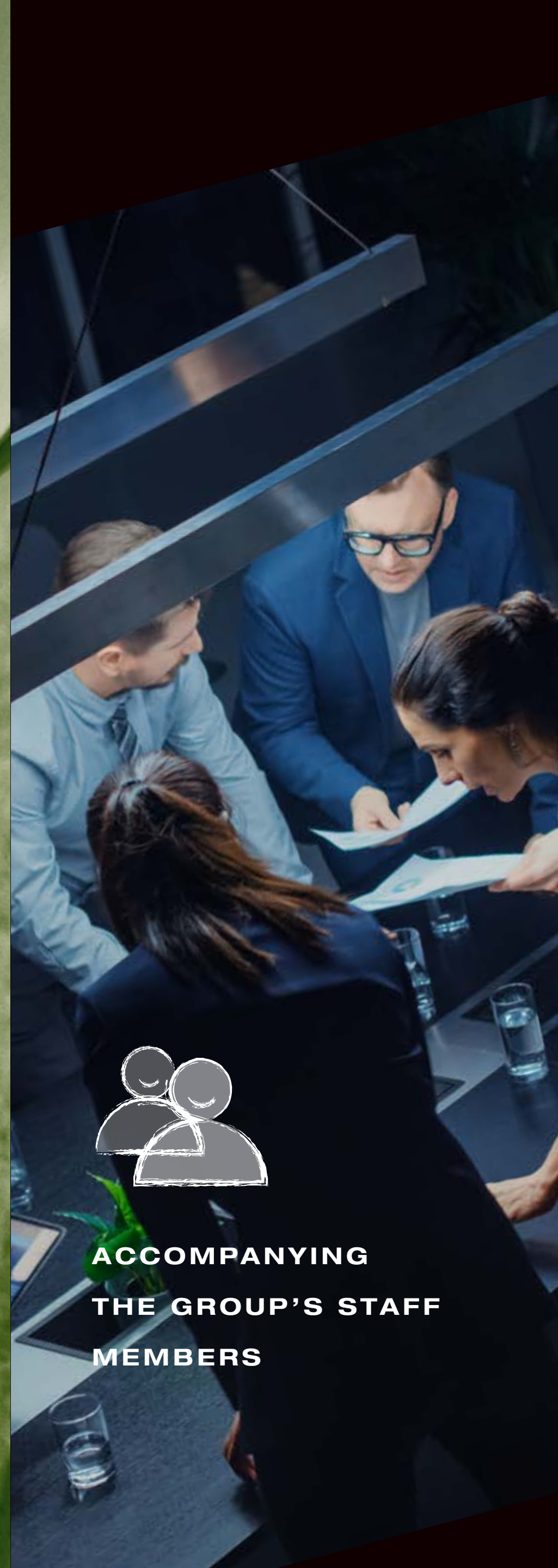
**OFFERING LOGISTICS
SOLUTIONS**



**ACCELERATING
INNOVATION
AND DIGITALIZATION**



**DEVELOPING SOLUTIONS
THAT ARE MORE
RESPECTFUL OF PEOPLE
AND OF OUR PLANET**



**ACCOMPANYING
THE GROUP'S STAFF
MEMBERS**

BETTER WAYS

VALUES THAT ARE OUR STRENGTH

EXCELLENCE - EXEMPLARITY - IMAGINATION - BOLDNESS

Since its establishment in 1978, the CMA CGM Group has continued to grow, drawing its strength from its family dimension, from a long-term strategic vision and from the expertise of its teams driven by a common passion. In keeping with our history and with our culture, we are driven by the values that unite us.

Today, we are reaffirming these values to continue our development and achieve our ambitions.

OUR VALUES

E X C E L L E N C E

THE PURSUIT OF EXCELLENCE IN EVERY AREA

As a leader in our industry, we owe it to ourselves to engage in a perpetual quest for excellence at every level of our organization. One that ranges from operational excellence all the way to excellence in environmental protection, as well as achieving excellence in interactions with our customers, our suppliers and our staff members. It sets a standard for everyone and is an objective for our Group.

OUR VALUES

E X E M P L A R I T Y

EXAMPLARITY IN EVERY SITUATION

With its global presence, along with the key role it plays in driving the global economy, the CMA CGM Group and all its employees must lead by example. That means upholding the highest standards in their daily tasks as well as in the strategic decisions they make.

OUR VALUES

I M A G I N A T I O N

IMAGINATION TO INVENT THE TRANSPORT AND LOGISTICS SOLUTIONS OF THE FUTURE

In a fast-moving world that poses multiple challenges, the ability to challenge and reinvent oneself, and to think outside the box, is crucial if our Group is to keep growing in a sustained manner. Imagination must be synonymous with an open mind and the acceptance of people's differences.

OUR VALUES

B O L D N E S S

BOLDNESS TO ALWAYS GO ABOVE AND BEYOND

Boldness has long been one of the Group's core values. It is inherent to our entrepreneurial mindset and to our passion for development. Boldness, which enables us to reach beyond our limits, never settle and always overcome every obstacle, plays a fundamental role in our ongoing development.

BETTER WAYS

A NEW ERA, A NEW IMAGE

OUR BRAND SIGNATURE

Better Ways is more than a signature, it is a mindset, a call to action. An invitation to work together to open more responsible, more efficient and more seamless solutions for the transport and logistics industry.

BETTER WAYS is our common ambition.

BETTER WAYS

Opening smarter and more sustainable maritime routes

Offering more coherent and integrated logistics solutions

Deploying faster, more seamless opportunities for innovation and digitalization

Promoting growth that is more respectful of people and of the planet

Guaranteeing the security, well being and empowerment of our staff members

OUR VISUAL

An image inspired by our expertise and that tells the story of ascending growth and continuous progress, symbolizing our unrelenting will to always strive for better.

This triptych of images reflects the breadth and complementarity of our Group's activities as well as our ability to provide our customers with a coherent and integrated service offering.



BETTER WAYS

MAKING SUPPLY CHAINS MORE SUSTAINABLE EVERY DAY



THE KEY VISUAL ADAPTED TO THE CMA CGM GROUP'S SUBSIDIARIES



