



# 2023 CSR REPORT

Non-financial performance report



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\*Renamed CMA Media in 2024.

## A message FROM THE CHAIRMAN

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**“We will pursue our sustainable and profitable development, with the human and family values that have guided our actions and decisions for 45 years.”**

In 2023, we pursued the development of our Group while maintaining our commitment to combine profitability and sustainability.

To tackle climate change, it is no longer enough to act, we must accelerate. Two levers are essential: massive investments in innovative solutions, and collaboration with all stakeholders.

We already invested over \$15 billion in decarbonizing our fleet. This will allow us to have nearly 120 ships capable of being propelled by decarbonized fuels by 2028. Furthermore, our PULSE Energy Fund committed over \$450 million to fund innovative projects: Verkor for its low-carbon batteries, Flexis for new models of electric vans with Renault and Volvo, and Carbon for solar panels.

To decarbonize our industry, we cannot succeed alone. We need our partners and customers to join us. This is why we launched an unprecedented Coalition at COP 28 in Dubai, which brought together five leading shipping lines, CMA CGM, Maersk, MSC, Hapag-Lloyd, Wallenius Wilhelmsen, and three countries, France, Denmark, and South Korea. Together, we called for aiming at the higher targets set by the International Maritime Organization in our decarbonization trajectory towards Net Zero Carbon by 2050, which means -30% greenhouse gas emissions by 2030 and -80% by 2040.

Our environmental responsibility works hand in hand with our social and societal responsibility.

Our team members are our greatest assets. This year, we continued to focus on training to help them develop new skills. The launch of TANGRAM, the new training and innovation center of the CMA CGM Group, will enable nearly 5,000 talents per year to gain all the tools they need to imagine and build the sustainable transport and logistics of tomorrow.

The CMA CGM Foundation initiates social actions in many countries by mobilizing the Group's logistics expertise. Last year, we delivered emergency aid to populations affected by natural disasters in Morocco and Turkey, and we developed new partnerships to build educational centers in India, Vietnam, Brazil and Kenya.

We also contribute to society by investing in AI and decarbonization. In 2023, we co-founded Kyutai, the first European laboratory of artificial intelligence in open science, with Xavier Niel and Eric Schmidt. We allocated €200 million to BPIFrance in order to finance innovative projects to accelerate the decarbonization of the French maritime sector.

In 2024, the CMA CGM Group will remain true to its CSR commitments. We will pursue our sustainable and profitable development, with the human and family values that have guided our actions and decisions for 45 years.

**RODOLPHE SAADÉ,**  
Chairman and Chief Executive Officer

# *1.* **STRATEGY**

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# Key data OF THE GROUP

## Business

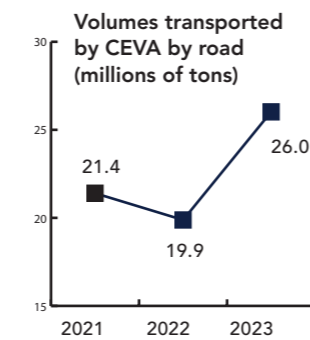
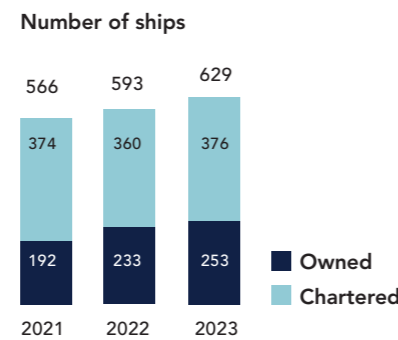
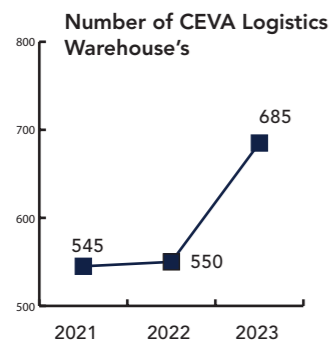
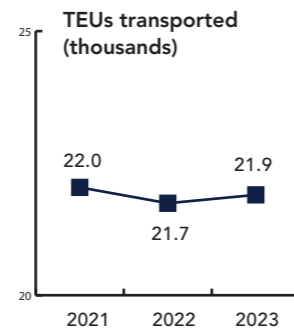
REVENUE  
(in billions of USD)

**47.0**

including  
Maritime 30.9  
Logistics 15.2  
Other 0.9



Operations in  
**160**  
countries

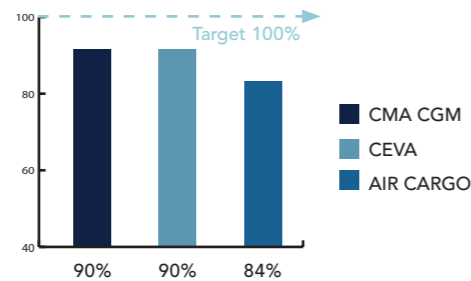


## ACTING FOR *fair trade*

**1,114,119**  
TEU "ACT with CMA CGM+"  
in 2023

**293,793**  
tons of CO<sub>2</sub>  
reduced in 2023

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

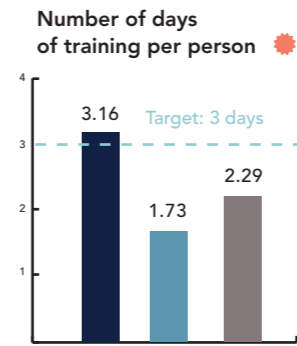
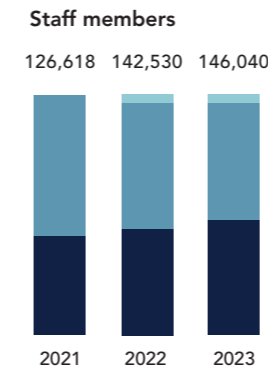


CDP  
score **A-**

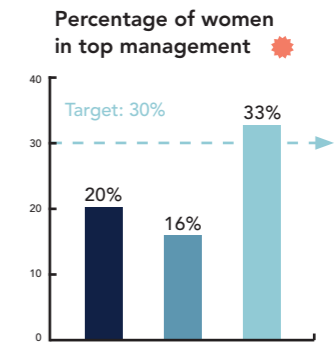
Ecovadis  
**75/100**

**67%**  
Share of inland transport  
by barge or rail

## Acting for PEOPLE



Percentage of women in top management



Over **175**  
nationalities  
represented

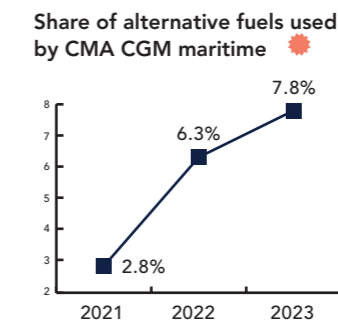
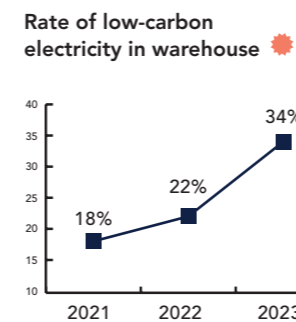
**744**  
Local  
initiatives

**34%**  
women managers

## ACTING FOR *the planet*

Performance (gCO<sub>2</sub>e/TEU)  
improved by  
**56%** since 2008

**€200**  
million invested in retrofitting  
vessels over the last 10 years



**119**  
e-methane or e-methanol  
ready ships by 2028  
(€15 billion committed)



**39.7**<sup>1</sup>  
MtCO<sub>2</sub>e in 2023

of which **29.19**  
MtCO<sub>2</sub>e for well-to-wake maritime  
emissions

**-1**  
million  
tons of CO<sub>2</sub>  
for shipping  
activities<sup>2</sup>

<sup>\*</sup> CSR key performance indicators

Definitions and calculation methods are detailed in the methodology

<sup>1</sup> Scope 1, 2 et 3 - Details on page 30 and in the methodology

<sup>2</sup> Compared with 2022 financial year

# Our Business MODEL

## 5 strategic PRIORITIES

### BETTER WAYS

Promoting

Designing

Accelerating

Acting

Supporting

THE DEVELOPMENT OF MARITIME TRANSPORT

LOGISTICS SOLUTIONS

INNOVATION AND DIGITALIZATION

FOR A MORE RESPECTFUL DEVELOPMENT OF OUR PLANET AND OF EVERY HUMAN BEING

OUR EMPLOYEES WHO ARE AT THE HEART OF THE COMPANY'S DEVELOPMENT

## Our strengths & RESOURCES

PRESENCE THROUGHOUT THE LOGISTICS CHAIN

**21.9 million** TEU transported by CMA CGM

**26.0 million** of deliveries carried out by CEVA Logistics

Plus de **55 ktons** of goods transported by CC Air Cargo

FLEET AND INFRASTRUCTURE

**629** operated vessels of which **253** owned vessels

**52** terminals

**685** logistics warehouses

**4** airbuses A330F

**2** Boeing B777F

HUMAN CAPITAL

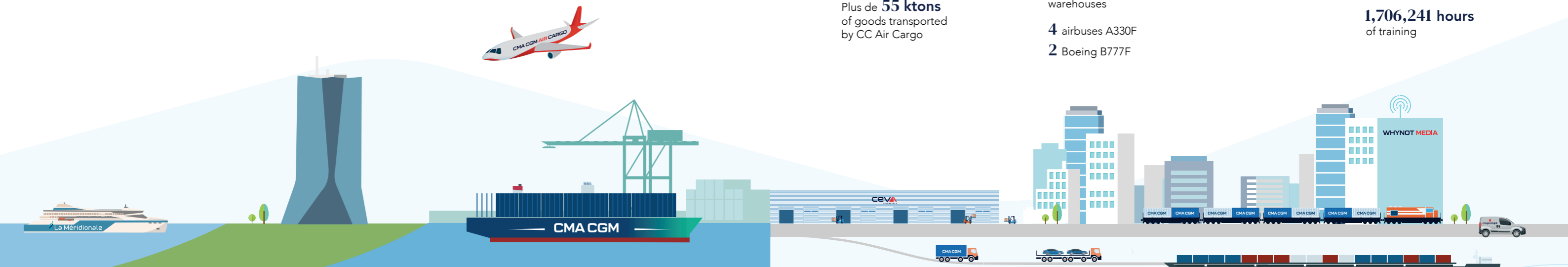
**107,114<sup>1</sup>** employees including **6,561** seafarers **123** pilots **235** journalists

**37%** women

INTELLECTUAL CAPITAL AND INNOVATION

ZEBOX  
CMA CGM Foundation  
Tangram  
Le Phare  
Le Carburateur  
WhyNot Media\*

**1,706,241** hours of training



## Our value CREATION

### For OUR CUSTOMERS

- Worldwide coverage
- End-to-end service
- Transparent information
- Single point of contact
- Combined solutions
- Differentiated services

**513,063** tons CO<sub>2</sub>e reduced since 2021 for clients thanks to ACT with CMA CGM+ offer

**25,586** TEU for NGOs

### For OUR EMPLOYEES

- HR and safety policy
- Human rights policy
- Non-discrimination policy

**98%** of Group employees having access to primary health care

**39** average age of employees

**USD 7255.7 million** total payroll

**90,482** hours of training on CSR topics

### For THE PLANET

- Decarbonization roadmap
- Improving air quality
- Actions for biodiversity
- R&D and innovation

**53.4** gCO<sub>2</sub>e/TEU-km

**34%** low-carbon electricity in warehouses

**7.8%** of alternative fuels bunkered in our ships

**37** dual-fuel vessels with a capacity of **513,439** TEU

### For LOCAL COMMUNITIES

- Actions of the Foundation
- Skills-based volunteer work
- Local CSR actions
- Companies assisted by Le Phare and Zebox

**1,586** TEUs transported for Containers of Hope operation in 2022

**9,200** articles on CSR subjects published in 2023 by La Provence-Corse Matin

<sup>1</sup> The reported workforce does not include temporary contracts.

\*Renamed CMA Media in 2024.

# Activities and brands OF THE GROUP



## CMA CGM (including terminals and depots)

### MARITIME FREIGHT

Maritime transport of containerized goods



### PORT OPERATIONS

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



### CONTAINER LOGISTICS

Network of container depots, storage and maintenance of empty containers



## CMA CGM Air Cargo

### AIR FREIGHT

Transport of goods by air



## Logistics (CEVA, Colis Privé)

### RAIL/BARGE FREIGHT

Transport of goods by rail or barge

### ROAD FREIGHT

Transport of goods and finished vehicles by road



### CONTRACT LOGISTICS (WAREHOUSES)

Management and handling of warehoused goods



### FREIGHT FORWARDING

Multimodal freight transport for third parties



### LAST MILE LOGISTICS

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



## Specialized Maritime Transport



- La Méridionale:
  - o 600 employees, including 490 seafarers
  - o 4 ferries: Pelagos, Kalliste, Piana, and Girolata
  - o Several sailings per week to Corsica
  - o Several weekly crossings between Marseille and Morocco
- Roll-on/roll-off (RoRo) vessels
- Equity stake in Brittany Ferries

## Whynot Media\*



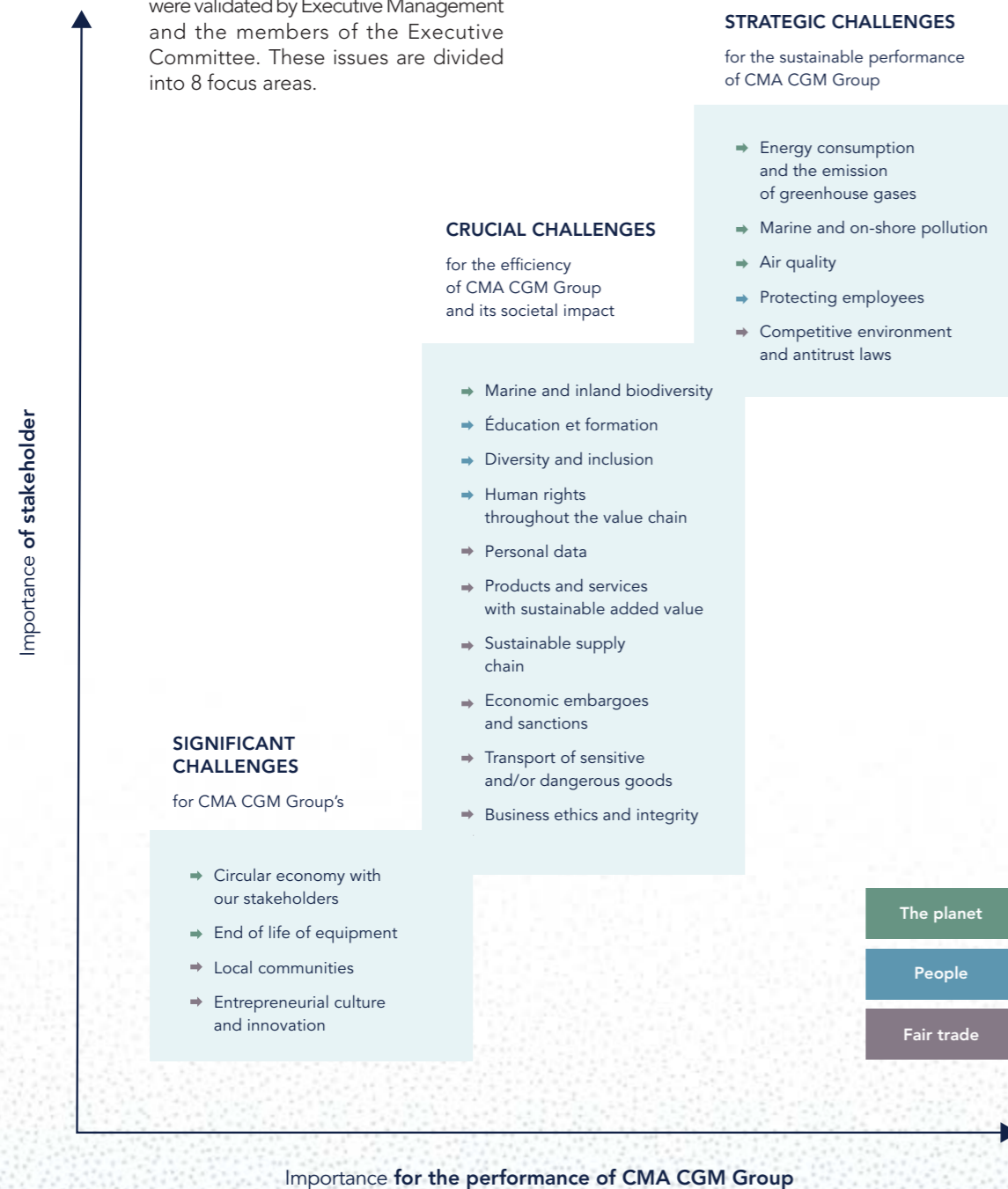
In 2023, CMA CGM Group announced that its media division, previously known as CMA CGM Media, had been renamed Whynot Media\*. Whynot Media\* groups together La Provence, Corse Matin, La Tribune and La Tribune Dimanche, and also manages the holdings in the M6 Group and Brut.

\*Renamed CMA Media in 2024.



# Materiality MATRIX

The Group's materiality analysis, which was carried out in 2021 by an external organization, identified 19 issues, which were validated by Executive Management and the members of the Executive Committee. These issues are divided into 8 focus areas.



THE PLANET	PEOPLE	FAIR TRADE
<ol style="list-style-type: none"> <li>1. Reducing our energy consumption by pursuing operational excellence and optimizing assets</li> <li>2. Using less carbon-intensive energy</li> <li>3. The Group's decarbonization partnerships and projects</li> <li>4. Protecting biodiversity</li> </ol>	<ol style="list-style-type: none"> <li>5. Providing a safe and inclusive working environment</li> <li>6. Engaging and training our employees</li> </ol>	<ol style="list-style-type: none"> <li>7. Cooperating in an exemplary manner with our suppliers and customers</li> <li>8. Acting closely with local communities</li> </ol>

## Our approach with our stakeholders

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

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

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

## Non-financial risks

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

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

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

The risks related to ethics and compliance issues are also priorities and are closely monitored by the Group, as described in Chapter 7 of this document.

**In addition, this work highlights:**

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

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



## Methodology

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

**For corporate governance purpose, a complete presentation of this work is made, at least quarterly, at meetings of the following committees:**

- the Group Operational Risk Committee;
- the Audit, Risk, Compliance (ARC) Committee;
- the Audit and Accounts Committee (a committee of the Board of Directors).

# CSR GOVERNANCE

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

All of the Group's departments work together to deploy action plans and monitor the effectiveness of the policies put in place: Human Resources & Academy, Compliance Audit and Risks, Operational Functions, Health & Safety Teams (Terminals, Vessels, CEVA), Finance, Assets Management, PULSE, R&D, Regulatory.

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

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

CSR Key Performance Indicators are regularly presented to the Energy Transition Committee. Targets are associated with each indicator.

## Decarbonization

Several departments work together to achieve the objective of Net Zero Carbon by 2050: the Asset Management and Operations department, the CSR department and the operational functions.

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

- 7 ZEBOX incubators around the world to encourage development of new solutions.
- NEW ENERGIES Coalition, which brings together 19 players in the transport and logistics fields to accelerate the energy transition of global supply chains.
- PULSE: CMA CGM's energy fund, which was created in 2022 to accelerate the energy transition of the Group and the entire transport and logistics sector, and which has been endowed with a budget

of €1.5 billion over five years. Since its creation, 41 projects have been selected and have received funding totaling €460 million. In addition, €200 million have been earmarked to decarbonize the French maritime sector.

This contribution is managed by BpiFrance, a public entity that finances businesses throughout France.



**"In 2023, we once again confirmed our commitment to a sustainable growth model that is increasingly respectful of the environment and people. At COP28, our CEO, Rodolphe Saadé, launched an unprecedented coalition of public authorities and key maritime transport players to pursue a particularly ambitious decarbonization trajectory. In addition, through our PULSE Fund, we support pioneering initiatives outside our industry to accelerate the energy transition. Our method reflects the fact that we are a family-owned Group with strong values: acting on a day-to-day basis in pursuit of a long-term strategy that integrates CMA CGM's employees and partners."**

**TANYA SAADÉ ZEENNY,**

Executive Vice-President and President of the CMA CGM Foundation

## Deployment of CSR actions

The Group CSR Department coordinates action plans and consolidates information collected from all Group businesses: CMA CGM, CMA CGM Air Cargo, WhyNot Media\*, Specialized Maritime Transport, CEVA Logistics and Colis Privé.

It guides and advises management and operational staff on implementing roadmaps by business and geographic area, with the assistance of a network of CSR officers.

These regional CSR officers translate CSR policies into pragmatic action plans and render CSR operational. They also work with local stakeholders and identify key local opportunities. They report monthly to the Group CSR Department, in particular at CSR Network Committee meetings.

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

\*Renamed CMA Media in 2024.



“Transforming our organization is crucial in order to achieve the decarbonization ambitions at the core of our strategy, and to comply with the new CSR reporting obligations applicable to us as a European company.”

**RAMON FERNANDEZ**

Executive Vice-President CMA CGM Group Finance Department

### Oversight of CSR performance

From among the hundreds of reported indicators monitored, performance indicators have been defined and are evaluated each quarter, and are then presented to the Group Energy Transition 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 non-financial indicators using a digital tool called SAVE (Sustainability Analytics for Vision and Empowerment), which offers a robust data collection and consolidation process and oversees the CSR strategy based on the Group's objectives and action plans.

As of fiscal year 2025 (for publication in 2026), the Group will comply with the new European Directive on non-financial reporting (*Corporate Sustainability Reporting Directive – CSRD*). All departments concerned by the new requirements have begun preparations to comply with them, and preliminary work will be carried out throughout 2024. Training will also be provided to inform the teams of these new obligations.

### THE TAXONOMY

The objective of the European Union's (EU) Green Deal is to achieve carbon neutrality by 2050. In addition to other regulatory measures, the European Green Taxonomy is a first step to promoting sustainable investment and financing. It establishes a list of economic activities the EU deems environmentally 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 2025, in connection with the transition to the CSRD. Nevertheless, the Group actively follows these regulatory developments and is preparing for the upcoming deadlines by making an inventory of its activities that come within the scope of the climate change mitigation and adaptation objectives, and by studying the technical alignment criteria.

### INTERNAL CARBON PRICE

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

the long term, adopting an internal carbon price was a natural step to managing climate change risks and achieving our sustainability objectives. A dedicated cross-business line committee worked in 2022 on the scope and value of carbon pricing within CMA CGM, based on an analysis of the Group's emissions and best practices in the area. As a result, the Group has decided to move towards factoring an internal carbon price into our strategic analyses, and particularly in our investment analyses, in order to direct our efforts towards cleaner, more sustainable forms of energy.

# An award-winning STRATEGY

## CDP RATING A -

CMA CGM Group

## ECOVADIS

**75/100 – TOP 3%**

CMA CGM Group

## BNSF SUSTAINABILITY AWARDS

November 2023

CMA CGM

Recognizes companies that are leaders in sustainable transport.

## GREENFOCUS AWARD

September 2023

CMA CGM

Awards for “Most eco-friendly fleet” and “Most eco-friendly vessel”.

## MODEL LEVEL RIVER STAR BUSINESS

January 2023

CMA CGM Americas

Award for global commitment to sustainable development and its local efforts in the vicinity of the U.S. head office in Norfolk, Virginia.

## SEATRADE MARITIME – SUSTAINABLE MARITIME TRANSPORT CATEGORY

November 2023

CMA CGM

Recognizes the Group’s environmental, social responsibility and good governance commitments.

## SUSTAINABILITY BUSINESS AWARDS – TROPHÉE BLEU

November 2023

CMA CGM Philippines

Recognizes the Group’s partnerships to reduce plastic pollution and protect coral reefs in the Philippines.

## ENVIRONMENTAL EXCELLENCE AWARD ASCL AWARDS

November 2023

CEVA Logistics Australia

Recognizes CEVA Logistics’ ecological initiatives in its warehouses and operations.

## BEST CORPORATE UNIVERSITY “BUSINESS IMPACT” CATEGORY

September 2023

CMA CGM Academy

Rewards the corporate university that has developed the most innovative and effective solutions for its customers, based on collective intelligence.

## LES VICTOIRES DU CAPITAL HUMAIN (HUMAN CAPITAL VICTORIES)

December 2023

CMA CGM Group

Gold Trophy in the International HR category for the innovative “One Month One Bias” campaign.

## BEST EMPLOYER 2023 TOP EMPLOYERS INSTITUTE

January 2023

CEVA Logistics Brazil

CEVA Logistics Peru

## “GREAT PLACE TO WORK” CERTIFICATION

CMA CGM Italy agency

October 2023

## COLIS PRIVÉ OBTAINS BESTWORKPLACES AWARD

2023

Colis Privé

One of the companies certified Great Place to Work

## “EQUAL PAY” CERTIFICATION

December 2023

CMA CGM GBS Estonia

Recognized for promoting gender equality and workplace diversity.

## INNOVATION AND CUSTOMER SATISFACTION AWARD FOR THE GROUP IN CHINA

January 2023

CMA CGM

Award for innovation in the port and maritime logistics category, customer satisfaction award for maritime transport companies.

## BEST COMPANY TO WORK FOR IN ASIA

Novembre 2023

CEVA Chine, Singapour, Inde

## ASIA CORPORATE EXCELLENCY & SUSTAINABILITY AWARDS

Top Green Company 2023

CEVA Logistics

## 2. **ACTIONS AND COMMITMENTS**

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# ACTING FOR THE planet

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*As a global player in transport and logistics, environmental protection is at the heart of CMA CGM's strategy. The Group acts on a daily basis to reduce the carbon footprint of its activities, help preserve marine and inland biodiversity and promote a circular economy, by adopting innovative technologies, optimizing operations and using cleaner fuels. At the same time, the Group is actively involved in international initiatives and establishes strategic partnerships.*

## Direct contribution



## Indirect contribution



# The Group's CLIMATE CHALLENGES

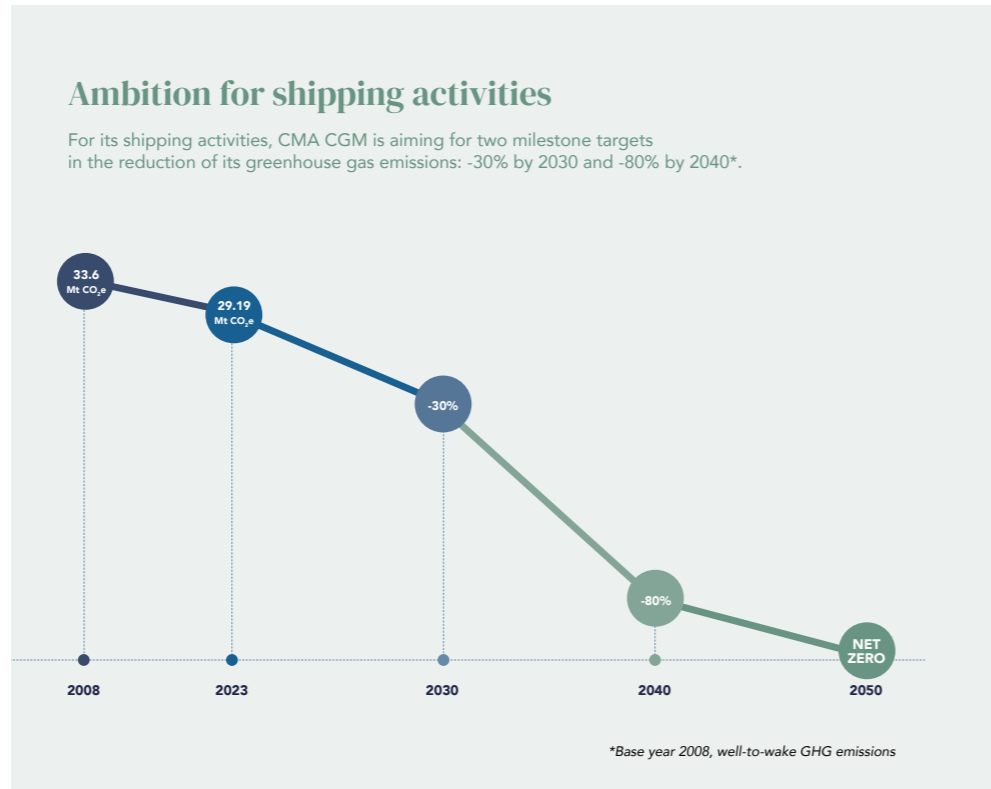
As a global player in transport and logistics, the CMA CGM Group is actively committed to reducing the carbon footprint of its business sector.

### Objectives and regulations:<sup>1</sup>

- IMO target of reducing CO<sub>2</sub>e emissions by 20-30% by 2030 and by 70-80% by 2040 (versus 2008)
- Objective of 5-10% carbon-free energy by 2030
- European Green Deal target of -55% GHG emissions for all sectors in Europe by 2030 (versus 1990)
- European Union Emissions Trading Scheme (EU ETS) applicable to the maritime sector as of January 1, 2024

Customers, who are also subject to regulatory obligations or who are motivated to take voluntary initiatives, are adopting decarbonization targets and paying closer attention to their supply chain emissions, which make up a significant share of the Scope 3 emissions of their carbon footprint.

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



Today, decarbonization is at the heart of the Group's strategy, which is implemented by human, financial and operational commitments to achieve Net Zero Carbon by 2050.

### Objectives:

Net Zero by 2050 pour all Group activities

- Smart ships: By 2025, 200 owned vessels will be able to share their navigation and energy consumption data in real time
- 119 dual-fuel vessels (methane or methanol) in the fleet by 2028, for which orders have already been placed
- 100% low-carbon electricity for CEVA Logistics warehouses by 2025
- 1,450 electric trucks and vans operated by CEVA Logistics by 2025
- 1.8 million m<sup>2</sup> of photovoltaic panels installed on CEVA Logistics warehouses by 2025

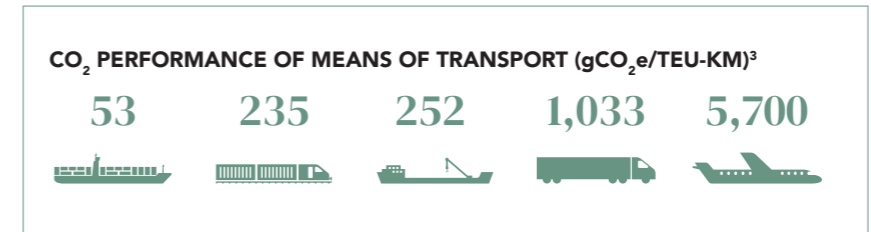
To achieve Net Zero Carbon by 2050, CMA CGM has committed \$15 billion to decarbonize its fleet

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

As a global logistics player, CMA CGM Group provides maritime, road, air, barge and rail transport services.

Maritime transport is the most efficient mode of transport in terms of CO<sub>2</sub> emissions per ton of goods transported. Nevertheless, this predominant activity 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.

CEVA Logistics is a freight forwarder. Therefore, the company has few assets and relies on numerous carriers to transport its customers' goods by sea, air, road and rail. CEVA Logistics is also an expert in contract logistics and operates several hundred warehouses, most of which are leased. Despite this asset light model, CEVA Logistics, as a major company in the logistics sector, has a responsibility to decarbonize its activities, not only by taking actions concerning its own assets, but also by encouraging its suppliers and subcontractors to invest in the technologies of tomorrow.



### Objectives:

#### Maritime Activity

Emissions reduction in intensity since 2008 (baseline 2008)<sup>2</sup> gCO<sub>2</sub>e/TEU-km (TTW\*)

- 50%
- 56%

Performance of maritime activities in gCO<sub>2</sub>e/ TEU-km (WTW\*\*)<sup>3</sup>

- 61.4
- 53.4

\* Tank To Wake (TTW) - see explanation in the methodology  
\*\* Well To Wake (WTW) - see explanation in the methodology

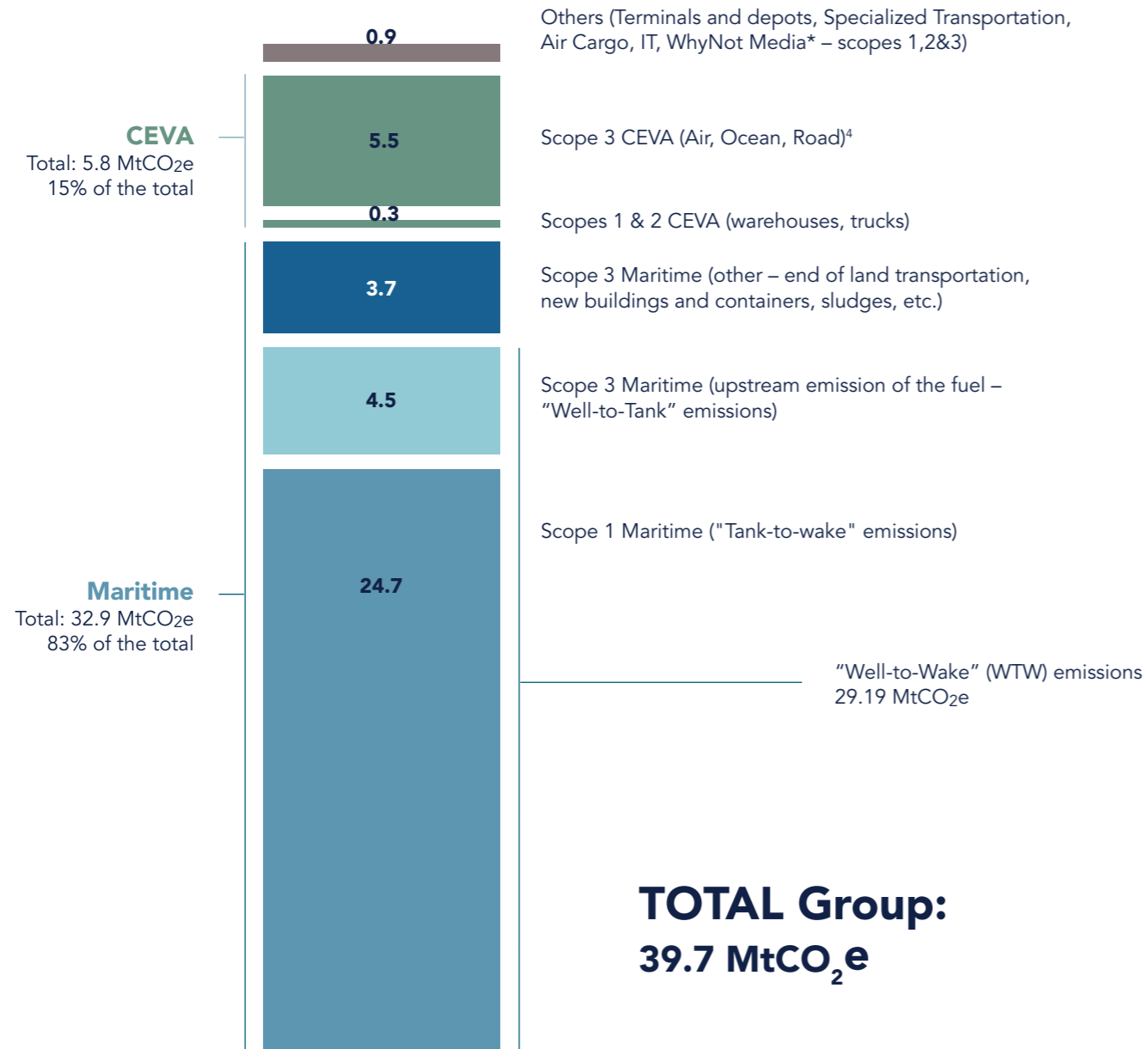
<sup>2</sup> Baseline 2008: 33.6 million - 102 gCO<sub>2</sub>e/TEU-km (TTW)

<sup>3</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).

<sup>1</sup> For additional information on applicable regulations, see page 32



The Group's CO<sub>2</sub> emissions



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

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

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

- upstream emission of the fuel ("well-to-tank")
- subcontracted transport
- new buildings and containers

- business travels and commuting
- IT
- waste management
- etc.

\*Renamed CMA Media in 2024.

<sup>4</sup> These emissions exclude shipping outsourced to CMA CGM, which is already included in Scope 1 Maritime. See also the methodology at the end of the document for details of the calculation methods used, and the indicator tables for further details.

In 2023, the reporting scope has been extended.

The CO<sub>2</sub>e emissions of the following have been reported for the first time in 2023:

- Energy consumption of terminals and depots,
- Scope 3 emissions relating to subcontracted road transport by CEVA Logistics. This scope represents around 40% of the CEVA group's emissions,
- Scope 1 & 3 emissions (WTW) linked to energy consumption of specialized transportation,
- Scope 1, 2 and 3 emissions related to energy consumption and supplies of La Provence (including Corse Matin)
- CEVA Logistics also includes since 2023 the emissions generated by companies integrated in 2022 (Ingram CLS, GEFECO, Colis Privé).

**To achieve its goal of zero emissions by 2050, the Group has identified its main focuses for decarbonization:**

- Reducing energy consumption by pursuing operational excellence and optimizing assets.
- Increasing the share of low-carbon energies in CMA CGM's energy mix, both by acquiring adapted assets and developing production channels.

**Trend 2023**

For shipping activities (excluding specialized transport including La Méridionale), WTW emissions fell by almost 1 million tonnes of CO<sub>2</sub>e in one year, thanks in particular to an improvement in performance of more than 12% (speed optimizations, retrofits, entry of more efficient ships into the fleet - see more details in chapters 1 and 2 below).

A reduction in scope 3 Maritime emissions is also noted (around 1.5Mtonnes CO<sub>2</sub>e), reflecting a relative drop in the number of containers purchased in 2023 as well as in the number of new ships delivered over the 2019-2023 period, as the new ships ordered to enable the energy transition (Chapter 1) and thus lower direct and indirect fuel-related emissions (scopes 1 and 3) are currently under construction.

On the logistics activities, emissions rose by around 2.4 million tonnes of CO<sub>2</sub>e, mainly due to :

- The inclusion of scope 3 emissions from road transport for +1.2 million;
- The integration of new entities (including the freight transport activity of subsidiary GEFECO) for +1.6 million;
- A drop in transported volumes for -0.3 million;
- The plan to decarbonise our truck fleet and sites (LED, low-carbon electricity, photovoltaics) for - 0.1 million.

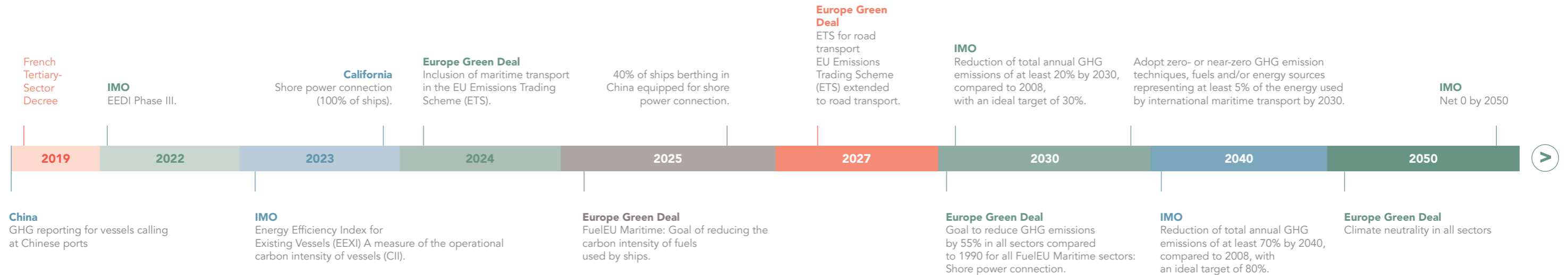
The Group obtained a CDP<sup>5</sup> score of A- for 2023

"As the global environmental disclosure system, CDP is dedicated to building the foundations for a thriving and sustainable economy and greatly appreciates the support of CMA CGM Group in our efforts to continue driving transparency and corporate environmental action. The situation is urgent, and the global community must act now to ensure that we limit global warming to 1.5C. Disclosure is the first key step in addressing current and future environmental risks through standardized, comparable data. CMA CGM Group has shown its commitment to transparency around its environmental impacts and strategies for action by disclosing through CDP in 2023. Regular disclosure drives climate action and so we look forward to CMA CGM Group sharing their environmental data for years to come."

**DEXTER GALVIN,**  
Chief Commercial and Partnerships Officer, 2023

<sup>5</sup> Carbon Disclosure Project. This organization publishes data on the environmental impact of major companies. Each year, the Group answers CDP's questionnaire and is scored based on its carbon reporting.

The regulatory context applicable to CMA CGM's activities



MARITIME ACTIVITIES

CMA CGM supports the government's efforts to accelerate the climate agenda.

The Group encourages the adoption of ambitious international standards that will enable the maritime and logistics sectors to do their share in the collective effort to reduce greenhouse gases.

As an international player, CMA CGM Group backs global solutions adopted by the IMO, rather than regional solutions, and encourages institutions to adopt approaches based on objectives rather than dictating predefined means.

The energy transition of the maritime sector requires assistance, particularly in terms of R&D. The revenues generated by regulatory obligations should therefore be allocated to decarbonizing maritime transport.

In addition, all stakeholders must be mobilized in order to ensure the availability of the necessary quantities of low-emission fuels and their distribution in the dedicated networks.

The Group welcomes the IMO's adoption of its new Net Zero target for 2050, which is in line with the Group's voluntary target. To meet this target, the IMO will adopt new medium-term measures by 2025, which will apply to ships starting in 2027. The IMO will adopt medium-term measures by 2025.

However, to meet this Net Zero target, several actions will be required:

- A globally harmonized carbon pricing mechanism must be adopted;
- A deadline by which all new ships must be compatible with low-carbon fuels must be imposed.
- Carbon intensity should be measured by fleet rather than by ship;
- The entire life cycle should be taken into account for GHG emissions (WTW).

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

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

The extension of the European Union Emissions Trading Scheme to the maritime sector is historic. As of January 1, 2024, in compliance with the obligations under the European system, payment will be required for CO<sub>2</sub> emissions from ships within the scope of the regulations (payment will also be required for CH<sub>4</sub> and NO<sub>2</sub> emissions starting in 2026).

The investments needed to decarbonize the sector are huge, and transport operators therefore need time and a clear picture of the implementation schedule of the various regulations.

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

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

Since 2021, its members have worked to analyze the performance of each vessel in order to implement initiatives to achieve operational, energy and technical improvements, including replacing certain less efficient vessels, so as to be in a position to comply with the measures approved by the IMO for 2023 and to prepare for the requirements established by the European ETS.

TERTIARY ACTIVITIES

In France, the Tertiary Sector Decree of 2019 imposes an obligation to report the energy consumption and reduce the energy consumption of tertiary-sector buildings by at least 40% by 2030, 50% by 2040 and 60% by 2050, compared with consumption to a benchmark year between 2010 and 2019.

SHORE-BASED ACTIVITIES

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

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

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

# 1. Reducing our energy consumption by PURSUING OPERATIONAL EXCELLENCE AND OPTIMIZING ASSETS

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



**“In 2023, we consolidated all our initiatives designed to meet our commitment to achieve net zero by 2050. The first significant step towards this goal: this year saw CO<sub>2</sub> volumes fall significantly by one million tons, thus confirming that the initial concrete and ambitious measures we have implemented are producing tangible results. The year 2023 was also marked by COP28 and the creation of a new, unprecedented public-private coalition comprising several governments and major European shipowners. The common goal is to put in place a robust and equitable international regulatory framework ensuring that efforts are shared even-handedly. On this condition, we announced our ambition to attain the maximum decarbonization effort requested of the maritime industry by the International Maritime Organization, i.e. a reduction in CO<sub>2</sub> emissions of 30% by 2030 and of 80% by 2040. Knowing that achieving this goal is a collective imperative, this year we also established an ambitious alliance with A.P. Møller-Mærsk to join forces in research and development to design the ship of the future and to enable the use of increasingly sustainable alternative fuels to power our vessels. We are also pursuing work with our partners and customers and in this connection have continued to expand the Coalition New Energies, which now includes nearly 20 industrial and energy companies that focus on developing pilot projects (on-board carbon capture on ships, study of carbon storage and transport infrastructure in ports). In addition to these commitments and initiatives, we are actively implementing our policy of investing in the financing of new solutions through the Energies Pulse Fund: €1.5 billion over five years, with almost €500 million already committed. These robust, concrete actions reflect a long-term strategic commitment that needs to be translated, as of today, into measurable programs and results.”**

**CHRISTINE CABAU,**

Executive Vice President - Assets and Operations CMA CGM Group

**100%**  
low-carbon electricity  
for CEVA Logistics  
warehouses by 2025

## Reducing the energy consumption of maritime transport

### R&D

Research and development is crucial to meeting the challenges posed by climate change. The aim of this work is to identify and 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 is determined to achieve Net Zero Carbon by 2050 and guides the Group's technological innovations in a comprehensive and integrated manner. This department focuses on developing solutions for the energy transition that are applicable across the entire supply chain. These initiatives cover ships, port terminals, the stages before and after the main carriage, and the way operations are conducted. To achieve these objectives, the department relies on the expertise of a varied team of some fifty professionals. The team includes naval engineers, engine and energy specialists, data scientists and experts in terminal digitalization and decarbonization.

<sup>6</sup> Wind deflector

CMA CGM's strategic industrial and academic partners, as well as startups hosted by ZEBOS, 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.

### Decarbonization technologies

In 2023, the Group tested and validated several solutions, which are currently being deployed by CMA Ships:

- The windshield<sup>6</sup>, which has proven its ability to reduce CO<sub>2</sub> emissions after testing on a ship
- “Part-load optimization” software, which adjusts fuel injection parameters to optimize engine operation for the vessel's actual load, has been tested on the CC Bougainville, resulting in emission reductions of up to 1%.
- GHG optimization, which reduces methane slip from auxiliary engines by 50%.

### Methane Slip

Fugitive and unburnt methane leakage are a major issue for LNG-powered vessels. A solution called iCER, which recirculates and burns the gas from these micro-leakage, has been developed in collaboration with engine manufacturers. The iCER system already equips the 13,000 TEU CMA CGM Bahia (and will be installed on the next five ships).

For the ten new 23,000 TEU LNG-powered ships on order, expected in 2026-2027, CMA CGM will take another step in reducing its methane emissions by working with another engine manufacturer to inject the gas at high pressure. This engine already powers the 7,300 TEU CMA CGM Innovation.



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

Other solutions – for which the engineering was developed in 2023 – are currently in the test phase:

- The Variable Compression Ratio (VCR) adjusts the position of the piston, improving fuel consumption and reducing emissions. This system will be installed in 2024 on a feeder vessel. This should reduce CO<sub>2</sub> emissions by 6%.
- Reducing methane slip by changing engine intake valves
- Other solutions are still being engineered, such as on-board CO<sub>2</sub> capture and storage (CCUS).

**Windshield**

The CMA CGM Marco Polo (16,022 TEU) now has a new silhouette, with a windshield installed on its bow. This innovative device improves the ship's aerodynamics. It is the culmination of four years of research and development, six months of engineering, three months of premanufacturing and a 38-day shipyard period. SmartShip analysts, in conjunction with the Global Operations Efficiency department, have measured a 2% to 4% reduction in fuel consumption, depending on wind conditions.

The R&D teams are running simulations based on ship size and speed. They are used to determine on which ships the installation of windshields is most appropriate, taking into account factors such as visibility, mooring operations, naval architecture and stability constraints, and the ship's structural impact. The greatest gains are seen on large vessels, especially ships with two superstructures.

The installation of windshields has been approved for 4 retrofits and 17 new vessels.



**New ship concepts**

The possibility of incorporating tomorrow's potential energies into containerships is studied through "concept ships", which enable us to validate the technical solution and obtain an initial cost impact.

- Vessel designs incorporating multiple propulsion technologies.
- Concept hydrogen feeder<sup>7</sup> ship, in partnership with Energy Observer, including a study of the technical and economic viability of both the technical concept design and the complex liquefied hydrogen supply chain.
- 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 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 containerships, 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 containerships.
- Concept for converting existing ship engines to use alternative fuels. A methanol retrofit feasibility study has been carried out.



**NEOLINE**

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

Construction of the first NEOLINER began this year, with the first cut of steel in November 2023. Commissioning is expected in 2025. NEOLINE has

opted for wind propulsion. This mode of propulsion, combined with a reduction in the operating speed to 11 knots, halves the energy required to travel one nautical mile. The NEOLINE pilot line, which is open to all shippers, will offer a tailor-made 265 TEU service between the Atlantic coasts of Europe and the United States, with service to the archipelago of Saint-Pierre & Miquelon.

<sup>7</sup> A feeder is a small vessel used to transport goods from large ports to smaller ones.



**Decarbonization of terminals**

CMA CGM innovates by developing new tools to improve terminal operations. These tools, which rely on the Internet of Things (IoT) and data analysis, are aspects of the **“Smart Terminal”** project. This project seeks to discover inefficient operations, which cannot be detected in the field by the human eye due to the mass of data, and thus to reduce carbon emissions by providing optimized operational solutions. This requires:

- Collecting, standardizing and merging data in spite of technological diversity and multiple data sources.
- Development of a “Digital Twin” terminal. Instant alarms and dashboards help monitor terminal activity. They centralize and analyze data in real time. This tool enables us to offer effective support and find specific ways of reducing emissions.
- Strong support for the development of an industry-wide port handling data exchange standard and deployment of this big data TIC 4.0 standard in our terminals.

**Waterborne Awards 2023**

CMA CGM received a European award for the Assist-IoT project at the Malta terminal.

The iTerminals 4.0 project was voted best innovation project at the Waterborne Awards 2023 ceremony, which took place in Brussels as part of the Waterborne Days conference.

iTerminals 4.0 is a pilot project supported by the European Union. This project is the fruit of the R&D Terminal team’s vision, with a major contribution from several Group entities, and is implemented by our Malta Freeport terminal and the Flanders terminal, in conjunction with equipment manufacturers. The aim is to incorporate Industry 4.0 technologies, such as the “Digital Twin,” into the terminal and container handling sector.

The Group reduces GHG emissions of all its terminals using a number of approaches and tools, such as:

- applying low-carbon energy supply solutions (electrification and green or low-carbon electricity supply, use of renewable fuels) and an equipment renewal plan integrating energy efficient solutions (“Green Terminal” project).
- deploying LED technologies in terminals to reduce electricity consumption.
- launching a field test campaign for electric and hydrogen-powered handling equipment, in partnership with manufacturers, in order to assess their operational capabilities on a large scale and improve their reliability. Tests of two hydrogen-powered top loaders at the FMS terminal in Los Angeles were begun in 2023. The tests will continue in 2024 and will be supplemented by trials of hydrogen-powered port tractors. The aim of these innovative technologies using green hydrogen is to decarbonize handling operations.

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.

**Objectives and risks**

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

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

CMA CGM continuously analyzes both short- and long-term risks to its assets due to the energy transition.

This includes assessing risks generated by fuel types, regulatory changes, and the challenges of adopting low-emission technologies. The analysis also covers access to low-emission fuels, possible reductions in ship speed, and increases in indirect costs due to the extension of carbon quota systems to the maritime sector.

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

R&D conducts an ongoing and systematic assessment of technologies that may help decarbonize ships. Once simulations and studies have been carried out, and once the CO<sub>2</sub> savings have been confirmed, these technologies are deployed on pilot projects. These new technologies can be implemented at the design stage in the case of new ships, or during drydocking for maintenance.

The operational teams endeavor to accurately identify ship operating behaviors in order to recommend more efficient and responsible operations, and then to guide captains and officers on board the ships towards the optimal navigable route.

The shore-based fleet center captains assist on-board captains through various tools (weather files, warning systems, etc.) to help them navigate smoothly and make decisions in bad weather. They also provide assistance in crossing piracy zones and facilitate arrival in congested ports. In line with the Group’s commitment to preserve biodiversity and protect endangered species, the **Fleet Center** reroutes ships and ensures they comply with speed reduction regulations in targeted areas.

In 2023, with the support of the R&D department, CMA CGM ramped up developments and implemented new tools to reduce fuel consumption, as well as the carbon impact of ships’ journeys.

**OPERATIONAL EXCELLENCE IN MARITIME TRANSPORT**

**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 three CMA CGM **Fleet Centers**, which cover all time zones and operate around the clock to guide ships.

## Reducing our energy consumption

### FLEET CENTER

#### Dynamic Routing at CMA CGM

CMA CGM's Fleet Center has developed an advanced model to accurately predict the fuel consumption and power of ships. This tool, which uses high-frequency data, is a key component of the Dynamic Routing project. It optimizes routes based on weather conditions. After a route has been selected, it will be updated several times a day as new weather forecasts are received. This system contributes directly to ship safety and to reducing greenhouse gas emissions.

#### Smartship: a step towards decarbonizing CMA CGM's fleet by 2050

The Smartship project, which CMA CGM initiated in 2021, contributes to achieving the goal of Net Zero Carbon by 2050 by reducing fleet emissions. At the heart of this project, algorithms using artificial intelligence play a crucial role in optimizing emissions at various levels: adapting routes and engine power (by avoiding acceleration and deceleration), optimizing loading, engine maintenance, etc.

The project is being deployed in several stages. The first stage is the digitization of ships by installing sensors to collect high-frequency operational data. This data is then analyzed in order to gauge the consumption of the energy equipment on board, and to optimize the scheduling of hull and propeller cleaning.

A signature innovation of the project has been the development of automatic alerts to detect fuel consumption reduction opportunities. The goal is to reduce CO<sub>2</sub> emissions by 5% to 10%.

#### Just in Time navigation: reducing the carbon footprint of port arrivals

The higher the speed of a ship, the more CO<sub>2</sub> it emits. Therefore, it is essential to manage the arrival of ships at ports on a "just-in-time" basis, in order to reduce their average speed at sea.

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 plan for ports where Group ships call. Partnerships have been established with several terminals to facilitate digital exchanges, thus enabling "high-frequency" control of ship arrivals in ports.

In addition, the Group has entered into an innovative five-year partnership with the French National Space Studies Center (CNES) to work on intelligent ship routing and connected port operations. The Group is also working with Eutelsat to set up next-generation connectivity on board ships to improve efficiency and reduce our carbon footprint.

#### Ship trim<sup>8</sup> optimization to reduce emissions

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

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

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

### Reducing emissions from the construction and use of our containers

The containers transported are a key component of CMA CGM's business. The "Container Logistics" teams work closely with container suppliers and the vessels' technical teams.

In the case of refrigerated containers, the aim is to reduce energy consumption in order to reduce direct impacts, by:

- Conducting in-depth analyses of the energy consumption of different container models in order to invest only in high-performance, low-consumption refrigeration systems.
- Optimizing energy management of refrigerated containers after they have been loaded on board.

Another major challenge is to reduce the indirect impact of all container types by improving their design and maintenance. To meet this challenge, the Group:

- Carries out container construction R&D and optimization work, in particular studies on types of flooring (bamboo or recycled or recyclable plastic), paints and insulation of reefer containers. To ensure that the solution chosen is environmentally friendly and effective over the long term, an analysis of its impacts is considered.

- Recycles refrigerant gases: CMA CGM is taking part in a pilot project with PSA terminal in Singapore to recycle refrigerant gases, under which gases reclaimed during maintenance are filtered and cleaned, and then recycled and reused in other refrigerated containers.

- Reconditions parts: CMA CGM has established a partnership with AM Solution that recovers defective parts on board vessels for reconditioning and uses reconditioned spare parts whenever possible.

#### Optimizing CCIS terminal and depot operations

Optimization is pursued and achieved through a number of actions:

- Choosing electrical equipment for new terminals and terminals under construction: TMT Alexandria in Abu Dhabi, Puerto Antioquia in Colombia, Cai Mep in Vietnam. These terminals are equipped with e-RTGs<sup>9</sup> in order to reduce the mechanical breakdown rate, maintenance costs and greenhouse gas emissions by 70%, as well as to increase productivity.
- R&D projects combining big data and decarbonization: energy efficiency levels are measured for each zone by collecting data on energy use, the carbon footprint and the cost of fuel required to transport a container.

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

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

- Optimizing depot layouts to reduce unproductive handling, thus reducing fuel consumption, equipment maintenance and tire wear.
- Eco-driving training provided to raise awareness and improve driving practices.
- Research into new container repair techniques, in particular replacing acetylene cutters (which use gas canisters) with plasma cutters.

<sup>8</sup> Longitudinal trim is defined as the longitudinal inclination of a vessel.

<sup>9</sup> Rubber tired gantry cranes

## Reducing our energy consumption

### Fleet and infrastructure optimization

#### State-of-the-art ships

#### New orders

In order to maintain an optimal fleet, the Group has a regular fleet renewal policy. CMA CGM continuously upgrades its fleet by investing in more efficient and environmentally-friendly vessels. In 2017, the Group opted for “dual-fuel” liquefied natural gas ships, a technology that is currently available and protects air quality, and that is also a first step towards meeting the Group’s goal of achieving Net Zero by 2050. The engine deployed on these ships already has the technical capacity to use biomethane and e-methane.

By 2028, 119 vessels that can be powered by biomethane and e-methane, with a capacity between 2,000 and 23,000 TEU, will be added to the Group’s fleet. CMA CGM has chosen to diversify the energy mix of its fleet by also ordering 24 vessels powered by methanol, bio-methanol or e-methanol.

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.

#### La Meridionale

In the first quarter of 2027, La Meridionale will receive two new French flagships that will reinvent the crossing between the mainland and Corsica. They will be equipped with all the latest technology, will be powered by liquefied natural gas, and will be able to use low-carbon fuels (biogas and synthetic methane). These ships will be equipped with 13MW battery packs, thus eliminating pollutant emissions during port calls.

■ 2022  
■ 2023  
> Objectives

#### Maritime Activity

##### Number of dual-fuel ships

■ 32  
■ 37  
> 119 in 2028

##### Rated capacity of dual-fuel ships

in TEUs  
■ 468,000  
■ 513,439

#### Air quality

CMA CGM Group is committed to reducing its CO<sub>2</sub> emissions and also endeavors to reduce pollutant emissions from the combustion of traditional fuel oil, such as sulfur oxides (SOx), nitrogen oxides (NOx) and fine particles (FPs). Air quality is a major public health issue and a priority for seafarers, terminal workers and the residents of port cities. In January 2020, in compliance with IMO regulations, CMA CGM adopted the use of low-sulfur fuel oil and continues to reduce atmospheric pollutant emissions 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;
- installing cold ironing systems for ships.

#### 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,<sup>11</sup> hydrodynamics and aerodynamics optimizations.

For propulsion, CMA CGM is increasingly using of liquefied natural gas (LNG) and methanol, which significantly reduce pollutant emissions. LNG reduces SOx emissions by 99%, NOx emissions by 92% and fine particles by 91%, thus exceeding regulatory requirements. Similarly, methanol-powered ships can reduce SOx emissions by 90%, NOx emissions by 30% to 50% and fine particles by 90%.

#### Mediterranean SECA

On 16 December 2022, the 79<sup>th</sup> session of the Marine Environment Protection Committee of the International Maritime Organization (IMO) confirmed to create an Emission Control Area for Sulfur Oxides and Particulate Matter (SECA) in the Mediterranean Sea which will be applicable from 2025. The creation of this area means that all ships entering the Mediterranean will be required to use fuel with a sulfur content of no more than 0.1%.

■ 2022  
■ 2023  
> Objectives

#### Maritime Activity

SOx emissions from fuel consumption of the maritime fleet ✓

in thousands of tons

■ 71  
■ 68

NOx emissions from fuel consumption of the maritime fleet ✓

in thousands of tons

■ 575  
■ 553

Fine particle emissions from fuel consumption of the maritime fleet ✓

in thousands of tons

■ 54  
■ 51

<sup>10</sup> Energy Efficiency Design Index: the nominal energy efficiency index for new ships.

<sup>11</sup> Cold ironing is the technology that enables ships to be connected to shore power.

## Reducing our energy consumption

Below are a few examples of optimizations that can be incorporated into new builds or vessels already in the fleet:

### Hydrodynamics and aerodynamics

Hydrodynamics: tank trials to optimize hull designs, bows, water flow straightening nozzles installed upstream of the propeller, steering system (rudder) and propeller design.

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 will be incorporated into the 2000TEU series currently under construction. The addition of a windshield improves aerodynamics on large ships with standard superstructures.

Finally, to ensure the hull operates under optimal conditions, the Group applies a high-performance paint to reduce fouling and enhance hydrodynamics. At the same time, it carries out an ongoing underwater maintenance program, including polishing the propeller and inspecting and cleaning the hull.

### Engines and energy efficiency

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

- High-performance engines: more fuel-efficient engines
- Intelligent exhaust gas recirculation control technology, which reduces fuel consumption and methane emissions

- Shaft generator: a system that recovers energy from the propulsion shaft between the engine and the propeller
- Use of four-stroke LNG engines featuring the latest methane emission reduction technologies

- Use of recovery boilers: heat from exhaust pipes is recovered to produce heat
- Development of artificial intelligence tools to optimize auxiliary engine operation and maintenance, thus significantly reducing fuel consumption

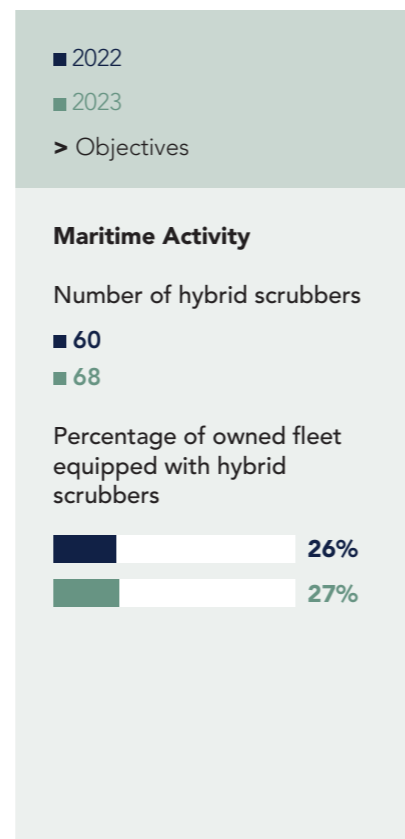
### Scrubbers

The Group has opted for hybrid flue gas treatment systems (scrubbers). These systems can operate in a closed loop circuit and are beneficial for vessels that use fuel with a sulfur content exceeding 0.5%. They capture the majority of sulfur, hydrocarbon and nitrogen oxide residues. The residues are then processed in shore-based facilities. At this time, 86 vessels are equipped with hybrid scrubbers (60 owned and 26 chartered vessels), accounting for 15% of the fleet.

#### Regulatory context

Local authorities may adopt specific rules for flue gas treatment systems (scrubbers) requiring the use of closed loop systems only. CMA CGM closely follows changes in local requirements to ensure its fleet remains in compliance. In addition, all vessels check local requirements with local officials before berthing or entering territorial waters, inland waters and estuaries.

CMA CGM sources traditional fuel oils with a maximum sulfur content of 0.5% sulfur for its ships not equipped with scrubbers. This practice is in accordance with the MARPOL Convention of the International Maritime Organization (IMO) for the prevention marine pollution.



### Cold ironing or shore power connection

By connecting to shore power (also known as "cold ironing"), container ships calling at ports can shut down their auxiliary engines. These actions 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.

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 ship to be able to connect to shore power:

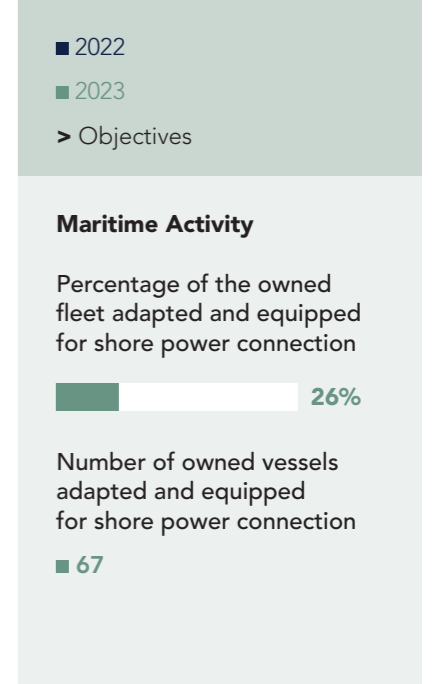
- The ship must be "adapted" (retrofits to the ship to allow the installation of a connection)
- The ship must be "equipped" with mobile connection equipment (a cable container or reel to make the connection).

In order to adapt to future regulations, a review of the fleet was carried out in collaboration with the lines in order to draw up a list of the owned vessels to be retrofitted first. CMA CGM endeavors to equip all its adapted ships.

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

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

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



### Signature of an agreement to launch the Antilles Hub project

Thanks to its capacity to accommodate large vessels, the project will increase activity in the two islands by an additional 300,000 containers a year.

The CMA CGM Group has ordered a new fleet of seven biogas-powered vessels, which have 67% lower CO<sub>2</sub> emissions.

These container ships, which will be delivered progressively starting in 2024, will serve Guadeloupe and Martinique and will offer significantly increased service to both islands, while maintaining quality, reliability and regularity.

This investment in the future will enable the French West Indies to become the gateway to a new green maritime corridor between Europe and the Caribbean.

The Antilles Hub is the fruit of collaboration between the French government, the local authorities of Guadeloupe and Martinique, the major ports of Guadeloupe and Martinique, and the CMA CGM Group. The Antilles Hub is a joint development project with a focus on the economic aspects of port and logistics activities, that also endeavors to reduce the carbon footprint of maritime and port services.



## Reducing our energy consumption

### Optimizing our infrastructure at terminals and depots

#### Developments in the vehicle fleet and means of transport at our terminals and CCIS depots

In addition to upgrading vessels, the Group recommends that terminals and depots progressively convert their equipment and opt for low-carbon solutions (see Section 3. Inland Activities).

#### Modernizing and adapting the infrastructure at terminals and CCIS depots

In addition to renewing the fleet by investing in vehicles with lower CO<sub>2</sub> emissions, efforts have also focused on buildings.

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

The CCIS depots are also involved in this initiative:

- CCIS Cakung – Indonesia: project to install solar panels on the roof of the offices, the gate and the washing shed, which is expected to cover up to 50% of annual electricity consumption.



- CCLP Dadri: surface area of photovoltaic panels increased to meet growing demand from customers with reefers. The current installation dates from 2018 and has an installed capacity of 250 KWp. The aim is to expand it to 550 KWp.

- The CCIS Bangkok site has also joined the initiative by installing photovoltaic panels at the entrance station. The benefits of this project are monitored and posted at the site entrance for greater transparency.

- CCIS ANL Australia is currently installing photovoltaic panels.

All terminals under concession contracts of 10 years or longer also participate in the solar panel installation initiative. This approach is in line with the Group's commitment to switch to green electricity when available.

Other facilities modernization projects are currently being studied or launched:

- Flandres Terminal, Dunkirk, France (study phase in 2024); Malta Freeport, Malta; Fenix Marine Services, Los Angeles, USA (same as Dunkirk); and Tangier Eurogate, Morocco.

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



"As a company with a strong CSR commitment, we closely monitor the part that our operations play in climate change. Our world is changing, and we are responding. Our decarbonization efforts are linked to our ability to innovate and collaborate. In the short-term, we are reducing the carbon footprint of our warehouses (84% of our warehouses are equipped with LED; 34% with low carbon electricity), investing in low emission vehicles (tripling the number in operation during 2023) and finding more sustainable solutions with carriers for the transport we purchase for our customers. In the end, the expertise of the CEVA team gives me confidence that we will succeed."

**MATTHIEU FRIEDBERG,**

Chief Executive Officer CEVA Logistics

## Reducing the energy consumption of inland transport

### CEVA LOGISTICS OPTIMIZES FLOWS AND MONITORS THE ENVIRONMENTAL PERFORMANCE OF ROAD TRANSPORT SUBCONTRACTORS

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 we are taking action to reduce its impact. For example, in their responses to invitations to tender, subcontractors are asked to describe the environmental performance of their fleets and their actions to promote sustainable 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, and quantified targets for reducing fleet emissions.

CEVA Logistics also invests in innovative solutions to optimize its operational performance and reduce its environmental footprint. In particular, CEVA Logistics works on intelligent routing, quantity forecasting and capacity modeling software. In this way, CEVA Logistics contributes to optimizing truck loads and reducing the number of deliveries.

- The "Station Gravity," a tool developed by CEVA Logistics in collaboration with Teranalytics, primarily for the United States. Its aim is to strategically position pick-up and delivery agencies (P&D) to reduce distribution distances and lower associated costs. The tool has already been deployed in North America and has facilitated the relocation of several sites at the time of lease renewals. The plan is to ramp up the use of this solution in connection with the CEVA Ground US real estate development project in 2024.

- "RouteMax", a tactical tool designed to optimize the daily organization of distribution routes by reducing the distance or number of routes, in particular for network activities and customer-dedicated routes. Proof of Concept (POC) trials were conducted in the United States and Thailand in 2023, and the solution is expected to be rolled out in Southeast Asia and the USA (network) in 2024.

Finally, CEVA Logistics is also working on the use of a platform to determine the optimal energy mix for the vehicle fleet to be deployed within a specific region or country or for a specific flow. In partnership with ElectroTempo, CEVA Logistics will be able to focus its efforts and investments on areas with high emissions, in order to focus on those where environmental gains are the greatest.



**CMA CGM and La Poste Group signed a cooperation agreement that will:**

- Provide CEVA Logistics customers with the expertise of Geopost, a La Poste subsidiary.
- Develop reverse logistics and circular economy solutions based on Geopost's first/last-mile parcel delivery expertise and CEVA Logistics' know-how.
- Reduce the carbon emissions of both entities by jointly optimizing long-distance road transport through the use of low-carbon vehicles.

**CEVA LOGISTICS DEVELOPS MODAL SHIFT**

**Rail transport**

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

Several actions have been initiated to reduce CEVA Logistics' CO<sub>2</sub> footprint, such as:

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

- Studies to switch CEVA Logistics' current volumes shipped by truck to a truck-and-rail solution, wherever practicable.

- Proactive action by CEVA Logistics through numerous discussions with its customers to identify opportunities for CO<sub>2</sub> savings and modal shift from truck to rail. One of the key measures is to carry out test shipments on existing routes in order to identify the impact on production planning, delivery times and the CO<sub>2</sub> footprint for each shipment.

**Highlight – Partnership with Scuderia Ferrari F1:** CEVA Logistics recently developed an innovative rail transport solution in North America for the Scuderia Ferrari F1 racing team. For the first time in Formula 1 history, Ferrari equipment traveled by train between three Grand Prix sites in North America.

Since the beginning of the partnership in 2022, and in line with both companies' efforts to reduce their carbon footprint, CEVA Logistics has transformed Scuderia Ferrari's supply chain. The transport of six sets of equipment was shifted from air freight to a combination of maritime and road freight, with CEVA Logistics ensuring that the equipment reached each of the 23 Grand Prix race courses on time.

The rail solution reduced carbon emissions by 90% compared with the equivalent journey by air, and by 32% compared with an all-road solution.

**Sea-Air hybrid transport**

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

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

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

For inland transport, the Group prioritizes bulk and intermodal transport solutions to reduce its impact on the environment. CMA CGM endeavors to develop more sustainable, efficient and streamlined transport solutions. For the inland transport of goods, this approach means, in particular, a modal shift from road to rail or barge. In 2023, 66% of the Group's inland freight was transported by rail or barge. Despite a shortage of these services and infrastructure in certain parts of the world, CMA CGM's goal is to increase this share to 70% by 2025.

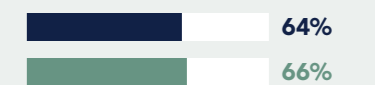
For this purpose, the Group sets up block trains: this service, which has been developed for several years, consists of chartering a full train at regular intervals to transport containers from a maritime terminal to an inland terminal. By increasing volumes, it significantly reduces CO<sub>2</sub> emissions. Block trains can transport 40 to 100 TEUs, over distances ranging from a few kilometers to several thousand. CMA CGM has developed numerous rail corridors on all continents.

In 2022, the Group developed this mode of transport in China. Customers now have a very wide choice of 31 rail corridors in northern, central and southern China, with several departures each week linked to our 110 maritime transport services for goods exports and imports.

In the rest of the world, block trains were developed in Italy, Spain, Brazil, India, Malaysia and Egypt.

- 2022
- 2023
- > Objectives

**Rail/barge transfers - Share of inland transport by rail or barge**



> 70% by 2025

## Reducing our energy consumption

### CEVA LOGISTICS MODERNIZES ITS FLEET

#### Evolution of CEVA Logistics' fleet

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

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

To maintain an efficient fleet, CEVA Logistics chooses recent models when renewing equipment, and encourages its subcontractors to do the same. Its transport of finished vehicles division has converted its entire fleet of long-haul car carriers to the Euro VI standard<sup>10</sup>, which imposes emission limit values for nitrogen oxides (NOx), carbon monoxide (CO), hydrocarbons (HC) and particulate matter.

#### Investments in the use of alternative fuels to decarbonize the fleet

**Electric vehicles:** The ambitious investment plan to electrify the vehicle fleet is ongoing. The Group currently has over 300 electric trucks and vans in service, and the goal is to have a fleet of 1,450 electric vehicles by 2025. To achieve this goal, the Group meets regularly with car manufacturers to learn about current innovations and

secure future supplies. Together with its customers and subcontractors, it studies the feasibility of projects, their costs and their environmental benefits: mileage and range, available charging stations, carbon content of local electricity, etc.

**Biodiesel:** In 2023, CEVA Logistics converted the logistics flows operated for Toyota Motor Europe in northern France to hydrotreated vegetable oil (HVO) biodiesel. In all, CEVA Logistics converted 14 trucks to HVO biofuel. Adopting this biofuel as an alternative to diesel, in daily use over a distance of 6,400 km, will reduce CO<sub>2</sub> emissions by over 1,200 tonnes per year.

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

#### Decarbonizing the last-mile delivery

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

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

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

To implement this initiative, Colis Privé introduced delivery by electrically-assisted cargo bike in several city centers, including Bordeaux, Nice, Lyon, Marseille, Toulouse, Rouen and Paris.

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



#### ACTIONS AT LOGISTICS SITES

CEVA Logistics operates over 900 sites in connection with its Contract Logistics, Finished Vehicles Logistics and Freight Forwarding businesses. These sites cover a surface area of over 10.4 million m<sup>2</sup>.

CEVA Logistics is actively working to improve the environmental performance of its warehouses.

#### Energy efficiency

CEVA Logistics' energy use reduction and energy efficiency plan, launched in 2022, continued in 2023. It focuses primarily on actions to reduce energy consumption (LED lighting, lithium battery-powered handling equipment, etc.), monitor energy consumption and raise employee awareness.

#### Decarbonizing logistics platforms

In addition to reducing its energy consumption, CEVA Logistics is pursuing its program to improve the environmental performance of its sites and logistics platforms by decarbonizing electricity, producing renewable electricity and improving processes (waste management, water management, etc.).

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

- When new sites are leased, CSR criteria are taken into account, such as whether buildings are certified to the highest environmental standards (HQE, BREEAM, etc.), the type of lighting (LED), and whether the site has photovoltaic panels or energy management tools;
- When leases are renewed, environmental factors are always taken into account during negotiations (installation of LED lighting, solar panels, etc.);
- Throughout the term of the lease, by optimizing and monitoring the energy consumption of buildings, implementing innovative environmental solutions, etc.

In 2023, several environmental projects were launched:

- **LED:** the sites in Argentina, Chile, Australia, Philippines, Singapore and Malaysia now have 100% LED lighting. A number of projects have also been launched in Europe (France, United Kingdom, Italy, Turkey) and the United States. The LED plan has also been deployed in the companies that joined CEVA Logistics last year: these sites will be equipped by the end of 2024.

Over CEVA's original scope, only sites whose leases are being renewed or that will soon be vacated are not equipped with LED lighting, bringing total LED coverage to 89%.

- 2022
- 2023
- > Objectives

Surface area of CEVA sites equipped with photovoltaic panels

- 666,042 m<sup>2</sup>
- 773,295 m<sup>2</sup>
- > 1.8 million m<sup>2</sup> by 2025

Percentage of CEVA warehouse floor area covered by LEDs



## Reducing our energy consumption



### - Photovoltaic panels:

- o In Mexico, in partnership with Prologis, the lessor, solar panels with a total installed capacity of 1.1 MW are being installed at two sites. The electricity produced will be sold to CEVA Logistics under a power purchase agreement (PPA): the electricity supply of these sites will thus be 100% low-carbon;
- o In Lebanon, 5,000 m<sup>2</sup> of solar panels were installed at the site. They will reduce Scope 2 CO<sub>2</sub> emissions by 20% and produce around 380 MWh of power per year;
- o In Thailand, CEVA Logistics invested in "portable" solar panels, as it is not the owner of the site. These panels, which are easier to remove, can be reinstalled at another site if the business relocates. They will generate around 170 MWh of power per year, saving 80 tons of CO<sub>2</sub> per year;
- o These projects are concrete examples of the initiative that has led to the installation of over 770,000 m<sup>2</sup> of solar panels at the various sites in the five regions in which CEVA operates.

**- Environmental certifications:** this year, a pilot site in Turkey obtained BREEAM-in-use certification. This certification assessed building performance (Very Good rating) and the quality of its management (Good rating). It is used to evaluate sites for which the certification process has not been initiated by the owners.

**- Handling equipment:** under the warehouse greening plan, the fleet of handling vehicles is being converted to lithium battery-powered machines. To carry out this project, a worldwide call for tenders was launched in 2023 to ensure that all countries will obtain the best possible terms. This call for tenders will ultimately result in the conversion of 700 units (delivery scheduled for 2024).

If the installation of photovoltaic panels is not possible, electric power contracts that come up for renewal are converted into green electricity (low-carbon energy) contracts or supplemented by the purchase of guarantees of origin. In 2023, the share of low-carbon electricity in our energy mix had risen to 34%.

By 2025, CEVA Logistics targets installation of 1.8 million m<sup>2</sup> of photovoltaic panels at its sites. This target is coupled with a second goal: to obtain our electricity from 100% low-carbon sources.

### Colis Privé

Colis Privé renewed its ISO 50001 certification in 2023. This certification confirms Colis Privé's commitment to managing and reducing its energy consumption in these buildings, in IT and in transport.

- This requires managing consumption and more reliable measurements. This commitment is also reflected by the actions taken to reduce energy consumption (relamping, alternative parcel distribution and delivery solutions, employee awareness, energy efficiency of company vehicles, etc.).
- Target: reducing energy consumption by 15% by 2025 compared with 2019.
- Colis Privé translates its commitment into action by leasing sites that have obtained at least a Very Good BREEAM rating, such as the Quincieux branch and the Compans Hub.

The Compans Hub was awarded the SIMI prize in 2022 and seeks to achieve a BREEAM Excellent rating.

Photovoltaic panels have been installed on the roofs of both buildings, in line with CEVA's ambitions.

## Reducing air transport emissions

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, and thus to reduce our CO<sub>2</sub> emissions. We are working on several initiatives to this effect, including:

- Route optimization, to find the best balance between flight plans and fuel consumption.

- Optimizing the take-off and landing phases, to find the best balance between the glide path, speed and fuel consumption

- Adopting "Single Engine Taxi" techniques, which means that aircraft use only one engine when taxiing.

The Group is also a trailblazer in terms of aircraft performance through its investment in the latest-generation aircraft in order to modernize its fleet: two B777Fs will be delivered in 2024 and four Airbus A350Fs will be delivered in 2026. These A350Fs, which CCAC will be the first to operate, have the lowest CO<sub>2</sub> emissions of any aircraft on the market.




# 2. Using new LESS CARBON-INTENSIVE ENERGY

*By 2028, 119 ships that can be powered by biomethane and e-methane, with a capacity between 2,000 and 23,000 TEU, will be added to the Group's fleet*

### RESEARCH AND DEVELOPMENT OF LOW-CARBON SOLUTIONS FOR ALL GROUP ACTIVITIES

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






## Maritime

Alternative fuel	Maturity	Potential reduction*	CMA CGM status / Projects and Partnerships
 <p><b>Biodiesel</b></p>	<p>Choice to use only second-generation or equivalent biofuels produced from biomass waste and residues (e.g. used cooking oil).</p> <p>Circular economy through the recovery of biomass waste.</p>	<p>Technology that meets industry safety standards.</p> <p>Solution available and usable immediately.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solution currently in use (since 2020), and numerous projects are underway to develop and promote it in the coming months and years.</p> <p><b>- 85%</b></p> <p>The coalition is working to develop processes from biomass waste to produce marine fuel oils while limiting competition for use.</p>
 <p><b>LNG</b></p>	<p>Methane (CH4) of fossil origin.</p> <p>Benefit for public health and air quality protection. This solution reduces SOx emissions by 99%, NOx emissions by 92% and fine particles (FPs) by 91%.</p>	<p>Technology that meets industry safety standards.</p> <p>Mature technology ready for use in the fleet of LNG vessels, developed transport and available distribution infrastructure. High energy density.</p>	<p>Solution in use since 2020, transition initiated to biomethane, synthetic methane and e-methane.</p> <p><b>Up to - 20%</b></p> <p>Several partnerships with LNG suppliers such as TotalEnergies and Shell have made it possible to set up LNG supplies as marine fuel in several major ports such as Rotterdam, Marseille and Singapore.</p> <p>As the leading LNG bunkering hub in France for maritime transport, Marseille's goal is to serve the entire Mediterranean and southern Europe.</p>
 <p><b>Biogas, biomethane</b></p>	<p>Biomethane (CH4) is a renewable gas produced from biomass, such as bio-waste or agricultural waste via the biological process of anaerobic digestion. CMA CGM has chosen to source only biomethane produced from waste and residue to avoid negative externalities.</p> <p>Circular economy through recovering biomass waste and returning carbon and nutrients to the soil.</p>	<p>Technology that meets industry safety standards, mature and ready to use for the existing gas fleet. High energy density.</p> <p>CMA CGM is working with its partners on scaling up this solution, which is a major challenge, and on the associated regulations. Under the REPowerEU Plan, Europe aims to increase biomethane production tenfold by 2030, thus supporting the development of this fuel.</p> <p>Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p>	<p>Solution currently in use (since 2021), and numerous projects are underway to develop it over the long term (coming months and years).</p> <p><b>At least - 67%</b></p> <p>CMA-CGM, EveRé, Elengy and TotalEnergies are carrying out a circular economy project at the Marseille Maritime Port to recover landfill gas from waste in the Marseille area and reuse it as fuel.</p> <p>CMA CGM has invested in the French company Waga Energy, which produces biomethane from landfill gas.</p>

\*compared with conventional fuels





## Using new less carbon-intensive energy

### Maritime


Alternative fuel	Maturity	Potential reduction	CMA CGM status / Projects and Partnerships
 <p><b>E-methane</b></p>	<p>Technology that meets industry safety standards. High energy density.</p> <p>Mature technology ready for use in the existing fleet of gas vessels, developed and available transport and distribution infrastructure (use of existing gas network). Scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO<sub>2</sub> capture projects (competition with other uses), are major challenges on which CMA CGM is working with its partners and on the associated regulations.</p> <p>Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p>	<p>Solution available in 2025 with many projects under development in the coming years.</p> <p><b>Approximately - 85%</b></p>	<p>CMA CGM is a partner in the Jupiter 1000 project in Fos-sur-Mer. This demonstrator coordinated by GRT Gaz will store renewable electricity as low-carbon hydrogen, then convert it into e-methane, using industrial CO<sub>2</sub> captured from the flue gases of a nearby facility.</p> <p>CMA CGM is also developing a partnership with ENGIE for this solution.</p>
 <p><b>Biomethanol</b></p>	<p>Technology that meets industry safety standards, mature and ready to use.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solutions and projects available starting in 2025-2026, programs and partnerships under development for the coming years.</p> <p><b>Approximately - 75%</b></p>	<p>CMA CGM has expanded discussions with its suppliers on large-scale industrial projects with the aim of securing the production of biomethanol and synthetic methanol generated using renewable electricity.</p> <p>In 2023, CMA CGM and MASDAR signed a Memorandum of Understanding (MOU) to strengthen the supply of alternative fuels for the CMA CGM fleet.</p> <p>CMA CGM has signed a Memorandum of Understanding (MOU) with COSCO SHIPPING and SIPG to collaborate on the supply of bio/e-methanol for the 24 new CMA CGM vessels.</p>
 <p><b>E-methanol</b></p>	<p>Technology that meets industry safety standards, mature and ready to use.</p> <p>CMA CGM is working with its partners on scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO<sub>2</sub> capture projects (competition with other uses), which are major challenges, and on the associated regulations.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solutions and projects available starting in 2025-2026, programs and partnerships under development for the coming years.</p> <p><b>Approximately - 95%</b></p>	<p>CMA CGM is a contributor to the Hy24 hydrogen investment fund, along with many other major industrial groups and banks. This fund focuses on scaling up proven hydrogen technologies to advance decarbonisation.</p> <p>Two years ago, CMA CGM joined the Energy Observer, an initiative that explores concrete solutions to accelerate the energy transition. They are currently working on the Energy Observer 2 project that will create and test a prototype liquid hydrogen-powered E22 container ship for use on regional lines.</p>
 <p><b>Hydrogen</b></p>	<p>Its current limited availability, high cost and lack of transport and bunkering infrastructure create issues to be resolved that CMA CGM is working on.</p> <p>Potential solution for small ships and short distances.</p> <p>Supply chain management still faces operational and operability constraints in order to meet industry safety standards. The physical characteristics of H<sub>2</sub> (liquefaction at -253°C and its low energy density) make its operability and use quite complex and create technical obstacles (significant loss of cargo volume).</p>	<p>Long-term solution (on certain maritime routes), R&amp;D studies and investments in progress.</p> <p><b>Reduction potential under study</b></p>	<p>CMA CGM is a contributor to the Hy24 hydrogen investment fund, along with many other major industrial groups and banks. This fund focuses on scaling up proven hydrogen technologies to advance decarbonisation.</p> <p>Two years ago, CMA CGM joined the Energy Observer, an initiative that explores concrete solutions to accelerate the energy transition. They are currently working on the Energy Observer 2 project that will create and test a prototype liquid hydrogen-powered E22 container ship for use on regional lines.</p>
 <p><b>Ammonia</b></p>	<p>Safety constraints (human health and environment) in storage, bunkering and use.</p> <p>Ammonia technology not yet ready and limited available for ammonia produced in a renewable way.</p> <p>Low density, therefore important loss of cargo volume.</p>	<p>Long-term solution, R&amp;D studies and investments in progress.</p> <p><b>Long-term solution, R&amp;D studies and investments in progress</b></p>	<p>R&amp;D studies underway to analyze the potential of ammonia and technical issues. Participation in the project led by ITOCHU Corporation (Japanese consortium) to collaborate with 34 companies and organizations on the use of ammonia as an alternative marine fuel.</p>

## Using new less carbon-intensive energy

### Inland

Alternative fuel (description)	Maturity	Potential reduction	CMA CGM status / Projects and Partnerships
 <p><b>Biodiesel</b></p> <p>Biofuels produced from biomass waste and residues:  <b>- B100/HVO - B100/HVO</b> : fuel obtained from vegetable matter or by hydrogenation of waste or used vegetable oils  <b>- B7</b>: Fuel made from 7% vegetable oil  <b>- B30</b>: Fuel made from 30% vegetable oil  <b>- RD99</b>: Fuel made from 99% renewable raw materials, such as waste animal fats and used cooking oils.</p>	<p>Technology that meets industry safety standards.</p> <p>First-generation fuels: High availability but at the expense of agricultural land that could be used for farming and the agrifood industry Second-generation fuels: Moderate availability, limited by the volume of waste recoverable from businesses and households.</p> <p>Ease of operability and use: all vehicles are compatible with HVO and B100 (after a retrofit in the case of Euro VI vehicles).</p>	<p>Solution currently in use.</p> <p><b>From - 50% to - 90% depending on the solutions used</b></p>	<p><b>CEVA</b> : CEVA is significantly expanding its fleet of HVO vehicles for outsourced activities. The fleet operated for CEVA totals around 100 vehicles, which are deployed primarily in the UK and France. At the same time, CEVA sources HVO from the UK for use by its own fleet. The use of biodiesel in the clean fleet has increased by over 35% compared with 2022.</p> <p>CEVA's outsourced B100 fleet will total over 130 vehicles by the end of 2023. CEVA has installed on-site B100 storage tanks in partnership with its customers.</p> <p><b>Terminals and Depots:</b>            In the UK, 100% of CCIS transport trucks use HVO.            The Los Angeles terminal (FMS) uses RD99 for all its equipment.            In Malaysia, all sites use B7.</p>
 <p><b>Electricity</b></p> <p>The Group is progressively equipping itself with electric vehicles for its inland transport activities.</p> <p>GHG emissions depend on local energy mixes.</p>	<p>Mature technology.</p> <p>Use limitations are primarily due to the limited autonomy of the vehicles and the need to install charging stations: the installation of infrastructure with the appropriate power may encounter technical constraints (wiring, electrical connection).</p> <p>At this time, electric vehicles operate most easily in urban areas (small vehicles: vans, light utility vehicles).</p>	<p>Solution currently in use.</p> <p><b>Reduction potential under study</b></p>	<p><b>CEVA</b>: see Section CEVA Logistics optimizes flows and monitors the environmental performance of road transport subcontractors. CEVA and Colis Privé are increasing their fleet (owned or outsourced) of electric vehicles (over 300 to date) and have placed several orders with manufacturers to continue this trend in 2024.</p> <p><b>Terminals and Depots:</b>            Sites are gradually being equipped with hybrid vehicles, notably at the Kingston Freeport Terminal, GMP Le Havre, Somaport, Kaoshiung Terminal and FMS Los Angeles. Over 50 hybrid vehicles will be in use at these sites in 2024. CCIS France has launched a pilot project to test hybrid Empty Handlers at its Bordeaux and Fos-sur-Mer sites. Several projects are also under discussion for the Dunkirk, Malta and Guadeloupe sites. The Group is also recommending that light "shuttles" used between terminals and depots be gradually switched to electric vehicles.</p>
 <p><b>Hydrogen</b></p> <p>Liquefied hydrogen (H2) produced using renewable electricity.</p> <p>No carbon atoms, so no CO<sub>2</sub> emissions when burned.</p>	<p>Technology under development. The very high-pressure storage and flammability of hydrogen require significant safety measures.</p> <p>Limited availability due to the current progress of this technology. Green hydrogen (produced using low-carbon electricity) is not currently widely available on the market.</p> <p>High operability with range levels similar to diesel vehicles.</p>	<p>Test phase. Solutions and projects available starting in 2024.</p> <p><b>Reduction potential under study</b></p>	<p><b>CEVA</b>: CEVA is in discussion with market players, such as the R'Hyse coalition, H2 Mobility and Airproducts. CEVA has launched its project to deploy 1 hydrogen truck (fuel cell) in partnership with Toyota Motor Europe. The truck is in use in Germany and Belgium. Partnerships with customers are planned to continue the study of this new technology. No deployment of this solution planned due to its cost, which currently makes it uneconomical.</p> <p><b>Terminals and Depots:</b>            Two pilot test projects:            - two hydrogen fuel cell (HFC) container handlers in use by Fenix Marine Services at the Port of Los Angeles (one retrofitted)            - a hydrogen port tractor at the Grand Ouest terminal in Montoir</p>
 <p><b>Biogas, biomethane, bioCNG</b></p> <p>Biomethane (CH<sub>4</sub>) is a renewable gas produced from biomass such as bio-waste or agricultural waste via the biological process of anaerobic digestion.</p>	<p>Technology that meets industry safety standards.</p> <p>High to moderate availability, depending on the region. Supply from the methanization industry is growing, but faces strong demand from carriers.</p> <p>Satisfactory operability with range levels exceeding those of current electric vehicles.</p>	<p>Solution currently in use.</p> <p><b>Up to - 80%</b></p>	<p><b>CEVA</b>: CEVA works in partnership with its carriers to expand the use of biogas. Currently, over 100 trucks worldwide use gas (LNG or CNG).</p>

### Air transport

Alternative fuel (description)	Maturity	Potential reduction	CMA CGM status / Projects and Partnerships
 <p><b>Biodiesel/Sustainable Aviation Fuel (SAF)</b></p> <p>Products produced from biomass waste and residues (e.g. used cooking oil).</p> <p>Circular economy through the recovery of biomass waste.</p>	<p>Technology that meets industry safety standards. Circular economy through the recovery of biomass waste.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p>	<p>Solution currently in use</p> <p><b>Approximately -85%</b></p>	<p><b>CEVA</b>: Discussions underway with major airlines. CEVA is working on launching an "SAF offer" in 2024.</p> <p><b>CCAC</b>: In addition to increasing the efficiency of its operations and acquiring more efficient aircraft, CCAC is also working to increase the share of sustainable aviation fuels in its fuel mix, in order to take advantage of the fact that these SAF can reduce lifecycle CO<sub>2</sub> emissions by up to 80% compared to conventional fuel.</p>

# 3. The Group's DECARBONIZATION PARTNERSHIPS AND PROJECTS

**CMA CGM has established a partnership with Maersk to accelerate best practices and technical advances that promote carbon-free shipping, by:**

- Defined criteria for sustainable alternative fuels (LNG, Bio- and E-Methane, E-Methanol, Ammonia, Hydrogen)

- Establishing operating criteria in key ports

- Continued joint R&D work

At COP 28 in December 2023, an unprecedented coalition was announced between shipowners Maersk, MSC, Hapag-Lloyd, Wallenius Wilhelmsen and CMA CGM,

supported by several countries, including the USA, Denmark, Norway and France. The coalition's goal is to accelerate the decarbonization of maritime transport and to ensure **level playing field and access to greener fuels for the industry**, by working closely with IMO regulators.

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

**PULSE, a €1.5 billion fund to support the energy transition**

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

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

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

**- Developing low-carbon energy production**

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

**- Decarbonizing inland transport and infrastructure**

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

**- Supporting and stimulating innovation**

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

**- Developing soft mobility and energy efficiency solutions**

The Group has adopted an energy use reduction, energy efficiency and mobility plan for its offices. The main resources deployed are investments in insulation, energy upgrades, automation and awareness-raising among the users of the offices. CMA CGM also encourages its employees to use soft mobility when they commute and for business travel.

**Projects initiated by the PULSE Fund in 2023**

In 2023, the energy fund continued the projects initiated in 2022 and invested in new projects. A total of 41 projects were, at year-end 2023, representing a commitment of €460 million. Several of the key projects supported by PULSE are described below.

**PROJECT 1: METHANOL RETROFITS**

In addition to the renewable fuel production projects underway, PULSE is financing the conversion of traditional propulsion engines to dual-fuel engines on two pilot vessels. These vessels, with a capacity of 9300 TEU each, are able to use decarbonated methanol. New engines will also include this technology.

**PROJECT 2: EODEV**

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

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

**PROJECT 3: 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 4: RENAULT-VOLVO-CMA CGM JOINT VENTURE**

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

**PROJECT 5: 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. After a successful first phase in December 2022, the Group extended the program to 60 new employees in 2023, which has increased the fleet of electric bikes to 168. 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. This initiative has also been followed by a "Switch to ebike" program, which is more suited to countries where travel by internal combustion scooters and motorcycles is more widespread.

## Let's be more responsible every day



**Reduce energy consumption in buildings**

- ⚡ Reduce heating and air conditioning temperatures
- 💡 LED equipment
- ⚡ Encourage the use of renewable energy consumption
- ⚡ Reduce water consumption
- ♻️ Strengthen the waste collection program



**Promote soft mobility solutions**

- ➡ Encourage the use of bicycles
- ➡ Favour the train for short journeys < 4hrs
- ➡ Encourage carpooling
- ➡ Promote eco-driving
- ➡ Renew the car fleet towards electric/hybrid vehicles



**Optimize digital use**

- 🔌 Reduce energy consumption in datacenters
- 🔌 Delay renewal of current equipment and replace the very high-consuming ones
- 🔌 Turn off equipment when not in use



**Mobilize together**

- 📖 Learn more on the Climate School
- 👉 Apply eco-gestures

A moderate change on current habits could reduce carbon footprint from 20%\*

\*Source : Carbonif





**THE NEW ENERGIES COALITION: WORKING TOGETHER TO ACCELERATE THE TRANSITION**

The *New Energies* Coalition, which CMA CGM initiated in 2019, is made up of key players in international supply chains that do business in a variety of sectors and industries. It aims to accelerate the development of the energies and technologies of the future, to support new models of sustainable mobility, and thus to reduce the impact of transport and logistics on climate change.



In 2023, New Energies' actions significantly ramped up at all levels:

- Regulatory: joint position statements and joint responses to European consultations.
- Advocacy: increased presence on the European and international scene; participation in major events, such as the EU Shipping Summit, the EU Industry Days, the Forum on Marine Economy (Assises économiques de la Mer), and COP28.
- Innovation: progress on innovative solutions with new working groups and key deliverables, thus confirming New Energies' commitment and intent to act concretely and actively to decarbonize transport and logistics. Thanks to the mobilization of its over 120 experts, the New Energies Coalition is able to explore the full range of solutions that will contribute to more sustainable transport and logistics. Since it was launched, 18 working groups have been set up.

2023 was a turning point, marked by:

- o 3 working groups that wrapped up their work, which included the development of a door-to-door eco-calculator, which is now being developed with the Smart Freight Center;
- o A key study on e-fuels for the air transport industry;
- o 4 new studies launched on key issues: a benchmark of European port infrastructures linked to the development of CCUS (Carbon Capture, Utilization and Storage), the role of data in the decarbonization of transport, tomorrow's skills for a successful energy transition in transport.

A similar trend is forecast for the coming year. New issues have already been identified, and the first deliverables are expected in the first quarter of 2024, including a life cycle assessment of synthetic fuels for maritime applications (ammonia, hydrogen, e-methanol and e-methane).

**CREATION OF GREEN CORRIDORS: REDUCING THE IMPACT OF THE MARITIME SECTOR**

A Green Shipping Corridor is a maritime route between two ports where all maritime transport and on-shore operations are low or zero carbon. It offers the possibility of accelerating progress towards decarbonizing the maritime sector through the voluntary and collaborative participation of all stakeholders in the value chain: ports, terminals, shipowners, shippers, energy providers, institutions. It also aims to encourage the development of new business models, business opportunities and socio-economic benefits. This type of practice reduces the impact of maritime transport on climate change and improves air quality.

These *green corridors* are the result of the signature of the *Clydebank Declaration for Green Shipping Corridors* 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.

For example, the Group participates in the Shanghai-Los Angeles green corridor project that was launched by the ports of those cities and the C40 Cities Climate Leadership Group.

It aims to promote by 2030:

- 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 September 2023, the partners of the Green Shipping Corridor between the Port of Los Angeles and the Port of Shanghai completed and validated Phase I - the implementation plan outline. The implementation plan outline sets out the structure and serves as the governance document for the construction of the shipping corridor. On September 22, 2023, the Shanghai Municipal Transportation Commission (SMTC) submitted the implementation plan to all partners in attendance at the North Bund Forum in Shanghai.

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*.

This initiative will encourage low- or zero-carbon maritime transport between the two ports. Other projects involving the Group are also under consideration.

The Group supports the creation of Green Corridors and works with its customers to develop dedicated carbon-free maritime routes initiatives.



**THE ECTN ALLIANCE:  
REDUCING THE IMPACT  
OF ROAD TRANSPORT**

In 2023, CEVA Logistics, ENGIE, and SANEF joined forces to create the European Clean Transport Network (ECTN) Alliance, which acts to promote the decarbonization of long-distance road transport of goods in Europe.

Its aim is to develop a network of terminals specifically for heavy-duty trucks, equipped with low-carbon multi-fuel charging stations (biogas, hydrogen, electric power), and located near freeways. This new system will eventually:

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

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

**EGREEN: REDUCING THE  
DIGITAL CARBON FOOTPRINT**

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

- Reducing the Group's digital carbon footprint by making its IT systems and tools more environmentally friendly (Green IT).
- Helping the Group decarbonize its businesses by up to 15% using information technology and digital solutions (IT for Green).

*In 2023, CMA CGM analyzed the physical risks associated with climate change at around 500 sites*

This multi-year program involves all the Group's subsidiaries. The first initiatives in 2023:

- raised employee awareness about the proper use of digital tools through a mandatory e-learning module;
- gradually extended the life cycle of computer workstations at the head office from three to five years, with an estimated saving of 120 tons of CO<sub>2</sub> in 2023;
- reduced the number of office application monitors and opted for more energy-efficient models, with an estimated saving of 588 tons of CO<sub>2</sub> in 2023;
- applied GreenIT criteria when evaluating bids submitted in response to procurement tenders;
- set up discussions with our main IT suppliers for the purpose of setting emission reduction targets.

**EXPOSURE TO THE  
CONSEQUENCES OF CLIMATE  
CHANGE**

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

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

- all sites will experience temperature increases;
- 54% will be subject to significant water stress; and
- over 30% will be exposed to extreme climate events (e.g., cyclones, floods).

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.

This preliminary study will enable the Group to adopt a more comprehensive adaptation plan.

# 4. Protecting BIODIVERSITY

*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.*

## Biodiversity

### MEASURING AND REDUCING OUR IMPACTS

#### Green Marine Europe certification

In order to measure and reduce the environmental impact of its activities against a unifying benchmark framework, CMA CGM renewed its "Green Marine Europe" certification in October 2023. This environmental certification for the European maritime industry is a voluntary initiative of Surfrider Foundation Europe. Its aim is to provide shipping companies with a detailed framework for measuring and reducing their environmental footprint. La Méridionale also obtained this certification.

CMA CGM also participates in the Green Marine Europe working group, which focuses on changes to environmental criteria.

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

#### Preventing accidental discharges

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

In addition, 57 vessels in our fleet are equipped with a Fast Oil Recovery System: FORS. In the event of a grounding or collision, this system enables oil to be pumped out quickly and prevents pollution.

#### Redoubling our efforts to achieve zero lost containers

Every year around the world, containers are lost at sea due to difficult sailing conditions or rare incidents. In 2023, four containers were lost at sea. We regret this accident and have increased our vigilance. The Group continues to deploy best practices to avoid all losses: weather watches, fleet navigation centers, weather routing and on-board container security systems. We have made "zero loss" of containers one of the priority objectives.

Aware of the challenges posed by plastic pollution, CMA CGM Group voluntarily and systematically loads containers transporting plastic pellets containers in the hold to avoid any incidents. We also support the IMO's position on the classification of plastic pellets containers as "hazardous" substances.

Finally, we participate in discussions with shipowners associations, such as Armateurs de France, and with the competent authorities to reduce, collectively, the risk of losing containers at sea.

#### Treating ballast water without causing pollution

Seawater tanks, which are essential for optimizing navigation and balancing ships, may contain micro-organisms that may become invasive species in another ecosystem. Since 2015, ships' ballast water has been sterilized by UV radiation. This solution is preferable to the addition of chemical substances that may impact local biodiversity. Currently, 78% of the fleet is equipped.

- The Group mobilizes its assets to contribute to scientific research through the Continuous Plankton Recorder (CPR) Survey in the Pacific and by establishing a connected object observation network with IFREMER.

- CMA CGM continues its efforts in support of biodiversity through mangrove restoration in China and Kenya, and by restoring Posidonia meadows in conjunction with Fondation de la Mer.

- The Group is a signatory of the United Nations Sustainable Ocean Principles and its activities have been certified Green Marine Europe since 2022.

*CMA CGM renewed its "Green Marine Europe" certification in 2023*

### Preventing trafficking in protected species

The illegal wildlife trade is a thriving business that is orchestrated by transnational organized crime groups and that takes advantage of international trade routes. It poses a major threat to biodiversity, the safety of transport chains and the international health situation.

Since 2020, the CMA CGM Academy has provided all sales agents, including all new hires, with training on the illegal transport of protected species. This training course was designed in conjunction with CITES and the United Nations Office on Drugs and Crime (UNODC). In 2021, CMA CGM entered into a two-year partnership with WWF France. In particular, both partners have developed internal tools and procedures to combat the illegal trade in endangered wildlife species.

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

- identify the international shipping routes most at risk for wildlife trafficking;
- improve biodiversity monitoring and protection in the Asia-Pacific region and Oceania

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

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

- 2022
- 2023
- > Objectives

#### Number of major oil-related pollution incidents

- 0
- 0
- > 0 maritime pollution

#### Number of containers lost at sea

- 69
- 4
- > 0 containers lost at sea

#### Number of vessels with ballast water treatment systems – own fleet

- 177
- 266

## Protecting biodiversity

### 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 now 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.

### Developing more environmentally friendly projects (terminals and depots)

In connection with the project to redevelop the CCIS Roselières depot in France, environmental performance and the preservation of biodiversity and resources are also under study. The redevelopment includes modernizing the site, preserving green spaces, improving the energy efficiency of buildings, and installing systems to treat and recycle wastewater. Based on environmental studies, the extension of the project has been adapted to protect local flora and fauna as much as possible. In addition, offsetting measures are planned to comply with current laws.

Other initiatives to promote and protect biodiversity have been adopted within terminals. For example, in conjunction with key industrial players, Gemalink Terminal in Cai Mep, Vietnam, has launched its "SeedforSea" project, which offsets environmental impacts through mangrove reforestation. To date, 100 hectares of mangroves and forests have been planted in the Mekong Delta.

### CEVA Logistics certifications

Integrating logistics sites into their natural environment is a major challenge. The Group attaches particular importance to this issue, which is essential to reduce the impact of sites in terms of surface sealing and visual nuisances.

Consistently with CEVA Logistics' real estate policy, building selection criteria take into account environmental certifications for all new projects. These include certifications, such as High Environmental Quality (HQE), Building Research Establishment Environmental Assessment Method (BREEAM) and Leadership in Energy and Environmental Design (LEED). These certifications include landscape integration aspects.

## PROTECTING AND RESTORING ECOSYSTEMS

### 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. The Group will soon roll out a training program to optimize the use of the system and help seafarers recognize the different types of marine mammals.

### Using the Whale Safe tool

In partnership with the *Marine Mammal Center* and the *Benioff Ocean Initiative*, an institute based at the University of California Santa Barbara, CMA CGM's *Fleet Navigation Center* has been using since 2021 the Whale Safe tool. It detects whales and models their habitats. This tool automatically alerts ships in real time and permits slowdowns to be scheduled when planning trips.

### Reducing the risk of collisions

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



The Greek waters of the Peloponnese and Crete are also essential habitats 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.

Furthermore, with the help of the CMA CGM Fleet Navigation Center, whenever possible, the Group endeavours to reduce the speeds of its ships to reduce the risk of collision in marine mammal sanctuaries.

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

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

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

### Restoring and informing about the Calanques National Park

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

In 2023, CMA CGM employees also took part in a large-scale clean-up operation in the Calanques for World Cleanup Day.

### 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 2023, CMA CGM signed a partnership agreement with Fondation de la Mer to restore Posidonia meadows in Marseille, Corsica, Italy and Malta.

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

In response to the forest fires in the summer of 2022, the Group renewed its support for the ONF. CMA CGM, which had sponsored the ONF's "Respir" fund in 2021, in 2022 pledged €3 million over the next three years to the ONF's "Action for Forests" fund. In 2023, these donations supported the restoration of burnt forests in the department of Gironde, the development of innovative solutions in the PACA region, and awareness campaigns to prevent the risk of forest fires throughout France.

# Flagship Projects

## BIODIVERSITY

*In 2023, the Group decided to focus on local initiatives to protect and conserve endemic and iconic species in various areas.*



### NORTH AMERICA

- Oyster restoration in Chesapeake Bay (US)
- Protection of whales - Woods Hole (US)
- Pollution clean-up on the U.S West Coast - CEVA Logistics California



### MARTINIQUE

- Mangrove reforestation - Entreprises & Environnement



### LATIN AMERICA

- Protection of seahorses (BR)
- Coral restoration - Raising Coral (CR)
- Coral restoration in the Keys (US)
- Restoring forests in Brazil - SOS Mata Atlântica Foundation
- Reforestation of the Sierra de Tepetzotlan - CEVA Logistics Mexico



### EUROPE & MEDITERRANEAN

- Aquaculture farm - Ecocean, CASIOMAR (FR)
- Ecological restoration - IFREMER (FR)



### LEVANT

- Cedar reforestation - Jouzour Loubnan (LB)
- Protection of sea turtles - Archelon (GR)



### NORTH AFRICA/WEST AFRICA

- Grand Bereby Marine Protected Area - UNEP (CI)
- Turtle protection program



### EAST/SOUTHERN AFRICA

- Mangrove restoration and conservation - Flipflopi (KE)



### DUBAI - MIDDLE EAST

- Biohuts project - Ecocean and Abu Dhabi Ports (UAE)
- Coral restoration - Freestyle Divers (UAE)
- Mangrove restoration - IUCN (PAK)



### ASIA PACIFIC

- Mangrove conservation - Shenzhen Mangrove Conservation Foundation (CN)
- Reef restoration - Endangered Species International (PH, MY)



### OCEANIA

- Turtle protection program - Cairns Turtle Rehabilitation Center (AU)
- Coral reef restoration program - Reef Restoration Foundation (AU)
- Giant kelp forest regeneration - University of Tasmania (AU)

## The Group's projects to protect biodiversity



### NORTH AMERICA

#### 1) Oyster restoration - Chesapeake Bay Foundation

Construction of an oyster reef in Chesapeake Bay. By 2025, 5.5 million oysters will be restored to preserve water quality and biodiversity.

#### 2) Protection of whales - Woods Hole Oceanographic Institution

In 2022, CMA CGM financed the installation of two passive acoustic whale monitoring hydrophone buoys on the east coast of the United States. Detecting these whales, especially right whales, helps protect one of America's most critically endangered species during its migration.

#### 3) Pollution clean-up on the U.S. West Coast - CEVA Logistics California

In a show of their commitment to environmental protection, the employees of CEVA Logistics in Torrance, California, joined forces to make a significant impact

on their local community. Their goal? To clean up the coast at LAX Torrance, a mission that brought together 30 dedicated volunteers on a cool, sunny morning.

By participating in this coastal clean-up event, CEVA Logistics employees in Torrance proved that positive change starts at the community level.



### LATIN AMERICA

#### 1) Protecting seahorses in Brazil - Prejeto Cavalos Marinhos

Seahorse populations monitored in Guanabara Bay and environmental education initiatives in Brazilian schools.

#### 2) Coral restoration in Costa Rica - Raising Coral Costa Rica

Two coral nurseries established in Golfo Dulce and Cahuita.

#### 3) Coral restoration in the Florida Keys (US) - Reef Renewal USA

Support for coral production and planting initiatives in 3 regional nurseries.

#### 4) Restoring forests in Brazil - SOS Mata Atlântica Foundation

In Latin America, CEVA Logistics partners with the SOS Mata Atlântica Foundation. This foundation works to preserve the Atlantic Forest macro-ecosystem along the coast of Brazil and Paraguay. Through this organization, CEVA Logistics will offset the residual carbon emissions of sites that have not met their targets by contributing to the forest restoration program of the NGO Future Forests.

The Group will participate in planting indigenous Brazilian seedlings on the Atlantic coast of Brazil, in a preservation area controlled and monitored by the SOS Mata Atlântica Foundation.

This partnership between CEVA Logistics and SOS Mata Atlântica Foundation also raises employee awareness about the importance of protecting the fauna and flora of Brazil. It also encourages CEVA Logistics to promote innovation and creativity in its operations, from warehousing to transport, and from solution design to hiring policies.

#### 5) Reforestation of the Sierra de Tepozotlan - Ceva Logistics Mexico

CEVA Logistics in Mexico (Cuautitlán, CEDIC, Candela and Aeropuerto) took part in an exceptional day focused on the reforestation of Sierra de Tepozotlán.

This natural area is protected by law and, under our new Urban Planning Project, we have strengthened our commitment to preserving and protecting this invaluable green lung for our community.

The CEVA Logistics Mexico teams are proud to have contributed to this worthy cause, which resulted in planting a total of 6,000 trees with the help of 200 CEVA team members. This joint effort reflects an ongoing commitment to the environment and the local community, and we look forward to continuing to work together to create a positive impact on our environment.



### MARTINIQUE

#### Mangrove reforestation - Entreprises & Environnement / PEYI VERT

Participation in a program to plant 1,000,000 mangrove seedlings. In 2022, 225 trees were planted.



### EUROPE & MEDITERRANEAN

#### 1) Aquaculture farm in France - Ecocean

Under its "My Daily Impact" in-house program, CMA CGM selected the NGO Ecocean to create artificial habitats and repopulate deserted marine areas in the Mediterranean. The CASIOMAR project, which harvests post-larvae, rears them to the juvenile stage and reintroduces them into the natural environment, will accelerate and stimulate ecosystem resilience and encourage the presence of species with high fishing and heritage value.

#### 2) Ecological restoration project in France - IFREMER

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



### NORTH AFRICA/WEST AFRICA

#### 1) Grand Bereby Marine Protected Area - UNEP

Support for local communities and protection of marine biodiversity in Ivory Coast's first marine protected area. Two CMA CGM containers are being used to preserve local fisheries and as an educational venue, which hosts a library. Training courses on issues such as sustainable fishing will also be offered to local populations.

#### 2) Turtle protection program

Launched in Benin (Nature Tropical), Tunisia (Notre Grand Bleu) and Côte d'Ivoire (CEM).



### AFRICA & MIDDLE EAST

#### 1) Mangrove restoration and conservation in Kenya - Flipflop

In July 2023, Flipflop and CMA CGM launched a 12-month pilot program to reduce plastic waste and restore mangroves in the heart of the Lamu archipelago, involving local communities.

#### 2) Biohuts project in the United Arab Emirates - Ecocean and Abu Dhabi Ports

Launch of a project to install 48 biohuts at Khalifa Port in collaboration with Abu Dhabi Terminal. These artificial nurseries provide a refuge for aquatic species where they can feed and protect themselves.

#### 3) Coral restoration in the United Arab Emirates - Freestyle Divers (UAE)

Coral restoration program launched in Fujairah.

#### 4) Mangrove restoration in Pakistan - IUCN

Strategic partnership with IUCN in Pakistan to restore 300 hectares of mangroves and involve local communities in protecting them.



### Levant

#### 1) Cedar reforestation - Jouzour Loubnan

Restoring Lebanon's forests by planting Cedrus Libani (the cedar that is Lebanon's national symbol) and promoting sustainable reforestation.

#### 2) Sea turtle protection program in Greece - Archelon

Rescue, rehabilitation and protection of turtle nests on beaches. CMA CGM has also contributed to building the center's infrastructure (meeting rooms named after CMA CGM) and to raising public awareness by co-financing an exhibition on climate change and sea turtles.



### ASIA PACIFIC / OCEANIA

#### 1) Mangrove conservation project in China - Shenzhen Mangrove Conservation Foundation

Restoration of local mangroves, management of invasive species, maintenance of bird nests and coastal areas, clean-up and ongoing treatment of marine debris in an 18.08-hectare mangrove wetland in Shenzhen Bay.

#### 2) Reef restoration program in the Philippines and Malaysia - Endangered Species International

Renewal of a two-year partnership to continue the protection and restoration of around 6,000 km<sup>2</sup> of coral at three sites in the Coral Triangle between Malaysia and the Philippines. 5,000 local people will be provided with coral and mangrove awareness-raising training each year of the partnership

#### 3) Turtle protection program - Cairns Turtle Rehabilitation Center

Support for the rescue and rehabilitation of injured turtles, sponsorship of a rehabilitation pond, and support for an educational exhibition for tourists.

#### 4) Coral reef restoration program in Australia - Reef Restoration Foundation

Restoration of the Great Barrier Reef around Fitzroy Island off the coast of Australia.

Creation of a second coral nursery in Australia, co-financed with key customers.

#### 5) Giant kelp forest regeneration in Australia - University of Tasmania

95% of the giant kelp forests on Tasmania's east coast have disappeared due to rising temperatures. With the help of CMA CGM, these giant algae, which can absorb large quantities of CO<sub>2</sub>, nitrogen and phosphorus, have been replanted over an area of 200 m<sup>2</sup> and have reached an average height of 1.2 meters.

## Protecting biodiversity

### SUPPORTING RESEARCH AND INNOVATION

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

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

Two projects were launched in 2023:

- in the Mediterranean, a scientific mission will assess the status of ecological restoration in the urban area of the Port of Marseille and the impact of previous land rehabilitation projects;
- A feasibility study for a marine fauna observation and data collection system carried out thanks to CMA CGM Group vessels.

In 2024, CMA CGM Group will adopt a project for the French West Indies.

#### Continuous Plankton Recorder (CPR) Survey

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

CMA CGM Group has made its vessels available to deploy the CPR's instrument and collect plankton samples during the crossing of several ships, from March 2018 to July 2023, and intends to continue supporting this survey.

### Supporting exploration of the oceans: SeaOrbiter

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

## Resource use

### WATER MANAGEMENT

#### Water Plan

In order to control its environmental impact, CMA CGM Group has adopted a water plan to conserve and sustainably manage this resource:

- A list of the various uses at all sites has been drawn up, along with the activities concerned (container cleaning, vehicle cleaning, water consumption in tertiary buildings, water consumption on ships, etc.).

- An audit of consumption, water management and recycling was launched at five sites considered representative of the diversity of activities and/or that had high consumption levels. This audit confirmed excessive water consumption at two sites and non-optimized water management. Immediate corrective actions (eliminating leaks, installing water-saving equipment, raising user awareness) led to a significant reduction in consumption.

This sustainable water management plan is coordinated at quarterly meetings of a steering committee that was set up in April 2023, which is chaired by the CSR Department, and which monitors progress. The following targets have been set:

- Reducing water consumption by 30% by 2030
- Wastewater treatment: target figures will be set for the regions and countries
- Reusing water to avoid drawing water from natural sources: target figures will be set for the regions and countries
- Raising awareness and engaging employees

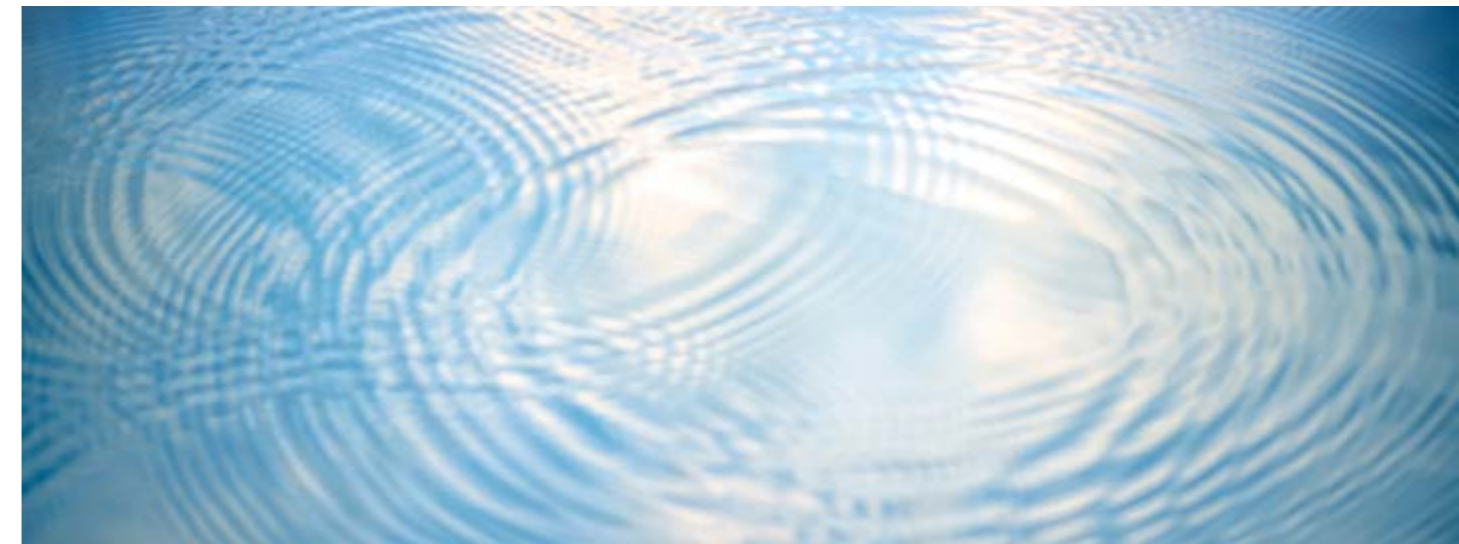
These actions will be progressively extended to all sites:

- "Water management" officer appointed at each site.
- "Water management" officers trained in use of the diagnostic tool.
- Specific action plan established for each type of activity, with an associated schedule and budget.

#### Actions to reduce impacts on CCIS terminals and depots

#### Water consumption at CCIS terminals and depots

CMA CGM also endeavors to reduce the impacts of its shore-based activities. The CCIS terminals and depots have set up a system for monitoring overall water consumed in connection with their operational tasks, such as washing handling equipment and containers. For this purpose it is recommended that dedicated meters be installed to monitor consumption trends for each of these operations. Under the water plan, water management audits have been conducted at two pilot sites, and are expected to be extended to the entire scope by 2024.



### More responsible water management

Shore-based activities, such as washing handling equipment and containers, account for the greatest water consumption at CCIS terminals and depots. Therefore, it is recommended that, by 2030 over the entire CCIS scope, systems be installed to treat and recycle the wastewater from these washing operations for operational reuse. To date, 50% of CCIS depots are actively working to reduce their water consumption: 26% have systems in place to treat and/or recycle wastewater from washing operations, over 11% have begun discussions about installing such systems, and 13% are working on alternative methods to reduce consumption.

The Group's terminals are also progressively being equipped with wastewater treatment systems, such as: TMT Alexandria, Egypt; CMA CGM Kaohsiung Terminal, Taiwan; Malta Freeport Terminal, Malta; and Générale de Manutention Portuaire du Havre, France. The Malta and Le Havre terminals are currently in the project discussion phase. Terminal Générale de Manutention Portuaire du Havre is also studying the installation of a rainwater recovery system at the same time as the installation of a wastewater treatment and recycling system. This type of system is already in place at other sites within the CCIS terminal and depot scope.

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

#### Water management in logistics

In 2022, CEVA Logistics integrated the activities of GEFCO, including the "Finished Vehicle Logistics" business. This business changes our water consumption profile because it involves washing vehicles. A study of water practices at FVL sites was launched in 2023, which showed that a quarter of the sites surveyed have already added water recycling systems to their washing operations. This best practice saves several thousand cubic meters of water; at certain sites, consumption was reduced by up to 64%. Feedback will be collected in early 2024 so that this practice can be replicated at other sites.

Although logistics activities consume relatively little water, CEVA is nevertheless studying ways of reducing water use. Some systems are proven and functional, such as rainwater harvesters. Other solutions are being deployed, such as reusing water from air conditioners in washing machines and to fill batteries, or replacing taps with aerator models.

- 2022
- 2023
- > Objectives

Quantities of solid waste in m<sup>3</sup> reported per ship

- 144
- 148

Oil sludge production in thousand tonnes

- 179
- 186

## Protecting biodiversity

### WASTE MANAGEMENT AND OPTIMIZING PACKAGING

#### Actions to reduce maritime impacts

##### Promoting waste circularity

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

In October and November 2023, six collection rounds were carried out: 7.5 m<sup>3</sup> of paper and cardboard, 10.2 m<sup>3</sup> of plastic bottles and 3 m<sup>3</sup> of metal cans were collected and transferred to a recycling facility.

##### Ending the transport of plastic waste

At the 2022 One Ocean Summit, the Group announced that it would cease to transport plastic waste on board its ships as of 1 June 2022. With this pioneering move in the maritime transport industry, CMA CGM will no longer transport plastic waste to destinations where it cannot be sorted, recycled or recovered. Through this commitment, the Group reaffirms its intent to contribute to the protection of the oceans and biodiversity. In addition,

the Group confirms its commitment to develop economic exchanges that are more respectful of the integrity of all persons and of the planet.

##### Ship dismantling

The ships end-of-life is a major issue for the maritime industry.

Anticipating the impending entry into force of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, the Group has inventoried hazardous materials on board its owned ships since 2008.

It is important to note that the Group's fleet is young. Nevertheless, preparations for the ship end-of-life phases to come in future years must begin now.

Therefore, when ships must be decommissioned (which was the case for only one ship in 2023), 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 these operations, such as the prohibition against conducting initial cutting operations in intertidal or hazardous waste storage zones.

In 2023, CMA CGM Group decided to further reinforce its criteria for selecting dismantling yards, for both EU-flagged and non-EU-flagged vessels.

We observe the list of shipyards deemed compliant by the European Commission

for all our ships that have sailed under a European flag.

For other flagged ships, which are fewer in number at CMA CGM, we are expanding our audits of international shipyards to ensure they comply with the most recent international regulations, and we are preparing a shortlist of partners selected on the basis of clear criteria.

In 2024, our goal is to work in cooperation with the steel industry to develop more environmentally friendly industrial ecosystems for recycling steel and other recyclable components from end-of-life ships.

#### Actions to reduce CEVA's impacts

Packaging is a resource intrinsic to the logistics business. **At CEVA Logistics, the impact of packaging is reduced, from the new packaging stage to disposal, through the following initiatives:**

- Our Reusable Packaging System (RPS) offer, which provides reusable boxes for flows between suppliers and automotive plants. The boxes are sent to the supplier, who fills them with its products and then ships them to the customer's automotive plant. Once emptied, the boxes are returned to CEVA, 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. We are looking to extend this solution to other sectors.



##### - Using less harmful materials:

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

##### - Various packaging reduction or reuse solutions:

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

- As a last resort, through waste separation and sorting, which the Group has set up at all sites. On average, 75% of our waste is recycled, and up to 99% in Italy. Some countries, such as Australia, have also launched "0 landfill waste" projects that will ultimately increase recycling rates.

##### - Colis Privé:

Colis Privé has set itself the goal of reducing purchases of raw materials (in particular, cardboard) for its operations. Colis Privé Belgium has switched to 100% reusable plastic boxes.

Efforts to achieve this objective will continue in 2024 and 2025, with 100% of the French branch to be equipped with plastic boxes.

In 2023, Colis Privé joined the IP-TRI project to optimize waste management at all its sites.

Assisted by a specialist consulting firm, the project will cut costs, ensure regulatory compliance and reduce the environmental impact of waste management, with the goal of achieving "Zero Waste."



# COLLABORATIONS AND PARTNERSHIPS

## EUROPEAN CLEAN TRANSPORT NETWORK (ECTN) – CEVA LOGISTICS

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



## FRENCH NATIONAL SPACE STUDIES CENTER (CNES)

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



## LIFE-PIAQUO

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

## FONDATION DE LA MER

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



## ARMATEURS DE FRANCE

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

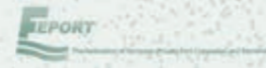


## SOCIETY FOR GAS AS A MARINE FUEL

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

## LNG PLATFORM

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



## FEDERATION OF EUROPEAN PRIVATE PORT OPERATORS (FEPORT)

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



## SHIP RECYCLING TRANSPARENCY INITIATIVE

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



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

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



## WWF

This two-year partnership between CMA CGM Group and WWF France intended to promote more sustainable transport and logistics focuses on three major priorities:

- the decarbonization of maritime transport and logistics, in particular by choosing tools that reduce greenhouse gas emissions and sharing sustainability principles relating to fuels;
- combating the illegal trade in endangered wildlife species;
- preserving and conserving marine ecosystems: CMA CGM has sponsored and funded four marine ecosystem preservation and conservation projects in the Mediterranean, South Africa, the Philippines and the Arctic.



## GREEN MARINE EUROPE

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



## IFREMER (FRENCH RESEARCH INSTITUTE FOR EXPLOITATION OF THE SEA)

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

## OCEAN STEWARDSHIP COALITION

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



## SUSTAINABLE OCEAN PRINCIPLES

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



## PLASTIC ODYSSEY

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



## FRENCH NATIONAL FORESTS AGENCY (ONF)

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



## CALANQUES NATIONAL PARK

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



## CHESAPEAKE BAY FOUNDATION

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



## WOODS HOLE OCEANOGRAPHIC INSTITUTION (WHOI)

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

# ACTING FOR people

*At CMA CGM, we see our employees as a driving force and we do our utmost to ensure their safety and provide them with the best possible working conditions. Through our active training and mobility policies, and by promoting diversity and well-being in the workplace, we endeavour to create the best conditions for our employees' professional and personal development. Finally, the Group is vigilant in its value chain to ensure respect for human rights.*

## Direct contribution



## Indirect contribution



# 5. Providing a safe and INCLUSIVE WORK ENVIRONMENT

*CMA CGM Group takes concrete action to provide a safe and inclusive work environment. This action is exemplified by efforts to promote a maritime safety culture and by competitive remuneration policies. In addition, we are committed to fostering diversity and inclusion, with initiatives to promote workplace gender equality, the employment of persons with disabilities and the integration of persons with employability difficulties. Finally, we rigorously monitor respect for human rights throughout the value chain.*

## Protecting employees

### SAFETY CULTURE IN MARITIME ACTIVITIES

Health and safety risk management is a continuous improvement process. All actors, from management to seafarers and operational staff, are involved on a day-to-day basis, under the guidance of the Accident Prevention Committee (APC). This committee is responsible for providing feedback on accident investigations, accidents avoided and dangerous situations in order to implement prevention strategies to improve safety levels.

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

### CMA CGM Safety Vision

Reducing the risk of accidents is a major concern for CMA CGM, as illustrated by its "Safety Vision" internal safety strategy.

It implements the Group's Safety Vision based on:

**- a fundamental motto: WORK SAFE, GO HOME SAFE.**

**- 3 key focus: THINK, TALK, ACT.**



### Objectives:

- Preventing all accidents
- Reducing by 40% accidents at sea causing injuries by 2025 (compared to 2019)
- In terminals and depots, reducing by 10% the frequency rate of workplace accidents in 2023 (compared to 2022)
- For CEVA Logistics, reducing the frequency rate of workplace accidents by 30% in 2025 (compared to 2021)
- 30% women in the Top 200 by 2025



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

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

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

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

- 2022
- 2023
- > Objectives

### Workplace accident frequency rate

#### Maritime

- 0.72
- 0.77

> - 40% in 2025

#### Terminals

- 6.5
- 12.3<sup>1</sup>

> - 10% in 2023

#### Depots – CCIS

- 13.8
- 11

#### CEVA Logistics

- 3.8
- 5.5<sup>2</sup>

> - 30% by 2025

### Workplace accident severity rate

#### Maritime

- 0.14
- 0.08

#### Terminals

- 0.30
- 0,54

#### Depots - CCIS

- 0.08
- 0,25

#### CEVA Logistics

- 0.09
- 0.15

<sup>1</sup> In 2023, the rise in accident rates was the subject of an analysis identifying areas for improvement at certain sites with QHSE performance. Action plans have been launched to address these weaknesses and reverse the trend.

<sup>2</sup> The increase is due to the integration of GEFECO and Colis Privé, whose activities are by nature more accident-prone than the historical CEVA scope.



### Safety Improvement Plan

The program focuses on six priorities:

1. Individual assessment of officers' level of awareness of safety at work.
2. Training in safety culture for shore-based staff involved in maritime activities and senior ships' officers, by recognized industrial safety players (*Leadership in Safety*).
3. On board safety training by working on behaviors using digital tools available on each seafarer's phones or tablets. SAYFR, for example, is a mobile application that provides an entertaining way of putting into practice the best safety practices within the Group.
4. Bridge Resource Management (BRM) training, which facilitates communication aboard ships to prevent accidents.

5. Training in on-board firefighting provided to maritime staff by external companies, who issue mission reports containing proposals for improvements, which are translated into action plans that are regularly monitored.
6. Increasing awareness of safety issues by sharing actual situations on a weekly basis (*Weekly QSSE Focus*)

### Prevention and awareness raising

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

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

### Monitoring and harmonizing practices

Safety management is integrated into TOUCH, our fleet management tool. The record of daily operations aboard vessels is used to share feedback on a weekly basis about accidents that have occurred and actions and practices to be encouraged. In order to harmonize and improve health and safety practices, the risk analysis and incident reporting tool was simplified and digitalized in 2022. A major update, called SMART TOUCH, will be rolled out in 2024 to optimize the tool's functions.

Internal indicators have also been defined to assess the Group's Quality-Health-Safety-Environment (QHSE) performance. They measure the results of the QHSE policy: severity rate, accident frequency rate, number of fatal accidents, etc. An annual target is set for each of the indicators, which are tracked with the Qlik Sense tool.

### SUPPORT FOR EMERGENCY DECISION-MAKING

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

### SAFETY CULTURE FOR INLAND ACTIVITIES AND TERMINALS

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

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

To instill a safety culture and raise employee awareness, the sites use a variety of specific mechanisms to encourage discussion: toolbox meetings, safety briefings, etc.

In addition to the documents available to the sites and the communication plan, an annual audit is carried out at each site by a designated officer. Three seminars are also held each year for the management of the terminals and CCIS.

The "Leadership in Safety" training program began to be rolled out in 2022 to QHSE managers and directors of terminal and inland sites. It focuses on managerial actions and tools to be applied to promote the implementation of a safety culture at each site.

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

"Lagging" indicators, which list and challenge accident rate indicators.

"Leading" indicators, which list prevention indicators.

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

## Providing a safe and inclusive working environment

### SAFETY CULTURE AT CEVA LOGISTICS

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

In 2023, CEVA Logistics developed a three-stage roadmap to improve its HSE performance:

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

CEVA Logistics' health and safety policy is deployed at all levels of the company, and all employees are committed to

actively contribute to achieving its objectives. CEVA Logistics has built its safety management culture around three levels of responsibility:

- global level: definition of strategy and objectives, systems management and support for certification.
- regional level: facilitation and technical support;
- site level: operational control and risk management;

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

In particular:

- Raising awareness about unsafe behaviors and conditions and encouraging employees to report them;
- Reducing accidents caused by human error;
- Bridging the gap between operations and centralized reports and analyses;

- Providing a platform to simplify the recording of behavioral conversations;
- Implementing a complete monitoring cycle, from the evidence gathered by local on-site inspections to central audits;
- Collecting indicators to provide a complete picture and contribute to improvements.

All new employees and subcontractors receive safety training. Sites with over 10 employees have Health, Safety and Environment Committees. Site managers conduct safety inspections and Gemba Walks<sup>3</sup> at their sites each month to discuss safety-related issues with employees. Workplace accidents, illnesses and incidents are systematically investigated, the cause identified, and corrective measures taken to prevent any recurrence.



### ENSURING THE SECURITY OF EMPLOYEES, PROPERTY AND ACTIVITIES

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

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

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

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

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

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

### Situation in the Red Sea - December 2023/January 2024

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. Finally, events are specifically monitored according to their location and dedicated emergency hotlines are activated 24/7. The alternative to transiting the Red Sea is to go around Africa via the Cape of Good Hope.

<sup>3</sup> Management practice where managers do a walk-through of employees' workplaces.

### ENSURING THE HEALTH AND WELL-BEING OF OUR EMPLOYEES AT WORK

In accordance with the conventions of the International Labour Organization (ILO) and the principles set out in its ethical charter, the Group is committed to respecting the right to organize and the rules of association in the various countries in which it does business. CMA CGM Group supports a harmonious, respectful and constructive social dialogue in all its labour-management bodies in accordance with applicable local rules. Social dialogue is an essential component of the life of the company. A major element is keeping employees informed. Strategy, economics, finance, and social and organizational issues are discussed in the various bodies in which staff representatives and Management participate.

#### Group social dialogue

In accordance with applicable laws, since 2022, the employee representative bodies (Works Council, Workplace Health, Safety and Security Committee and Employee Representatives) have been merged into a single body: the Social and Economic Committee (SEC).

A regular dialogue is held between staff representatives and Management.

In 2022, the main unions in France negotiated and signed off a Union Rights and Social Dialogue Agreement. In addition, an agreement was reached to add five green funds to the Group Savings Plan, and another agreement was concluded pursuant to the mandatory annual negotiations for 2023.

In 2023, the union representative elections held in the CMA CGM Economic and Social Unit (ESU) elected representatives from three major labor unions: CFE CGC, CFDT and FO. This change has shaped the union representation landscape for stationary staff within the company.

In parallel, at the end of the same year, the mandatory annual negotiations were begun, marking a key moment in the company's internal dynamics.

In early 2023, a significant initiative was launched to structure the psychosocial risk prevention plan at the head office. This process involved a comprehensive revision of the methodology for updating

the Workplace Risk Evaluation Document (DUERP), which was presented to the union representatives to ensure a common understanding.

The main aim of this tool is to identify the risks to which employees may be exposed, thus enabling appropriate preventive actions to be implemented over the long run.

The DUERP was updated in a collaborative manner, with the participation of around 100 ambassadors chosen from among the entity's teams and managers. These ambassadors played an essential role in identifying risks through discussions with their peers, and acted as spokespersons for the employees. Their involvement continued through workshops, whose conclusions nourished the overall assessment of risks within the company. This participatory approach strengthens employee commitment to proactive occupational risk management.



#### Maritime social dialogue

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

The social partners are also given the right to make onboard ship visits and report problems encountered by seafarers. The social dialogue framework allows for free discussion with Management.

The social partners are members of the Quality of Life Aboard Committee. It meets periodically to discuss the progress of actions. The work undertaken with the social partners concerning French seafarers serves as a basis for the teams to disseminate good practices and actions internationally. Major actions have been initiated following consultations with seafarers, such as refurbishing living spaces, providing sports equipment, and establishing a nutritional plan program.

#### Social dialogue at Air Cargo

In late 2022, CMA CGM Air Cargo began discussions with the labor unions that chose to participate, with the aim of negotiating a pre-electoral agreement and launching the elections for SEC members, which were to be held in March 2023.

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

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

## Providing a safe and inclusive working environment



### Social dialogue at CEVA Logistics

Worldwide, CEVA Logistics respects employees' right to form labor unions or join active workers' committees. The Group operates in 160 countries and local laws differ from country to country, so local policies also differ.

The hallmark of social dialogue at CEVA Logistics France is the shared desire of management and employee representatives to create an ambitious and fulfilling social framework for employees to accompany the company's development challenges. This search for balance motivates the participants in this social dialogue, while respecting the diversity of ideas and responses to be presented to the company's employee representative bodies.

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

This policy of negotiating contracts has led to the implementation of several agreements and the construction of a comprehensive social architecture for the benefit of employees: collective profit sharing, a value-sharing bonus in 2022 and 2023, and an agreement on quality of life at work including teleworking.

The company offers employees the opportunity to express their views on their work relationships through regular, anonymous surveys. The results of these surveys are used to guide the company's social policy and action plans to be implemented in the field, covering matters such as working conditions, relations with managers, internal communication, etc. In 2023, a questionnaire on quality of life at work was distributed to over 2,000 employees.

### At CEVA Logistics Netherlands

In 2023, in the Netherlands, CEVA Logistics conducted intensive negotiations to reach a new collective bargaining agreement for CEVA Logistics Netherlands employees. By creating an open dialogue at various levels within the company and with the labor unions, CEVA Logistics promotes understanding and cooperation despite facing difficult market conditions.

Interaction between works councils, unions and management is essential to maintaining a balanced, healthy and fair working environment. Effective social dialogue improves relations, job satisfaction and productivity. It also helps prevent and resolve conflicts by providing a platform for open communication and negotiation.

### At CEVA Logistics Germany

In Germany, CEVA Logistics is committed to offering the best possible working conditions and fair compensation. On most sites, the collective bargaining agreement with the relevant trade union is applied. At all sites, salaries are subject to ongoing internal review and adjustments may be made. The Group works council also sends delegates to the European works council to represent the interests of the German workforce within the CEVA Group. Works councils have been set up at numerous sites.

### A competitive remuneration policy

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

- internal fairness
- external competitiveness
- remuneration of performance
- the care and protection of our employees

CMA CGM Group conducts a global process that evaluates and aims to harmonize the Group's salary policies and structures, as well as its health and medical, personal protection and pension insurance plans. For example, to ensure that each employee is remunerated with a fair wage, CMA CGM Group conducts annual external remuneration surveys in over 110 countries. Our annual remuneration review process is also conducted globally to ensure that remuneration in each country is managed fairly and consistently with our global principles.

Our philosophy is to care for and protect employees. We are also committed to ensuring that each employee has access to a comprehensive benefits package, including an adequate level

of personal protection and medical expenses cover. To achieve this goal and improve its offerings, the Group relies on its network of HR professionals and, since December 1, 2018, has been assisted by an international broker, who now covers 88 countries, to negotiate policies or policy renewals for the Group (death/permanent disability and healthcare insurance).

In 2023, a pilot Individual Benefits Statement (IBS) program was launched for the stationary employees of the French maritime Economic and Social Unit, and for the first time within CMA CGM Group. The IBS is a personalized information document that is provided to the employee. It summarizes the salaries and benefits received by each employee over the past year. In 2023, each employee who joined CMA CGM Group under a permanent contract no later than January 1, 2022 was able to access their IBS in their MyHR employee profile. As this was a pilot program, a questionnaire was distributed to gather feedback.

The experiment will be repeated in 2024 over the same scope.

### Living Wage at CEVA Logistics

In accordance with its "Employer of Choice" strategy, CEVA Logistics is committed to conducting a Living Wage analysis in the 80+ countries in which it operates. CEVA Logistics' goal is to promote fair wages and decent living conditions for its employees. CEVA Logistics started its pilot with 8 countries in 2023.

This study compares the income and benefits required for a household to meet its basic needs, such as housing, food, healthcare and education, in a particular geographical region, taking into account employees' situations. An official certification will be issued by the Fair Wage service provider. This certification is recognized by many of the Group's customers.



**Personal protection and health cover**

CMA CGM Group demonstrates and reaffirms its commitment to providing a level of health and personal protection cover for all Group employees that is in line with market practice within its business sector, and that takes into account local and regional specificities, as well as the minimum base cover requirements.

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

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

**Group Health & Prevention Plan**

In 2023, the Group continued its Health and Prevention plan for head office employees. It was then rolled out across our international network.

**In France, several awareness-raising days are held on a regular basis:**

- preventing female cancers;
- adopting life-saving techniques, first aid measures;
- road safety and prevention;
- preventing forest fires;
- tobacco-free month, Pink October, vaccination calendar, etc.

In addition, a booklet on parenthood and caregivers is provided to employees and sent to future parents to help them understand their rights as parents and the Group's specific provisions in this area.

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

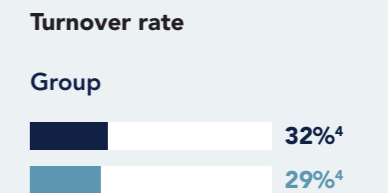
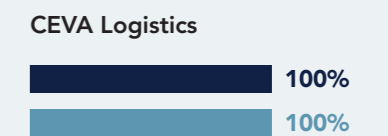
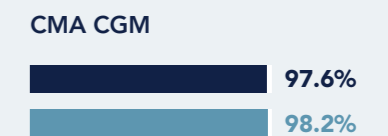
In addition, an occupational psychologist is available in Marseille to meet or talk remotely with employees in need of psychological advice or assistance.

In North America, a 360-degree program offers support to employees: general well-being, physical fitness, mental health, financial management. Employees have access to a mental wellness app (*Headspace*) and wellness leave.

At the CEVA Logistics head office in Marseille, a "Flex-office" tool has also been set up. This tool distributes employees on open-space platforms and ensures closer collaboration between teams since the end of the lockdown periods. Soundproof booths have been installed on the platforms to provide greater confidentiality.

■ 2022  
■ 2023  
> Objectives

**% of employees with access to primary health care**



<sup>4</sup> The data impacted by fixed-term contracts in the logistics business (see details in the methodological note, particularly concerning the calculation method).



### Well-being aboard

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

The teams on board ships are offered:

- counselling, available in several languages
- contact with the occupational psychologist
- the right to contact a Psychosocial Risk officer on board (for French seafarers)
- access to the system in place for filing complaints, which is managed by the Group's expert services
- creation of "sexual harassment" officers who hold a pre-embarkation

briefing before each sailing by women seafarers, and who remain available throughout the duration of the sailing. The discussions remain confidential;

- Mandatory anti-psychological and anti-sexual harassment training for all seafarers, available as e-learning modules and on board;
- Training course for French captains on the laws against psychological and sexual harassment taught by a law firm expert in the field, which is due to be extended to the entire fleet in the coming months;
- On-board gym available on ships;
- Access to digital entertainment;
- Debriefing after each sailing.

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

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

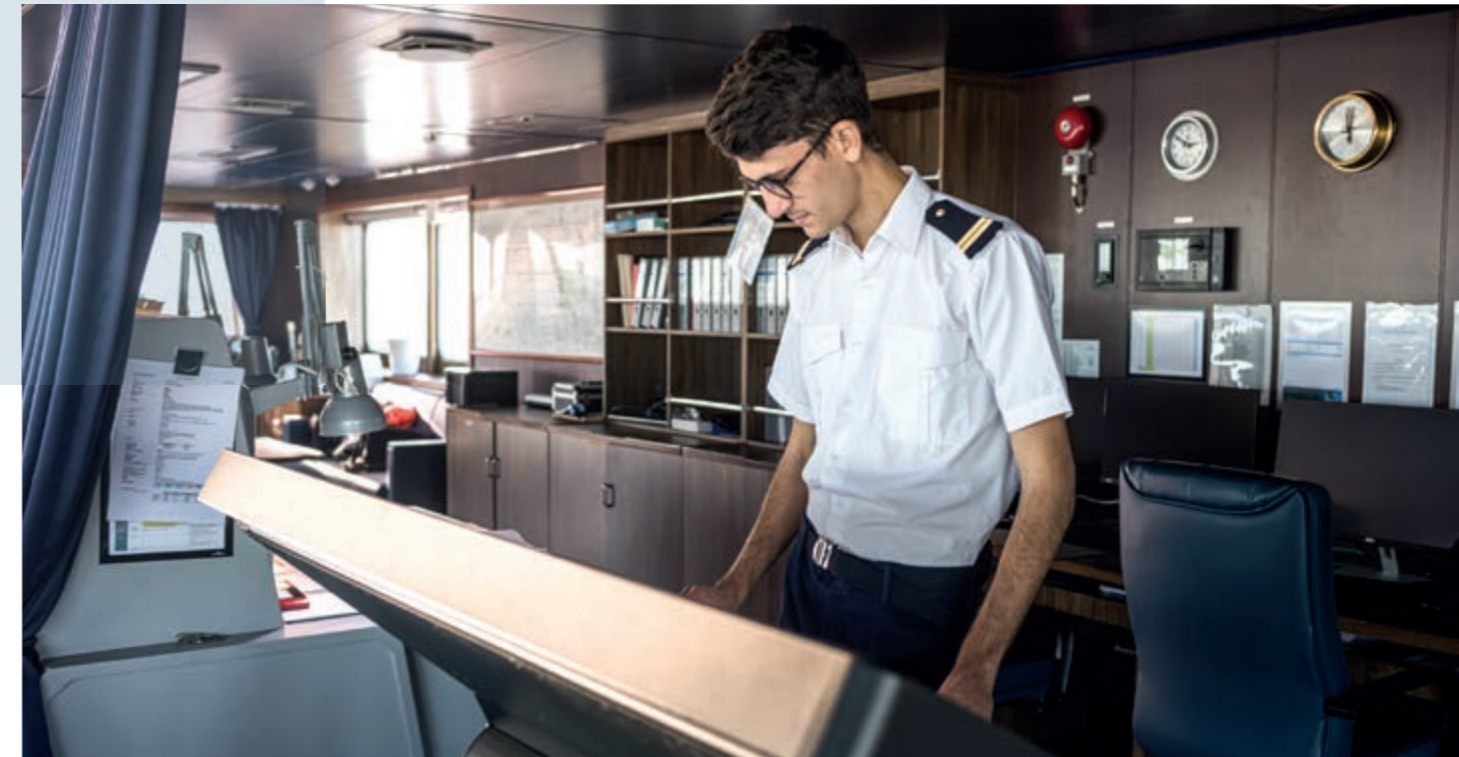
At CMA CGM Air Cargo, all employees on assignment are covered by MEDAIR services, which provides assistance in the event of a medical problem. This protection takes several forms:

**MEDLINK:** coverage in-flight and during layovers, with 24/7 access to doctors while on assignment. If a diversion is necessary, options are studied and teams coordinate with local ground operations to ensure that medical services are available to meet the aircraft on arrival.

**MEDICAL ASSISTANCE:** 24/7 access to nurses and doctors, as well as teleconsultation services.

**MENTAL HEALTH AND EMOTIONAL SUPPORT:** focuses on managing emotional trauma and providing immediate psychological support.

**SAFETY AND SECURITY:** support in the event of natural disasters or acts of terrorism at layover locations, advice on safety measures to be taken when new ports of call are opened, and emergency evacuation arrangements.



### 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.

CMA Ships carries out internal audits and has appointed an outside organization to carry out external (QHSE) audits of its ships, which are standardized on the basis of a list of audit points. In addition to these audits, CMA Ships assesses the condition of each vessel on a weekly basis and reports the results to Management.

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

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

**The program is based on four key aspects, which create 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 North America region (USA, Canada and Mexico). The aim is to develop a cultural maturity matrix in support of safe actions.

Within CEVA Logistics, cross-regional focus groups have been set up to maximize expertise, share best practices and continuously improve risk reduction capabilities, and a committed network of HSE professionals has been created to leverage expertise across the organization.

## Providing a safe and inclusive working environment

### International certifications

Adopting international standards enables the Group to operate more efficiently, to make its processes more reliable and to deliver high-quality service. In particular, the Group deploys certifications for its management systems: ISO 9001 for quality, ISO 14001 for the environment, and ISO 45001 for occupational health and safety.

An ambitious target has been set for all terminals and shore-based assets (CCIS) to obtain three ISO certifications (9001, 14001 and 45001) by 2025.

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

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

1. In 2023, establish a governance structure and the foundations for compliance with standards and regulatory requirements by developing and deploying a Global Quality Management Framework. Create a culture in which the regions commit to and adopt the global framework.
2. A capacity-building program tied to quality standards and continuous improvement methods.

3. Customer-focused continuous improvement cycles (PDCA method) and reducing the cost of quality defects.

4. Continuous improvement programs in 2025, focused on customer deliverables.

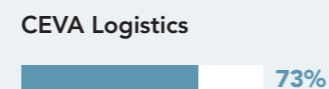
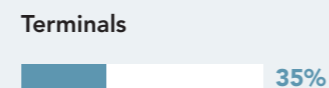
In 2023, CEVA Logistics' global quality management system was shared and applied in all regions. Quality performance indicators and data collection tools have been defined, which will promote continuous improvement in the medium and long term, and will lead us to fulfill our motto: "Do Right First Time, Every Time."

The adoption of the global framework by each CEVA Logistics site has been closely monitored to ensure optimal levels of compliance, enabling CEVA Logistics to meet global certification targets while continuing to develop a culture of continuous improvement.

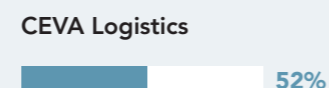
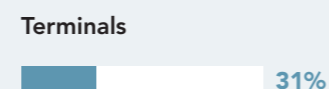
Today, CEVA Logistics holds multi-site ISO 9001 and Good Distribution Practices quality certifications. The latter certification is a lever for onboarding customers in the healthcare sector and continuing to develop the healthcare business.

- 2022
- 2023
- > Objectives

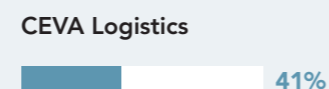
### ISO 9001 - Quality



### ISO 14001 - Environment



### ISO 45001 - Health and Safety



### ISO 50001 - Energy



Data for 2021 and 2022 are presented in the indicator table at the end of the document.



### Monitoring of incidents

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

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

We sadly report two fatal accidents on a CMA CGM terminal and at CEVA Logistics:

- A CMA CGM terminal employee in Mayotte, at the end of September, while unloading a vessel using an on-board crane.

- A CEVA Logistics employee, in June in Turkey, in a road accident (loss of vehicle control).

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

Each incident is investigated on site and in detail, and plans to improve protective measures are disseminated and implemented within the teams:

- Procedures: Strengthening equipment inspection and safety procedures (including marking risk areas); requesting the services of specialists for risk assessments;

- Communication: Alerts issued to check all potentially dangerous situations at all sites concerned. Specific communication on safety conditions and applicable procedures, increased focus on ensuring proper transmission of safety procedures (particularly in the event of staff turnover);

- Actions: Psychological support, sites with similar conditions identified, action plans jointly developed with employees at the site in order to implement the most appropriate measures.

### Rescue operations at sea

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

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

In 2023, CMA CGM vessels carried out 21 rescue operations at sea for a total of 124 people.

- 2022
- 2023
- > Objectives

### Major incidents

#### Maritime

- 5
- 0

#### Terminals

- 0
- 0

#### Depots - CCIS

- 0
- 0

#### Rescue operations

- 12
- 21

#### Number of Group fatal accidents

- 3
- 2

## Providing a safe and inclusive working environment



"In 2023, we continued to structure the fundamentals of our Human Resources policy, which with a focus on equity for all employees, regardless of gender or origin. This has been our top priority since the Group's engagement survey. We have launched leadership programs that are respectful of diversity and represent the various geographical areas where we operate, rolled out inclusion awareness programs for all our entities, and completed the implementation of a performance management cycle promoting equity since based on results, supported by a common set of skills and ongoing dialogue around objectives.

In 2024, we will face major challenges, both cyclical due to the global economic and geopolitical situation, and structural due to the integration of AI, the acceleration of our decarbonization process, and the consolidation of the Group. In this context, our human resources policy is based on:

- the engagement of our teams and the integration of new entities
- fostering the development of our talents, in particular by preparing our leaders of tomorrow at TANGRAM
- the transformation of the Group in order to remain agile and efficient despite our size, and to be in a position to seize all opportunities created by the arrival of AI"

**DAVID SCHAJER,**

Executive Vice President - Human Resources of CMA CGM Group

### Control and management of hazardous materials

All ports with terminals closely monitor the transit of hazardous goods. This activity is strictly regulated and fully integrated into the terminals' operational processes. These processes include the identification and segregation of hazardous materials, employee training and emergency preparedness.

Global hazardous goods management standard, supported by a network of professional associations, have been published and ensure robust governance and compliance with local laws in all regions. **The main standards applicable to the various means of transport are:**

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

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

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

### Commitment to diversity and inclusion

In a Group that has grown considerably in recent years, by adding new entities through external growth and consolidating its presence in numerous countries, the themes of diversity and inclusion are of particular importance.

Therefore, CMA CGM has adopted relevant policies in these areas. For example, in March 2023 the Group launched a Diversity, Equity and Inclusion (DE&I) action plan that consolidates all its initiatives.

This action plan, which was communicated to all employees on March 8, is based on the Group's engagement survey carried out in mid-2022. That engagement survey was the linchpin for the first priority actions, which focus on the themes of Belonging and Equal Opportunities in accessing career opportunities. In response to the expectations expressed by its employees, CMA CGM Group has structured a multi-year approach which, in 2023, will highlight measures to promote equal opportunities for people outside the head office and for women.

The Group promotes its talents without discrimination and, in particular, strives to achieve gender balance in its workforce. CMA CGM promotes this balance by giving equal consideration to talent, regardless of geographical location. For this reason, the issues of Diversity and Inclusion are covered in all of the Group's leadership programs and are the subject of training in various formats.

More broadly, the action plan, which the Group Human Resources Department presented on International Women's Rights Day, is structured to reflect four priorities:

- **Raising awareness** of diversity and inclusion issues among all internal stakeholders, through training and awareness-raising programs tailored to key audiences (managers, recruiters, future leaders through leadership programs, etc.).
- **Acting**, by incorporating diversity considerations into key HR processes (mobility, recruitment, performance evaluations, people reviews, succession planning, etc.).
- **Continuous improvement** by establishing performance indicators to assess the effectiveness of actions put in place, and creating a community of DE&I experts representative of the entire Group who monitor actions taken and can make adjustments if necessary.
- **Promoting** all actions CMA CGM, as a major company, carries out internally and externally, thus magnifying their impact on diversity and inclusion issues within the Group, its business sector and, more broadly, in society.

To complete the approach, the action plan was shared with all employees in 2023 on a dedicated page of the Group's intranet. A survey is planned to collect employees' views on actions taken and changes in priorities, in order to adjust the action plan for 2024.

### RAISING AWARENESS ABOUT DIVERSITY

The Group seeks to cultivate intergenerational, cultural and international diversity. Training and awareness campaigns aim to eliminate all types of discrimination. **Actions taken in 2023 included:**

- Training provided to all recruiters and HR staff on various forms of discrimination. This change must be instilled in employees by making them reflect on their own biases, thereby promoting diversity, inclusion and parity within the company.
- Training provided to all managers in France, including top management, on various forms of discrimination (particularly during onboarding processes). This training is coupled with another module focusing on harassment.
- The Group's leadership programs include the concepts of Diversity and Inclusion: GM School, Explore, Excelerate and Expand. Through these programs, the Group seeks to achieve gender balance, as well as geographical diversity, in all Group entities.
- Training promoting inclusion provided to all Group employees through mandatory e-learning modules on preventing discrimination, including awareness-raising about the unconscious biases most frequently observed in the workplace.
- A Group-wide "One Month, One Bias" campaign was conducted in 2023 to foster better understanding of diversity and inclusion issues in everyday life. This campaign will continue in 2024 in order to promote the creation of an ever more inclusive environment, with a focus on developing additional new content tailored to the company and the expectations expressed by employees.

### ACTING FOR GENDER EQUALITY

In connection with its gender equality action plan, **the Group has set itself an ambitious target to increase the number of women in the Group in coming years:**

- Giving women the positions and strategic role they deserve: a culture of inclusion at every stage of their career (diversity training for recruiters, women in management positions and on decision-making bodies, gender balance in leadership programs and succession plans, etc.).
- A robust inclusion policy, from recruitment to onboarding (improvement of the onboarding process to make it more inclusive).
- "People Review" and promotions, with particular attention to gender balance.
- An inclusive leadership training program (diversity, equity and inclusion issues covered in all leadership programs).
- A dedicated budget to reduce pay inequalities in France, presented to the employee representatives.

**In 2023, the Group continued its actions:**

- CMA CGM France:
  - o The "Parenthood and Caregivers Charter" was signed in a context in which employees increasingly demand a better balance between work obligations and time with family.
  - o "Dare" training on self-marketing, awareness and assertiveness provided to all employees.
  - o Awareness-raising training on parenthood-related issues provided to Business Partner Human Resources (BPHR).
- CMA CGM Global Business Services
  - Estonia: Equal pay prize awarded by an external organization.
- CMA CGM - United States: Creation of the Women's Empowerment Network (WEN) in logistics.

## Providing a safe and inclusive working environment

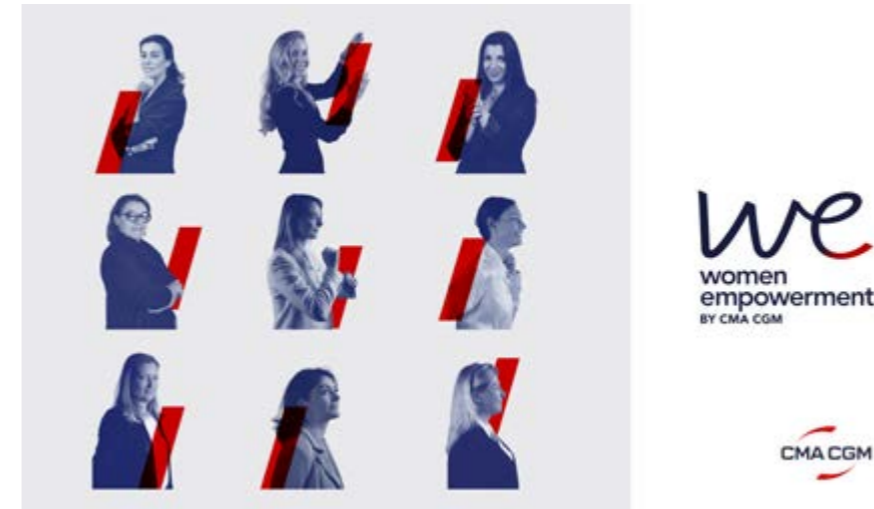
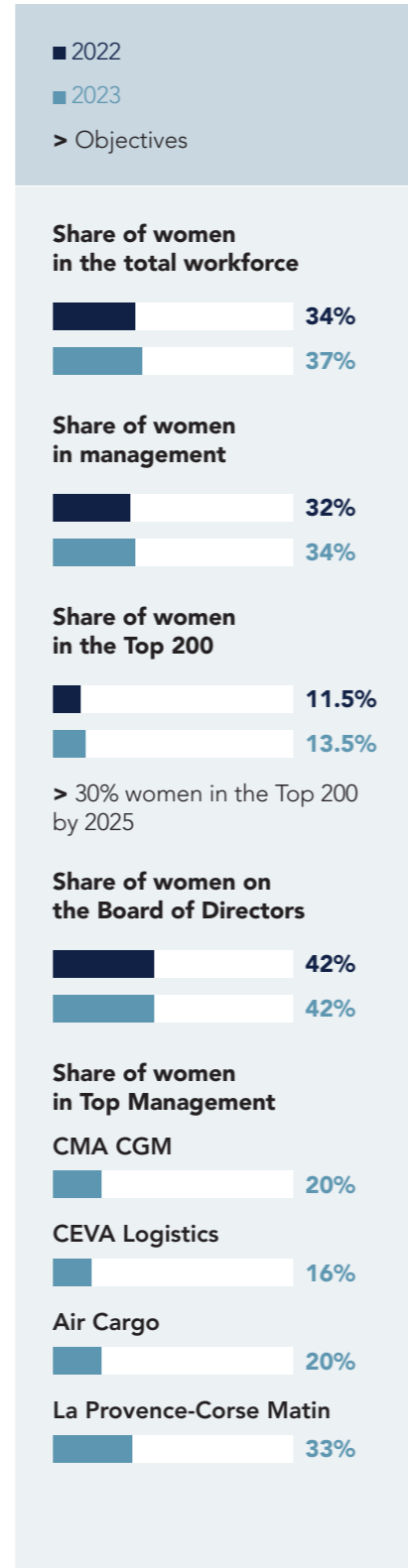
- CMA CGM - United Kingdom: "Empowerment Women to Lead" program.
- CEVA Logistics - Italy
  - o Valore D partnership: strengthening the leadership skills of female employees through specific training and development programs for young talent.
  - o Jobe Me Too partnership: recruitment of persons with disabilities and training managers in this type of recruitment.
- CEVA Logistics - Spain
  - o Awarded Business Leader in Diversity certification, which recognizes companies that are leaders on diversity, equity and inclusion issues.
  - o Awarded Women Empowerment certification, which rewards companies for their commitment to promoting female talent.
- CEVA Logistics - North America and Latin America regions: workshops and/or training sessions launched to raise employee awareness of the history, rights and challenges of LGBTQ+ persons. The North America region offers a series of online training courses on the subject of diversity and inclusion, which was launched in June and will be extended to the Latin America region.
- CEVA Logistics - United Kingdom: female employees of CEVA Logistics meet with suppliers and customers to discuss and organize working groups on unconscious prejudice. A 50-member network of ambassadors has been created to act as an idea generator. A quantitative survey is also conducted monthly, and a steering committee meets quarterly. Mentoring programs are underway to provide young female employees with the benefit of the experience of more seasoned colleagues.

### In France: Gender equality index

The gender equality index assesses the differences between women and men using several indicators: the pay gap, the gap in pay rises and promotions, pay rises after maternity leave, and the percentage of women among the 10 highest earners.

**In 2024, CEVA Logistics' head office obtained a score of 80/100 and CMA CGM obtained a score of 92/100 for France.**

For a number of years, the Group has actively promoted gender equality, with the support of social partners. A flagship action exemplifying this movement: the signature, on December 11, 2020, of a collective bargaining agreement on workplace gender equality and quality of life at work covering the period 2021-2025.



### PROMOTING DIVERSITY

In 2023, the "WE – Women Empowerment" program was launched, in partnership with KEDGE Business School and Coach Hub. Its aim is to **accelerate the professional development of women** within the Group and promote their 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", with 8 cohorts around the world, supported 113 women and promoted 48 female participants within the Group. In 2023, the program **evolved and became WE – Women's Empowerment**, with a first cohort of 18 women.

#### Each participant will benefit from:

- **Comprehensive** support, including group training to strengthen the ability to assert oneself
- **Individual e-coaching** to help them progress in professional development,
- Inspiring discussions during **networking** breakfasts.

The Group has formed a partnership with the "Elles Bougent" association. This new initiative is part of the DE&I action plan to increase gender diversity in the Group's professions and promote the diversity of talent within the Group.

"Elles Bougent," which was created in 2005, is dedicated to helping young women discover professions where there is a shortage of female talent, such as in the automotive, aeronautical, energy, rail, digital, space, maritime, logistics and other fields. It raises awareness among middle and high school girls and university students about career opportunities in technical and industrial professions, by holding meetings and setting up mentoring programs to provide support to young girls in making their career choices. For example, 16 women mentors representing CMA CGM and CEVA took part in "Elles Bougent Orientation" events in Antananarivo, Algiers, Beirut, Casablanca, Réunion, Libreville, Lomé, Marseille and Sao Paulo. The aim of the initiative is to help young female students discover different career paths and ask questions that will help them determine their career plans.

### TAKING DISABILITY INTO ACCOUNT IN THE COMPANY

CMA CGM Group is committed to providing support to people who need specific assistance during their career.

At the head office in Marseille, identifying people with disabilities is usually the task of the Occupational Medicine Department. When informed, the Group acts by proposing individual measures to modify, adapt or transform the workstation, thereby keeping the persons concerned in employment.

Measures include adapting workstations (footrests, telephone headsets, ergonomic chairs, special computer equipment, etc.), providing assigned parking spaces, and granting two extra days of leave for employees with a disabled dependent child.

#### Several actions have been implemented to take the process further, such as:

- the creation of a dedicated page on the Group's intranet (objectives, definition of disability, process, key contacts);
- the appointment of a disability reference person within the company;
- the creation of a dedicated email address to promote discussion on the subject.

In Latin America, CEVA Logistics has established partnerships with several entities that enable the company to provide an inclusive environment to 400 persons with disabilities. Providing an inclusive environment means:

- Ensuring physical accessibility by modifying facilities and advocating for equal rights and opportunities in all aspects of life
- Raising awareness about disabilities, challenging stigmas and promoting a barrier-free society

## Providing a safe and inclusive work environment

### PROMOTING THE INCLUSION OF PERSONS WITH EMPLOYABILITY DIFFICULTIES

CEVA Logistics has launched social mobility programs in several countries to achieve this goal. The United Kingdom and Turkey are two notable examples. In the United Kingdom, a program has been developed to offer a genuine work

experience within the company to young adults from disadvantaged educational and social backgrounds. At the conclusion of this project, 12 young adults were hired by CEVA Logistics. In Turkey, the program provided opportunities to 148 employees, 54 men and 94 women. These employees included 60 persons with disabilities and 83 women with unstable job histories.



#### CMA CGM Group: Partner of Paris 2024

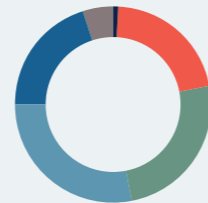
The upcoming Paris 2024 Olympic and Paralympic Games will once again highlight the importance of inclusion in the Olympic movement. In this respect, the slogan of Paris 2024, "Ouvrons grand les Jeux" ("Games Wide Open") calls to mind the organizers' commitment to combating discrimination. In 2023, the Group worked on setting up a partnership that will assist it in recruiting persons with employability difficulties for Paris 2024.

Pursuant to its "Employer of Choice" policy, for the upcoming Olympic Games, CEVA Logistics, which is in

charge of logistics, is committed to hiring employees from disadvantaged communities who face structural, social and economic obstacles to accessing the job market. The goal of this approach is to integrate and retain these employees in the company. To achieve this goal, the company is working with specialized organizations that focus on finding candidates who fit this profile in various communities. A good example is the Nes&Cit  association which, in connection with the Paris 2024, project, is working in partnership with the company to onboard 70 candidates with CEVA Logistics.

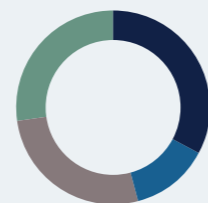
■ 2022  
■ 2023  
> Objectives

#### Distribution of the workforce by age group



Under 20: ■ 0.4%  
20 to 29: ■ 23.3%  
30 to 39: ■ 30.7%  
40 to 49: ■ 25%  
50 to 59: ■ 15.9%  
60 and over: ■ 4.7%

#### Distribution of the workforce by geographical area



Europe/France: ■ 43.2%  
Asia/Oceania: ■ 24.7%  
Americas: ■ 23.9%  
Africa/Middle East: ■ 8.5%



### Ensuring respect for human rights throughout the value chain

In 2023, CMA CGM Group continued to be proactive in ensuring respect for human rights. In addition to its other actions in support of human rights, such as its diversity and inclusion strategy, the Group maintained its membership of the United Nations Global Compact. It also participates in Global Compact working groups and continues to present its annual "Communication on Progress" under this initiative, thus demonstrating its ongoing commitment to fulfilling its ethical and social responsibilities.

The Group took measures in accordance with the French law "Duty of Vigilance" law concerning adverse human rights impacts caused by its activities and the activities of suppliers and subcontractors with whom it has an established business relationship, in particular through the following initiatives:

- 1) Commissioning a report from a global sustainable business, which involved external stakeholders (including NGOs), which included: (i) a risk mapping enabling CMA CGM to re-review adverse human rights impacts applicable to its activities and those of its supply chain, and (ii) recommended actions mitigate the risk of adverse human rights impacts and to prevent such impacts;
- 2) Strengthening CMA CGM's human rights due diligence concerning suppliers and subcontractors, using third-party ethical compliance assessment software that has recently been deployed under the Group's Sustainable Procurement program; and
- 3) Improving its ethics and compliance whistleblower system.

In addition, in September 2023, CMA CGM appointed a Group Human Rights Officer, who is based in the Compliance department. This officer is responsible for preparing a roadmap for implementing the report's recommendations (with priority risks and actions to be addressed first), and for monitoring compliance with the human rights laws and frameworks applicable to companies.

Further information on such as these are is provided in the Group's "Duty of Vigilance Plan" (2023 version), which is available [here](https://www.cmacgm-group.com/fr) on the Group's website: <https://www.cmacgm-group.com/fr>

# 6. Engaging AND TRAINING OUR EMPLOYEES

*CMA CGM Group pays particular attention to employee recognition and development through various initiatives. These efforts include innovative platforms that improve internal communication, an internal mobility policy to encourage professional growth, and engagement surveys to better understand employees' needs. In addition, the Group invests in ongoing training, including specific programs such as the CMA CGM Academy, and leadership initiatives to prepare managers for future challenges.*

## Promoting education and training

### ENGAGING EMPLOYEES IN THE GROUP'S GROWTH AND TRANSFORMATION

CMA CGM Group places great importance on employee engagement in its transformation. It keeps abreast of their views and expectations through an engagement survey, and regularly shares its strategy internally. CMA CGM is also committed to supporting each person to develop their skills: employees, managers, apprentices, corporate volunteers, etc.

### The Group's internal mobility policy

CMA CGM Group is constantly evolving and offers numerous career opportunities in diverse activities, business lines and geographical locations.

Each employee is responsible for their own development and career path. The Group's new internal mobility policy sets out the internal mobility process and key principles to assist each employee in navigating this process.

In late 2023, the policy was provided to HR staff and will be distributed to all Group employees in 2024. Communication initiatives will also be carried out to promote, through inspiring career paths, the professions and opportunities within the Group.

### First engagement survey: We Listen & Act

In 2022, the Group conducted its first anonymous engagement survey, "VoiceYourOpinion," which was circulated to 70,000 employees. The survey participation rate was 84% and the Group obtained a score of 73, evidence of the high level of employee engagement and in line with the industry benchmark. The results were shared internally. Three opportunities for improvement emerged from the survey:

**1. Communication:** employees recognize the efforts and improvement the Group has made in this area, but would like to feel greater proximity to Top Management.

### Objectives:

- 3 days of training per employee per year in 2023.

**2. Equal Opportunity:** employees expressed the wish for greater transparency in career management and more clarity about the tools available to enable them to play a greater part in their careers.

**3. Belonging:** employees expressed a strong sense of belonging at the local entity level, but less so at Group level.

Following this survey, the Group prepared a two-year action plan, which has been shared with all employees. It aims to set up and coordinate initiatives on the improvement opportunities at all levels of the organization.

Every six months, webinars are held to report on the progress of CMA CGM's action plan, at which projects that have been implemented at Group level are presented.

### Sharing the Group's strategy and transformation

The Group is committed to engaging its employees by communicating information on strategic, economic, financial, corporate and organizational matters, as well as about social and sustainable development issues.

This communication is regularly and transparently provided through:

- the Group's website;
- the intranet and videos posted by managers;
- the weekly news flash (articles, interviews, videos, etc.) and the CEVA Monday Catch Up;

- CEVA Logistics' in-house monthly magazine "The Chain"
- in-house webinars in which our CEO discusses the Group's strategy and ambitions;
- internal memoranda.

CMA CGM Group has created an immersive escape game played in teams for new hires. This game, which has been tested in China, India, the United States, Singapore, Lebanon and France, enables players to discover the Group, its history, its values, its organization and its businesses.

### ACCELERATING EMPLOYEE DEVELOPMENT

#### Harmonization of career management practices and tools

The career management process identifies talent, proposes development goals, and provides access to training programs and global mobility opportunities. The "MyHR" platform groups the HR processes, such as talent reviews and performance reviews. It is gradually being expanded to the Group's new companies.

Connection to the MyHR platform, which was set up in 2022, has become a well-established practice. CEVA Logistics is accelerating its adoption and uses it as a single platform in an effort to perform in MyHR all tasks associated with the employee journey, covering the spectrum from talent acquisition to the full performance management cycle and development plan. The actions included encompass all actions related to people management. "MyHR is the backbone of our human resources department," says Dominique Brard, Senior Vice-President Human Resources of CEVA Logistics Group. In 2023, all CEVA Logistics employees were integrated into MyHR.

### 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. Since early 2023 when the new performance process was deployed, each employee has been able to refer to it to become aware, in a transparent manner, of the skills to be developed in order to progress within the Group.

For example, this database was used for the 2023 performance reviews. CEVA Logistics focused on the 12 most critical skills for logistics activities. In connection with their performance review, employees are asked to choose three business-oriented objectives and three skills from the database, with the aim of acquiring agility and change management skills consistent with the needs of the Group's transformation.

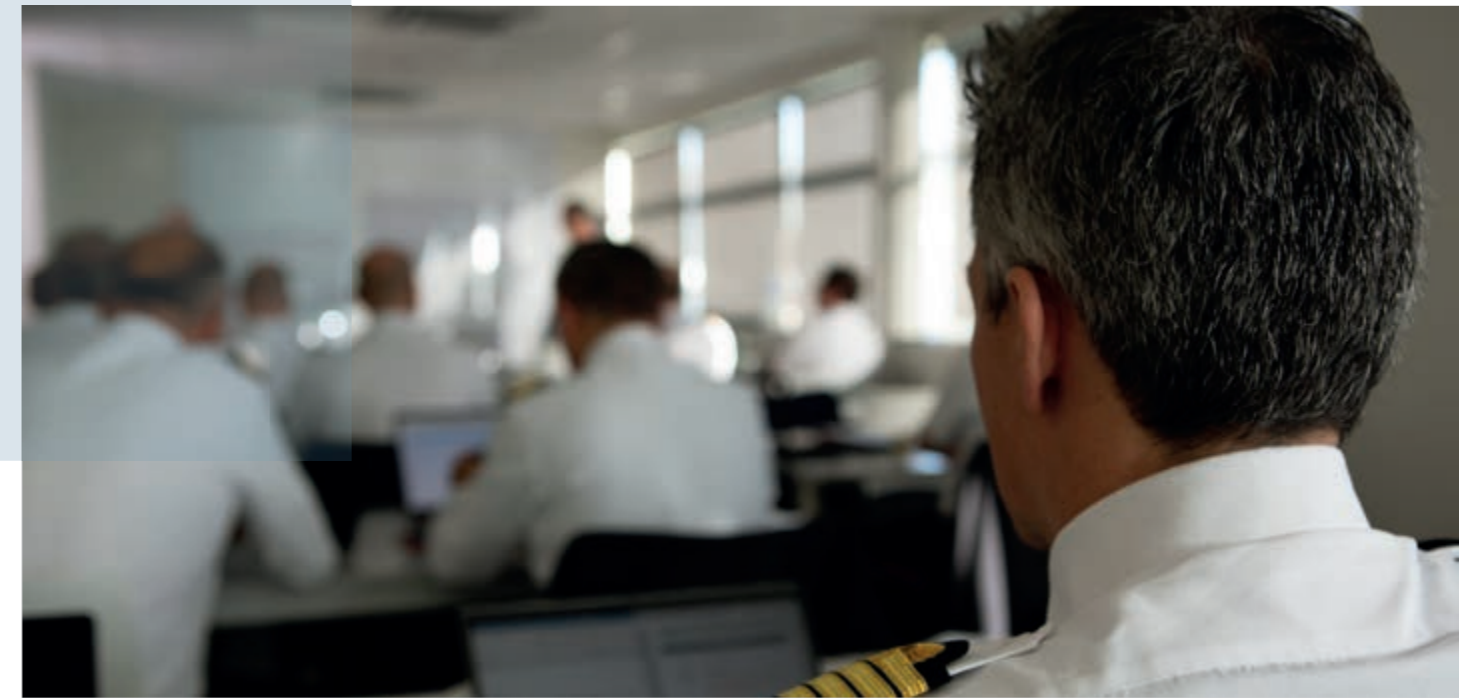
- At CEVA Logistics, in line with the "Employer of Choice" program, special attention is paid to employee development. Our aim is to ensure that robust performance appraisals are in place everywhere, in order to identify talent, offer opportunities for internal mobility, and ensure that employees have a career plan.

In terms of talent management, the Group is gradually putting in place the necessary governance structure and action plans to ensure that all actions are tied into its global strategy.

#### Leadership and experts programs at Group level

The Group continues the structuring of its leadership programs. They are essential for preparing and equipping the leaders of today and tomorrow to carry out the transformation and support the strong growth of the Group. Participants are recruited from all Group entities, including CEVA Logistics. They are broken down by management level:

- "Expand" program for top management, in partnership with the IESE Business School;



- "Excelerate" program for middle management, which was opened to the whole Group and had 69 participants this year;

- "Explore" program for first-level management. This innovative, disruptive and 100% digital program brought together 10 international teams of 10 managers in the last quarter. Each week, the teams were asked to complete challenges designed to hone key managerial skills. The program also strengthened the sense of belonging to the Group.

#### Support for general managers

The General Manager School (GM School) assists three types of managers, CMA CGM General Managers and Terminal Managers, as well as CEVA Logistics Unit Managers, to develop their business and leadership skills and their careers. The program, which is spread over two months, offers a common core, as well as modules specific to the three types of managers, which can be taken remotely and in person. The program also provides an opportunity to make contacts and includes workshops and a self-assessment debriefed by certified in-house professionals. This approach enables participants to understand their strengths and areas for development.

CMA CGM has developed a complementary course to assist General Managers in dealing with the specific challenges of their activities, including a CSR module. With this program, the Group aims to:

- improve management practices to maximize the performance of the Group's entities;
- increase business alignment by exposing managers to ComEx members and Top Management;
- strengthen the CMA CGM network and create an internal community.

In 2023, the two cohorts of the GM School were composed of 43 participants, of which 23% were women and 77% were non-French.

The GM School also hosted eight participants from CEVA Logistics.

#### The CMA CGM Academy offers training for all

The CMA CGM Academy offers in-person and distance training courses, as well as solutions (C-Boxes) that teams can facilitate on their own. It has been available to all CMA CGM and CEVA Logistics employees since early 2023 and offers solutions suitable to each

individual. An example of a measure to ease accessibility: All in-person training offered is also available in virtual classrooms. Some training courses are also offered as e-learning. The Academy offers 567 in-person or virtual classroom courses and 601 e-learning courses. For example, the three-day "Managing with Impact" management course is available in both in-person and distance learning formats. In 2023, the Academy launched "Virtual Ship Visit," an immersive e-learning course that provides all employees with the opportunity to embark on a container ship and discover life on board. In addition, the "My Climate School" e-learning module offers all employees eco-driving training tailored to their different jobs.

In line with its "Employer of Choice" program, CEVA Logistics pays particular attention to training. The aim is to focus on areas that are most relevant to the company, while improving the skills employees need for their jobs. In 2023, the Group expanded access to the Academy to all its employees, with the ultimate goal of reaching all employees in all functions.

## Engaging and training our employees

### Training for maritime transport jobs

In-house trainers provide training in the jobs specific to the Group's maritime transport business: sales representatives, cargo flow officers, ship managers, etc. One of the Academy's priorities is to coordinate a community of in-house trainers. This requires recruiting, training, providing support, and creating opportunities for discussions between colleagues. These encounters are used to share experiences, reinforcing engagement and improving skills.

### C box facilitation kits available to all teams

The Group has created facilitation kits designed to help teams stimulate their collective intelligence, strengthen their cohesion and solve specific problems. These kits—called C-Boxes—assist teams to organize workshops independently. Nine C-Boxes are already available: Team, Change, Creativity, Diversity, Feedback, Welcome Back, Sustainability, Better Ways, Digital and Efficiency.

**In 2023, the Group provided 1 706 241 hours of training (CMA CGM + CEVA Logistics), i.e., an average of 2.29 days of training per employee over the year. The target for training is 3 days of training per employee per year in 2023.**

**For CMA CGM, the number of days per employee was 3.1. At CEVA Logistics, employees receive an average of 1.7 days of training per year.**

### Training for maritime and shore-based employees

The safety of seafarers requires specific and 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.

An integration day, in line with the CMA CGM Academy integration program, is held for new seafarers.

CMA CGM has trained its seafarers in the use of SAYFR, a digital solution with over **5,000 users**. This digital safety awareness tool consists of two modules: SAYFR WE2D, which can be used at the individual level to simulate real-life situations and behaviors, and SAYFR Team for team activities. SAYFR focuses on behaviors and sharing good practices, and aims to make every incident a starting point for strategic thinking.

The Group rolled out internationally a one-day training course covering on-board psychosocial risks. French seafarers who have taken this training course will supplement it with two days of additional training to become psychosocial risk reference persons in order to provide support to teams aboard vessels.

Since 2021, the Group has provided "Leadership in Safety" training for QHSE managers of maritime and inland activities, senior on-board officers, and managers of shore-based sites (terminals and depots).

To enhance their managerial skills, officers attend "Process Com" sessions.

Marine Superintendents (MSIs) are expert seafarers who accompany and train crews at sea.

The operation of ships powered by liquefied natural gas (LNG) requires crews to acquire new skills. Under international regulations, seafarers on board ships subject to the IGF international safety code must receive mandatory training in order to embark on such ships. Depending on their rank, seafarers must complete the training and hold a basic or advanced certificate. Since January 2023, the company has continued these training courses: 750 additional sailors received IGF Basic Training and 420 received IGF Advanced Training. Exceeding the requirements of international regulations, the Group has set up additional training courses, some of them in house, which will continue as new ships are delivered.

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

The training CMA CGM Air Cargo provides to its employees seeks to achieve two major goals: to enable them to become more comfortable in their jobs and to develop their skills. This training is also a tool for extending the safety culture in operations on a day-to-day basis.

### Air crews

What training opportunities and methods are available to air transport employees? When hired, each pilot undergoes regulatory ground training. Simulator sessions are also held to confirm the pilot's level of proficiency. The pilot will then operate flight segments under an instructor's supervision.

Subsequently, as their career progresses, periodic checks are carried out every six months.

B-777 and A-330 aircraft type rating conversion courses are also provided for pilots who lack these ratings when hired.

### Ground staff

What training opportunities and methods are available to ground staff? Air cargo has an Operation Control Center (OCC) with a 24/7 team that supervizes flights in real time.

When hired, shift supervisors (who coordinate operations) and flight dispatchers are trained to ensure proper shift performance and implementation of operations: flight preparation, weather, flight execution.

Internal compliance teams regularly verify that procedures are properly implemented. These in-house verifications supplement quality controls designed to ensure that procedures function properly and are followed.

The Maintenance Coordination Center (MCC) teams, which supervise all aircraft maintenance operations, also take 777 type rating qualifying courses to gain a better understanding of the aircraft.

Training was also provided to obtain airport authorizations for relevant employees.

■ 2022  
■ 2023  
> Objectives

### Number of days of training per year and per employee<sup>5</sup>

■ 1.46  
■ 2.29

> 3 days by 2023

### eLearning: total number of hours

■ 295,027  
■ 272,664

### In-person training total number of hours

■ 577,232  
■ 1,433,312<sup>6</sup>

### Number of training hours on CSR topics

■ 57,509  
■ 90,482

<sup>5</sup> Training hours have increased, as more countries have developed face to face training, and all Group countries are fully committed to achieving the 3-day training target.

<sup>6</sup> More than 530,000 of blue-collar training have been integrated.



## Engaging and training our employees

### Encourage the development of young talent

The Group pays particular attention to young talent and coordinates a community of around 200 interns and work-placement staff in France. A 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. The Group hires candidates with international profiles (31%) and a variety of educational backgrounds: 53% of them have graduated from business schools, 18% from engineering schools and 29% from political studies institutes or universities.

Since 2022, the CMA CGM Academy trains tutors of interns and work-placement staff to familiarize them with their supervisory and training role. A new e-learning course for tutors is planned for the first quarter of 2024 to enable them to better assist students in their learning.

All identified talents undergo a specific development program: training in *leadership*, *coaching*, *mentoring* and *internal sponsoring*. CMA CGM updates its succession plans annually.

All these points on which the Group has focused attention have paid off: the CMA CGM Group has obtained *Happy Index® Trainees* certification for the eighth consecutive year. This certification rewards the quality of internships and work-placement contracts. More than 90% of respondents would recommend the Group for an internship or work placement.

### Training apprentices for air, maritime and inland transport jobs

The Group also continued the TAMM air and sea freight transport program in France. This work-placement training is designed for young Master's graduates who wish to develop expertise in the transport and logistics field. This one-year program confers the Air or Maritime Freight Transport Organieer certificate, which is registered in the National Roster of Professional Certifications, as well as an internal certificate. More than three quarters of the graduates of the first two classes were hired by the Group.

### Opening our world to International Corporate Volunteers

The Group's International Corporate Volunteer program hosts around 60 young graduates in France each year. This program, which was extended to CEVA Logistics in 2022, is a springboard for young graduates, both on the external market and within CMA CGM. In fact, 50% of international corporate volunteers are hired at the conclusion of the program.

In 2023, an international corporate volunteer policy was adopted at Group level, communicated to HR staff, and made available to managers on the Group intranet.

Our target for 2024 is to hire 70% of corporate volunteers at the conclusion of the program.

### UNIVERSITY RELATIONSHIPS AND PARTNERSHIPS

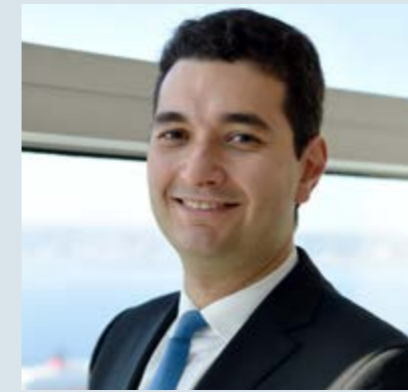
The exceptional growth of the Group in recent years, as well the challenges the world is facing, push us to go further and encourage us more than ever to invest in education and in the talents of tomorrow.

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 rolls out nearly 100 school initiatives every year. Through recruitment fairs and job presentations, as well as through innovative educational initiatives (master classes, hackathons and challenges, student projects), every year dozens of employees play an active role in training and guiding the talents of tomorrow.

#### In 2023, key strategic partnerships were renewed or established:

- Sciences Po Paris – employer brand partnership focusing on international relations and geopolitics.
- HEC – employer brand partnership with a CSR focus, in connection with the HEC-CMA CGM chair backed by TANGRAM.
- Paris-Dauphine University – partnership with a focus on finance.
- CEMS network – an international network of excellence comprising 34 leading business schools worldwide and 70 partner companies.
- Ecole Polytechnique – global employer brand partnership, in line with the goal to raise the company's profile among top-level engineering students.



"Tangram's long-awaited opening reflects both the incredible diversity of our Group and the importance we place on the intellectual development of our employees. Tangram's certification courses will offer Group employees a unique and highly enriching experience. Not only will they hone their expertise on subjects that are strategic for our sector (AI, decarbonization and leadership to begin with), but they will also create contacts and become better acquainted with their colleagues from the Group's various entities, businesses and regions. Innovation at Tangram will enable us to coordinate numerous internal projects and initiatives, and to host and structure programs involving various players in the Group's ecosystem (customers, ZEBOS, suppliers, partner universities, etc.) in order to resolve important business issues for CMA CGM or the whole supply chain sector."

**ANGELO-GABRIEL MIKAEL**  
General Manager - TANGRAM

### TANGRAM, the new training and innovation center for the sustainable transport and logistics of tomorrow

CMA CGM Group has established TANGRAM, a new center of excellence open to all parties who wish to collaborate to create the sustainable transport and logistics of tomorrow. Its goal is to make a pivotal contribution to the transport and logistics sectors in response to the major challenges facing the world today (environmental, societal, geopolitical, etc.). **It is based on two interconnected priorities, training and innovation.**

TANGRAM is a catalyst designed to create a rich ecosystem and develop synergies between experts in all areas: CMA CGM Group 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. In April 2024, a new venue will host all these projects at a prestigious location at La Pointe Rouge in Marseille.

### Training

By 2024, the Group will develop 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. The topics covered will be artificial intelligence, leadership and climate. These training courses will be facilitated by renowned local and international universities. 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. The courses will take place throughout the year, for cohorts of 120 persons.

In addition, the training courses that the CMA CGM Academy already provides will also take place at the TANGRAM site.

### Local engagement

TANGRAM, which is located south of Marseille, aims to establish itself in the local area and the PACA region. A partnership has been established with Albert School, which is setting up in Marseille and will welcome its first cohort of students to TANGRAM in 2024. TANGRAM, a venue for meetings and exchanges, will also host training and/or innovation events that bring together the region's ecosystem.

### HEC Chair

Since 2022, CMA CGM has endowed a "Sustainability and Supply Chain Analytics" Chair at HEC Paris. This Chair, which is headed by a professor from the business school and will be coordinated by TANGRAM, develops knowledge on supply chain sustainability based on analyses of the Group's operational data. A variety of work is in progress, which will result in workshops, publications, etc. This Chair will also hold conferences over the next three years. This commitment with HEC Paris also includes a recruitment component. It is overseen by Human Resources and enables students to learn more about our Group and potentially develop an interest in joining it.

## Raising awareness and engaging employees in the Group's environmental challenges

### MYDAILYIMPACT

In 2023, the Group launched new MyDailyImpact campaigns. This is a platform that acts concretely to raise employees' climate awareness, offer them training and propose challenges in order to reduce their individual impact.

The Group proposed challenges focusing on biodiversity, the circular economy and sustainable mobility, **such as:**

- Adopting proper waste reduction practices to protect biodiversity.
- "How can I reduce the carbon footprint of my journeys?" and putting into practice tips for improving one's impact on the climate.

Each challenge raises funds for organizations involved in environmental conservation and for projects in various countries around the world: Ecocéan (France), Gérès (Benin), Earthwake (Senegal), Cairns Turtle Rehabilitation Center, the University of Tasmania and Institute for Marine and Antarctic Studies (Tasmania), Ocean Pure Project (Singapore).

Other initiatives include: WeNow, a start-up that raises awareness and provides training on climate issues, and Mão Boa, which specializes in employee mobilization and which was incubated in ZEBOX, the Group's start-up incubator.

### A CSR TRAINING PROGRAM TAILORED TO THE GROUP'S BUSINESSES

The objective of the CSR training programs is to raise awareness and train employees in CSR in order to prepare them for the evolutions that climate change will bring to their jobs. This will also help to meet certain regulatory requirements. The CSR training plan is based on the three pillars of the Group's CSR strategy, **taking into account:**

- elements identified in the risk mapping;
- needs identified during an assessment of CSR issues. This plan is based on the three priorities of the Group's CSR strategy.

In partnership with AXA Climate, CMA CGM is pursuing the My Climate school project, the cornerstone of the training plan. The goal is to educate all employees about the causes and consequences of global warming. A series of e-learning modules is available on the CC Academy portal. These modules include **"Understanding,"** which covers the scientific fundamentals of climate change, and **"Acting,"** which is specific to the business lines.

### CSR FOR SALES

In response to the increasing number of customer questions about our CSR strategy, the Group's CSR department and the CMA CGM Academy have developed a dedicated "CSR for Sales" module, the pilot session of which was held at the head office. It provides sales teams with simple, easy-to-use basics, answers first-level questions, and allows them to gain greater autonomy during customer meetings.

This module is aimed initially at major account sales teams. Eventually, it will be integrated into our CMA CGM Academy catalog for all employees.

An e-learning program entitled "Mitigating the Impact of Transport on Climate Change, which was developed in partnership with the AXA Climate School, explains the challenges facing international transport in relation to global warming, and the Group's strategy for reducing its impact.

### ENTREPRENEURS FOR THE PLANET MENTORING PROGRAM AND CMA CGM

CMA CGM joined the Entrepreneurs for the Planet community, thus reinforcing its commitment to the environmental and local communities.

Entrepreneurs for the Planet is a public-interest association founded in Marseille in 2019. It unifies and coordinates a community of entrepreneurs committed to implementing solutions with impact in local areas. This community brings together people from a variety of backgrounds and from all generations, who work together in each local area to help businesses make their ecological transition.

CMA CGM has expanded its environmental commitment to the association and has mobilized members of its management team at its Marseille head office, who have been invited to become volunteer mentors to entrepreneurs who are implementing innovative solutions in the south of France.



High-impact entrepreneurs from the Aix-Marseille area have been selected from the Entrepreneurs for the Planet community to be mentored by executives from the CMA CGM Group (including CEVA, Colis Privé and ZEBOX). These entrepreneurs are working on innovations in logistics, decarbonizing maritime freight and last-mile deliveries, renewable energies, and protecting marine and terrestrial biodiversity.

For the Group, this commitment has various benefits: it provides mentors with an enriching human and environmental experience, and provides access to sustainable solutions that can be used in connection with its innovation strategy.

CMA CGM demonstrates its commitment to national sovereignty by supporting French reservists.

In accordance with French law, employees can devote up to 10 days a year to serve in the military reserves during working hours.

### RAISING AWARENESS THROUGH ACTION: OUR TEAMS' COMMITMENTS IN FAVOUR OF THE ENVIRONMENT

CMA CGM employees are committed to the environment on a day-to-day basis. Regular participation in various events is at the heart of this commitment.

On Monday, June 5, 2023, the Group marked World Bicycle Day with a host of local initiatives. Numerous initiatives were implemented within the Group. In Senegal, CMA CGM organized a bicycle ride in connection with its CSR initiatives. The ride brought together around 50 employees from the Group's three entities – Agence, TCD and CEVA Logistics – to encourage the use of bicycles, an environmentally friendly means of transport.

In 2023, the Group took major initiatives to promote ecomobility among its employees, in line with the revisions to the corporate mobility plans for the Le Havre and head office sites. These revisions, which comply with French law, aim to optimize employee journeys, reduce pollutant emissions and reduce road traffic.

In this vein, the SWITCH TO BIKE program, co-financed by the Group through its PULSE investment fund, was launched to encourage the use of electric bicycles for commuting. To date, 108 employees have benefited from this program, which contributes to reducing CO<sub>2</sub> by an estimated 15 tons in 2023, compared with the emissions of internal combustion engine cars over the same distance. In December 2023, 60 new bikes were allocated in the second phase of the program.

At the head office, a "bike village" was held at the connected café, where employees had the opportunity to meet local associations, such as CYCLOTOPIA and VELO EN VILLE. These meetings provided an opportunity to discuss safety and prevention issues, and to work out customized itineraries for their commutes. In addition, the site's cyclists could have their personal bikes repaired free of charge in the parking lot throughout the day, another demonstration of the company's commitment to sustainable mobility.

Other initiatives undertaken by Group employees are described in Section 8.

# COLLABORATIONS AND PARTNERSHIPS



## ELLES BOUGENT

This association aims to attract young women (from secondary education and higher education) to scientific, technical, technological and engineering careers. It showcases professions where there is a shortage of female talent, in particular in the energy, rail, digital, space, maritime and logistics sectors.



## PARIS 2024

CMA CGM is a partner of the upcoming Paris 2024 Olympic and Paralympic Games. This partnership will assist the Group in recruiting persons with employability difficulties.



## ENTREPRENEURS FOR THE PLANET

This association works to assist companies engineer their ecological transition, by coordinating a community of committed entrepreneurs active in local areas and by encouraging high-impact solutions.



## CONTAINER SHIP SAFETY FORUM

Established in 2014, this NGO brings together major shipping stakeholders committed to improving the safety performance and management practices of container shipping.



## CARGO INCIDENT NOTIFICATION SYSTEM

This platform for exchanges between the largest shipping companies enables to quickly share security and safety issues relating to goods transported in containers.



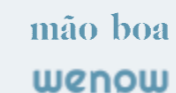
## THE INTERCOMPANY EXPATRIATION CENTRE

A unique forum for exchanging and sharing best practices on international mobility strategies and policies of major European groups with an international scope.



## AXA CLIMATE

The Axa Climate School was launched in 2019 with the mission of acting as a committed climate insurer serving major companies in the private sector, national governments and regional public sector organizations.



## "MY CMA CGM GROUP DAILY IMPACT" PROGRAM

In connection with the "My CMA CGM Group Daily Impact" project, a partnership with two young companies was set up in 2021 to raise awareness and mobilize our employees on reducing their environmental impact and our CSR strategy. Mão Boa is a young company incubated in ZEBOX and WeNow. It is a company with expertise in climate change, that is recommended on the UN website and that has been BCorp-certified since 2017.



# ACTING for fair trade

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*In line with its commitment to responsible international trade, ethics and integrity are the pillars of CMA CGM Group's cooperation with suppliers and customers. The Group deploys these fundamental values in all its activities, supported by a culture of exemplary behavior and rigorous policies. It offers its customers innovative and ecological customized transport solutions, to assist them effectively in their decarbonization process. At the same time, the Group engages its suppliers in a progress focused approach based on environmental and social criteria. Finally, the company's logistical expertise and resources are placed at the service of local communities around the world.*

## Direct contribution



## Indirect contribution



# 7. Cooperating in an exemplary manner WITH OUR SUPPLIERS AND CUSTOMERS

*The Group's commitment to fair and equitable trade is reflected in concrete actions, such as the implementation of strict policies against bribery and influence peddling, compliance with the competition laws, and responsible data management. The Group has also obtained Responsible Purchasing and Supplier Relations (RFAR) certification, confirming the incorporation of sustainability criteria into its supplier selection process and the training provided to its teams on ethical issues. In addition, CMA CGM develops innovative and sustainable solutions for its customers, particularly in the areas of carbon emissions reduction and intermodal transport.*

## Acting ethically and with integrity

CMA CGM ensures that the principles of ethics, integrity and compliance are applied to all its activities. The Group endeavours to be a benchmark on these issues. Its voluntary and proactive approach is a key factor in its relationship of trust with all its partners and stakeholders.

Management and the teams that specialize in these areas implement a culture of exemplary behavior. This culture, which is communicated to all employees through numerous training courses, is governed by a set of policies. More specifically, the Group carries out targeted programs on combating bribery and influence peddling, compliance with the competition laws, compliance with economic sanctions, data management, preventing illicit trafficking and tax transparency.

In 2023, CMA CGM continued its efforts on the issue of ethics with its suppliers. **The Group obtained Responsible Purchasing and Supplier Relations (RFAR) certification, which covers the following aspects:**

- payment periods;
- inclusion of sustainability criteria into supplier selection processes;
- training on ethical issues provided to the company's teams.

### Objectives:

- Strengthening measures to prevent, detect and remedy behaviors which violate the Code of Ethics
- Offering services with low environmental impact
- Assessing 100% of CMA CGM Group's eligible supplier base by 2025
- Providing mandatory "ethics and compliance" training courses to 100% of employees



### CORPORATE CULTURE OF EXEMPLARY BEHAVIOR AND GENERAL POLICIES

#### Corporate culture of exemplary behavior and compliance

The Chairman and CEO and the management team orchestrate implementation of the Group's commitment to ethics and compliance. They are fully committed to applying the Group's compliance policies within their respective areas of responsibility. Employees regularly receive communications reminding them of CMA CGM's values of exemplary and ethical behavior. Their support, as well as the commitment of our teams, ensures that the Group's compliance system is effective and robust.

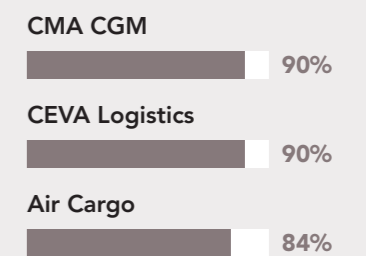
The Group has adopted framework documents, which are a reference for all employees, including the Code of Ethics<sup>1</sup>, the Anti-Bribery Code and specific policies, in particular on gifts and hospitality, conflicts of interest and representation of interests.

A team of experts oversees and coordinates the ethics and compliance program: ethics, business integrity, economic sanctions, competition law, personal data protection, and the duty of vigilance.

The CEVA Logistics Code of Conduct – the One CEVA Code – sets out the commitment of the CEO and the management team to ethics and compliance, in line with the values of CMA CGM Group. Supported by a team of global and regional legal and compliance professionals, CEVA Logistics' Compliance Officer oversees implementation of the ethics and compliance program: combating bribery, regulatory compliance, corporate compliance investigations, competition law, data protection, trade compliance (sanctions and export controls), and third-party risk management.

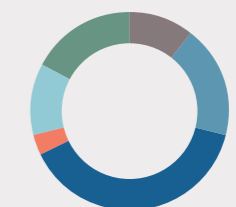
- 2022
- 2023
- > Objectives

#### Percentage of employees who received mandatory training on ethics and compliance issues



#### Total number of alerts received

■ 727



Human resources: ■ 281  
 Ethics & Compliance: ■ 135  
 Other inappropriate behavior: ■ 85  
 Fraud: ■ 77  
 Health and safety: ■ 25  
 Out of scope: ■ 124

<sup>1</sup> The Code of Ethics is available at: [here](#).

*Cooperating in an exemplary manner  
with our suppliers and customers*



**Employee training  
on ethical issues**

**All Group employees receive training  
on crucial issues, including:**

- compliance with competition law;
- preventing bribery;
- awareness-raising on fraud;
- cybersecurity;
- preventing discrimination in the workplace;
- preventing harassment in the workplace;
- responsible use of digital tools.

In addition to CMA CGM Group training, CEVA Logistics employees receive mandatory e-learning training on the "One Ceva Code." They also take a series of tailor-made training courses focusing on risks, which are aimed at colleagues with the greatest exposure, to further secure the organization's maturity, expertise and regulatory compliance.

**Secure whistleblowing line  
for whistleblowers**

Since 2019, the Ethics & Compliance Helpline has been available to all CMA CGM employees and to third parties: suppliers, subcontractors, etc. It can be contacted 24/7 in several languages. It permits whistleblowers to remain anonymous if they so wish, in accordance with applicable local law.

Furthermore, CMA CGM Group is committed to protecting whistleblowers. Persons who, in good faith, report a potential violation of the law or of internal policies are protected from all forms of retaliation. All reporting means are covered by a non-retaliation policy: reports to supervisors, use of the whistleblowing line or any other means.

In 2023, no significant violations concerning bribery, internal fraud, discrimination, child labour or forced labour were reported through the whistleblowing system.

**PREVENTING BRIBERY  
AND INFLUENCE PEDDLING**

CMA CGM continues to strengthen and deploy its program to prevent, detect and combat bribery and influence peddling. This incorporates, in particular, the requirements of applicable laws, such as the US *Foreign Corrupt Practices Act* (FCPA), the *United Kingdom Bribery Act* (UKBA) and the French Sapin II Act.

The Anti-Bribery 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 breach.

**The anti-bribery and anti-influence  
peddling program covers, in particular,  
the following matters:**

- management by the Risk, Compliance, Audit & Inspection Department and regular monitoring by the Board of Directors' Audit and Accounts Committee;
- verification of the proper implementation of the Anti-Bribery Code of Conduct;
- promotion of the Ethics & Compliance Helpline whistleblowing report system;
- the updated mapping of integrity risks, in particular within the scope of the Group's new activities;
- the identification, assessment, prioritization and management of risk control plans and communicating them to *top management* and relevant staff;
- a compliance assessment of CMA CGM's most high-risk partners, intermediaries, suppliers and customers;
- the implementation of anti-bribery and anti-influence peddling accounting controls;
- training programs;
- external audits of the anti-bribery compliance system.

The Group participates in joint actions with other players in the maritime industry. CMA CGM is a member of the *Maritime Anti-Corruption Network* (MACN), which shares tools and experience on the implementation of anti-bribery programs in the maritime and port sector.

**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 2023, CMA CGM strengthened its prevention capabilities, both onboard container ships and through the various vectors involved in the Group's logistics activities.

Regular meetings with the customs authorities of the countries in which the Group operates are key steps. These strengthen cooperation and enable combating illicit trafficking more effectively.

New tools and procedures are constantly being developed, and the Group cooperates fully with the competent authorities in France and internationally. CMA CGM reaffirmed its commitment to combat all forms of illicit trafficking, including in drugs, weapons, protected species and counterfeit goods.

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.

## Cooperating in an exemplary manner with our suppliers and customers

### COMPLIANCE WITH COMPETITION AND ANTITRUST LAWS

Awareness of and compliance with competition law are top priorities that CMA CGM sets for its employees.

The competition law compliance program applies to all of the Group's operations worldwide. **It is based on six main principles:**

- maintaining independent sales strategies;
- not entering into anti-competitive agreements;
- not engaging in customer segmentation;
- not abusing dominant positions;
- not committing any acts of unfair competition;
- withdrawing from dubious discussions.

The concrete achievements of this program ensure a healthy and fair economic environment for all.

This program is implemented by a team of dedicated in-house lawyers, with the assistance of local relays. The teams are also available to all employees to ensure that all business practices are carried out in compliance with the competition law.

Finally, training on competition and antitrust law is provided worldwide, both online and in person.

### COMPLIANCE WITH ECONOMIC SANCTIONS

CMA CGM Group conducts all its activities in compliance with the laws on economic sanctions and embargoes applicable. The compliance program includes a set of dedicated policies and procedures to economic sanctions and which apply to all employees. CMA CGM Group's approach in this area 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;
- The containers used for countries subject to US sanctions;
- The itinerary of the ships;
- Appropriate payment procedures.

**Transactions deemed sensitive are identified and analyzed by three levels of reviewers:**

1. Operational employees;
2. Specialized staff at the head office;
3. Internal audits, which incorporate the risks of economic sanctions into audit assignments.

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.

### RESPONSIBLE DATA MANAGEMENT

#### Data security/cybersecurity

As a leading international shipping and logistics company, CMA CGM Group takes the issue of cybersecurity very seriously. This is a crucial issue to ensure the growth of the Group and the trust of its stakeholders.

Therefore, CMA CGM Group continues to strengthen and deploy its data and asset protection strategy (protection of information assets). This combines technological investments, in order to equip ourselves with effective solutions, as well as investment in human capital, in order to develop awareness and a cybersecurity culture within CMA CGM Group.

**In particular, this strategy is based on:**

- Incorporating cybersecurity into the company's governance, with strong management involvement and commitment.
- The design and deployment of effective cybersecurity policies, measures and technologies against malicious actors, covering the Group's physical and logical assets, in order to ensure the continuity of operations and business, as well as the security of the company and of the employees and customers.

-The dissemination of a cybersecurity culture within the company, using tools such as training and awareness campaigns for employees.

- The development of a true global ecosystem of collaboration focused on cybersecurity issues through exchanges with other private actors and interaction with national and international communities, as well as with government institutions. CMA CGM Group is a member of the Cyber Campus in France.

#### Personal data protection

CMA CGM implements organizational and technical means for its customers, suppliers, employees and third parties. The Group extends its compliance policy to subcontractors and subsidiaries, to ensure that European personal data protection standards are observed throughout the world.

CMA CGM pays particular attention to the speed with which requests to exercise the right to erase personal data are processed. The attention paid to this issue is reflected in the Group's turnaround times: on average, it takes 11 days to comply with these requests.

### TAX TRANSPARENCY

CMA CGM Group complies with applicable tax laws and pays the taxes due in each country or region where the Group does business, in accordance with the rules of law and international tax conventions.

CMA CGM is committed to building a lasting and professional relationship with the tax authorities of the various countries, in particular by respecting their procedures. Due to the complexity of the tax rules, differences in interpretation between the Group and local tax authorities may arise. In such case, the Group reserves the right to dispute any tax adjustments it considers unfounded.

The Group applies the OECD transfer pricing standards and the principles of the national laws based thereon.

Tax risk management is an integral part of the Group's overall risk management process. The Group 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.

*Cooperating in an exemplary manner  
with our suppliers and customers*



## *Offering our customers innovative and sustainable solutions*

### **LISTENING, INNOVATION AND TRANSPARENCY WITH RESPECT TO SERVICES AND CSR**

#### **Listening to customers**

Several times each year, CMA CGM conducts a global survey of its customers. This survey enables the Group to monitor its Net Promoter Score\*, a benchmark indicator on the likelihood that respondents would recommend it, and to identify key areas for improvement. In 2023, the questionnaire was sent to over 410,000 different customer contacts, the vast majority of which gave the Group a positive NPS.

In parallel to this survey, the Customer Satisfaction survey, which was initiated in 2019, was conducted once again this year and will be continued in 2024. It consists of two questions asked of each person who has been in contact with the customer service. 872,000 questionnaires were sent out and 46,000 responses were received. In 2023, CMA CGM China held its first "Voice of Customer" event and invited several international freight forwarders. Guests had the opportunity to speak with representatives of the various departments so they could gain a better understanding of their difficulties and expectations.

In addition to specific training for Customer Service teams to improve the customer experience, our Customer Journey Mapping initiative was rolled out in our entire network of agencies. This visual and effective tool, which captures what customers experience when they interact with our organization, has provided greater understanding of customer expectations and enabled finding solutions together.

Like CMA CGM, CEVA Logistics conducts an annual Net Promoter Score survey to help determine the main areas in which it can improve.

This year, 35,000 satisfaction questionnaires were sent out to customers who had contacted customer service, and 10% of them answered the question "How would you rate your experience with our teams?". This enabled CEVA Logistics to immediately act on the feedback received and to get back to its customers and implement concrete actions to meet their needs.

CEVA Logistics also has a range of tools enabling it to listen and respond to the needs of its customers on a day-to-day basis. For example, the digital solutions of the MyCeva virtual assistant help improve the level of service and listening provided to customers.

#### **Sharing and transparency on CSR issues**

At CMA CGM and CEVA Logistics, a CSR customer office is dedicated to the relationship with the Group's customers, to assisting them and to handling their questions on the three strategic priorities: People, the Planet, Fair Trade. It works closely with the sales network and CSR experts.

The dedicated teams answer customers' questions, share and explain the Group's CSR strategy, and initiate collaborative projects. These services also produce the customized CO<sub>2</sub> reports for key customers, and the estimated CO<sub>2</sub> ratings included in tenders.

In 2023, the customer bureaus of CMA CGM and CEVA Logistics satisfied over 1,250 customer requests. The number of these requests has doubled in two years, thus confirming our customers' growing interest in CSR issues.

#### **MEASURING CARBON IMPACT**

The Group develops software that enables its customers to obtain accurate information on their carbon emissions. CEVA Logistics and CMA CGM are active members of *Clean Cargo*<sup>2</sup>, a multi-stakeholder initiative to reduce the environmental impact of maritime transport.

#### **Carbon emission analyses for CMA-CGM customers**

Information on CO<sub>2</sub> emissions is available throughout the customer experience. The Group's customers will be able to choose the least polluting mix of multimodal solutions before placing their shipping order. Emissions are calculated using the Clean Cargo method.

#### **Before shipment, customers can use several tools to calculate their carbon footprint:**

- an eco-calculator that is freely available on the website;
- an online price quotation tool that estimates emissions when a price quotation is issued;
- emissions calculated more precisely (number of containers, distance, etc.) when bookings are made.

In addition, during tenders, CMA CGM informs potential customers of the carbon footprint of each door-to-door route for which a commercial bid is submitted.

After shipments are completed, the Group provides its customers with an analysis of the carbon footprint of their shipments: by mode of transport, by distance and over a given period.

<sup>2</sup> With Clean Cargo, Smart Freight Center offers a collaborative partnership between ocean container carriers, freight forwarders and their customers, which focuses on carbon accounting and reducing greenhouse gases from the transport of containers. Clean Cargo member companies include major ocean freight buyers, freight forwarders and ocean container carriers.



## Cooperating in an exemplary manner with our suppliers and customers

### Carbon emission analyses for CEVA Logistics customers

CEVA Logistics developed several digital tools to measure CO<sub>2</sub> emissions for its internal and external stakeholders. Firstly, the company launched an eco-calculator, which is directly available on its website, and which provides an estimate of the CO<sub>2</sub> emissions associated with a given journey and mode of transport.

CEVA Logistics has also developed two tools for calculating CO<sub>2</sub> emissions after the fact, which are based on actual shipments made over a given period. The first tool is available for *Contract Lead Logistics* (fourth-party logistics (4PL)) customers, for air, maritime and road transport modes. The second tool is available for 3PL (*third-party logistics*) customers, for air and maritime transport modes.

**Finally, CO<sub>2</sub> has been integrated in several forms into the MyCEVA digital solution. On this new CEVA Logistics booking platform, customers have access to :**

- an ocean offer that uses alternative energies, such as liquefied natural gas (LNG) or biofuel;
- a carbon offset offer;
- CO<sub>2</sub> visibility during cotation

### Colis Privé: calculating the carbon footprint of the last-mile

CEVA Logistics added a new service, parcel delivery. This segment is very specific and the associated CO<sub>2</sub> measurement is complex: it can be based on estimates, actual fuel consumption or averages.

Colis Privé has extensive expertise in this area. In collaboration with several shipper customers, Colis Privé has participated in a pilot project to develop an AFNOR standard for measuring the GHG performance of last-mile e-commerce deliveries. This calculation standard will be in the form of a quality index that measures calculation accuracy. Therefore, Colis Privé is able to provide each customer with the carbon impact of their parcel. This quantification methodology will be in line with the recent ISO 14083 standard that establishes a methodology for calculating GHG emissions from corporate transport operations.

### CEVA Logistics also invests in its low-carbon multimodal transport offer.

- Inland transport: In June 2023, CEVA Logistics established a five-year partnership with Toyota Motor Europe (TME) to test one of the first hydrogen fuel cell (HFC) trucks on the market. This prototype truck, which was designed for TME by the Dutch manufacturer VDL Groep, will contribute to decarbonizing TME's supply chain, while providing valuable data on the performance of HFC trucks.

- Air transport: CEVA Logistics is in discussion with a number of airlines in order to propose Sustainable Aviation Fuel (SAF) offers. This offer will be available in 2024.

Other modes of transport: CEVA Logistics also offers its customers other intermodal solutions: rail, barge, short sea and "sea & air". These solutions are implemented on a case-by-case basis according to the customer's needs.

### DEVELOPING SOLUTIONS TO REDUCE OR OFFSET EMISSIONS

#### Service to reduce or offset carbon emissions

Since 2020, Act With CMA CGM+ has offered its customers various services to reduce and offset their greenhouse gas emissions from maritime transport.

#### Four services are offered:

- *Mix-Biomethane*: this service reduces WTW CO<sub>2</sub>e emissions by 25% by using a mix of LNG and guaranteed-origin biomethane;
- *Biofuel+*: this service reduces WTW CO<sub>2</sub>e emissions by 84% by using biodiesel (UCOME, Brown Grease);
- *Mix-Biofuel*: this service reduces WTW CO<sub>2</sub>e emissions by 10% by using a mix of VLSFO and biodiesel (UCOME, Brown Grease<sup>3</sup>);
- *Carbon Offset*: offer that complements the emission reduction services and which offsets residual emissions via carbon credits.

Customers that choose *Act With CMA CGM+* receive a statement showing the reduction of GHG emissions or their offsets. The reduction sections of these documents are verified by third parties.

Some CMA CGM customers have also made commitments to reduce and offset CO<sub>2</sub> emissions. For example, Nestlé chose biofuel for all its freight transported by CMA CGM.

CEVA Logistics has rolled out the *Green Ocean Offer*, which offers the same services as *ACT with CMA CGM+*. This offer proposes insetting<sup>4</sup> and offsetting<sup>5</sup> services for CO<sub>2</sub> emissions from shipping transport through the use of alternative fuels. **These services are also offered on a case-by-case basis for inland transport, with a variety of solutions such as:**

- *Hydrotreated vegetable oil (HVO)*
- Electric vehicles
- Compressed natural gas (CNG)
- Hydrogen, with a pilot project in late 2023.

Since 2021, CEVA Logistics has offset the CO<sub>2</sub> emissions of its **Ocean LCL** customers. These offsets represent approximately 20,000 tons of CO<sub>2</sub> equivalent per year. Offset projects are carried out in partnership with PUR Projet, an association that works to preserve biodiversity in Central America.

#### Emergency aid transport

The Humanitarian Services Office offers customized solutions to international organizations and NGOs providing emergency aid, in order to meet their specific transport and humanitarian logistics needs and to enable them to resolve and overcome any obstacles they may encounter until final delivery of the humanitarian supplies. **In 2023, the Group handled the transport of 25,586 TEUs of emergency aid.**

- 2022
- 2023
- > Objectives

#### CO<sub>2</sub> emissions – reduced in tonnes (Act with CMA CGM+)

- 76,297
- 158,386<sup>6</sup>

#### CO<sub>2</sub> emissions – indirectly reduced\* in tonnes (Act with CMA CGM+)

- 142,973
- 135,407

#### CO<sub>2</sub> emissions – offset in tonnes (Act with CMA CGM+)

- 1,359,541
- 469,789<sup>7</sup>

#### Total number of TEU (ACT with CMA CGM+)

- 1,702,526
- 1,114,119<sup>8</sup>

#### Number of containers transported via the Humanitarian Services Office

- 29,974
- 25,586

<sup>3</sup> UCOME (used cooking oil methyl ester): fuel made from used cooking oil Brown Grease: animal fat based fuel

<sup>4</sup> Insetting: offsets integrated within the supply chain

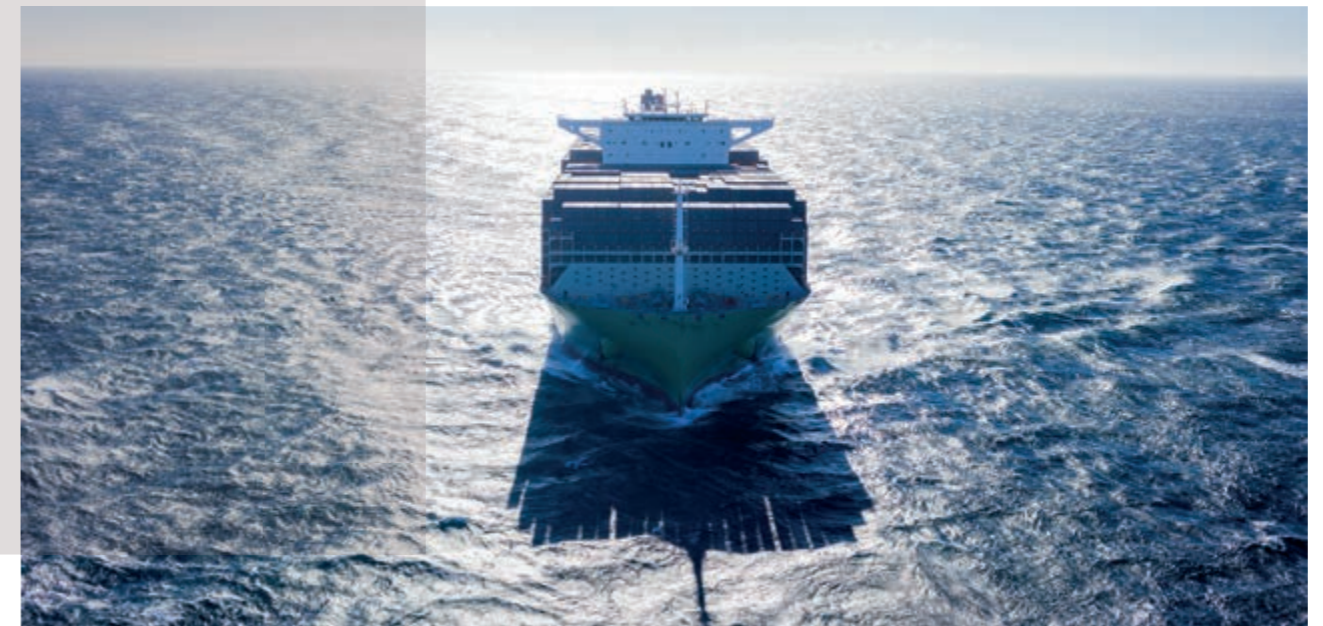
<sup>5</sup> Offsetting: conventional carbon offsets

<sup>6</sup> In the last quarter of 2023, a sale was concluded to retroactively reduce 100% of 2023 shipments

<sup>7</sup> A commercial offer has been developed to encourage customers to opt for the biomethane mix rather than compensation.

<sup>8</sup> The "TEU to tree" program with the USA had increased sales by the end of 2022.

*Cooperating in an exemplary manner  
with our suppliers and customers*



**Ensuring  
a sustainable  
supply chain**

Creating and securing a responsible supply chain and being supported sustainably by suppliers and subcontractors is a key challenge for reducing risks for individuals, society, the economy and the environment, but also for being able to better face and manage the challenges of tomorrow.

**Objectives:**

- Assessing 100% of CMA CGM Group's eligible supplier base by 2025

**THE GROUP'S RESPONSIBLE  
PURCHASING POLICY:  
CMA CGM AND CEVA**

To provide a framework for its purchasing practices, CMA CGM Group has drafted a reference document, *The Way to Buy*, which describes the fundamental principles of responsible purchasing and supplier relations. It focuses on:

- values, commitments and rules of conduct;
- sustainable purchasing best practices throughout the procurement process;
- the roles and responsibilities of the stakeholders in this purchasing process;
- the supplier qualification process.

This responsible purchasing policy encourages taking CSR criteria into account, in particular in invitations to tender. These criteria may relate to the CSR performance of the tenderers or to the CSR performance of the bids themselves (carbon impact, positive social impact).

The Group has also set up a specific governance structure bringing together all stakeholders (risks, operational purchasing, CSR, finance, compliance, etc.) in order to assist buyers in implementing corrective actions, as well as to decide on continuing to do business with the suppliers most at risk.

As digitalization is a tool for reinforcing and accelerating the responsible purchasing process, CMA CGM Group has launched a vast supplier data optimization program. This project aims to strengthen and harmonize the supplier onboarding process and to make supplier data more reliable throughout the term of their contract.

**Third Party Code of Conduct**

The Third Party Code of Conduct is the cornerstone of our responsible purchasing policy. It establishes the minimum non-negotiable standards required of the Group's partners, in particular suppliers, in the course of a contractual relationship. The Code of Conduct applies to all CMA CGM contractual relationships and its signature is a prerequisite for any partnership.

The CEVA Logistics Group intends to work with companies that share its mission, vision and values in terms of compliance and integrity. CEVA Logistics therefore insists that its main suppliers meet the same level of commitment. The Ethics & Compliance department can establish due diligence procedures tailored to the type of goods and services in question.

In 2023, CEVA Logistics also rolled out its **Responsible Procurement Charter**. This charter is appended to all general purchasing contracts. It sets out CEVA Logistics' environmental, ethical, social and human rights commitments to its suppliers. CEVA Logistics insists that its suppliers meet the same high standards in their own operations.

For several years, CMA CGM Group has pursued a proactive, continuous improvement approach to responsible procurement. As a result, the Responsible Purchasing and Supplier Relationships Charter was signed in April 2023, and CMA CGM SA (shipping activity) obtained Responsible Purchasing and Supplier Relations certification. This progress confirms the Group's commitment to building balanced, long-term relationships with its suppliers.

CMA CGM Group has also appointed an internal ombudsman, whom its suppliers can contact in the event of unresolved disputes with their technical and sales contacts.

In 2023, a "Voice of Supplier" survey was carried out on a representative panel of suppliers to measure satisfaction with CMA GCM Group and identify the main areas in which improvement was expected.

**ASSESSMENT, MONITORING  
AND SUPPORT OF SUPPLIERS  
AND SUB-CONTRACTORS**

**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 2023, in connection with this program, 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. The CSR assessment method is based on a hierarchy of risk levels, depending on the type of purchase and the relevant country. The Group's CSR experts have designed a risk mitigation plan to assist buyers in implementing corrective actions.

**In 2023, CMA CGM Group assessed 59% of its eligible suppliers, accounting for approximately 85% of maritime business expenditures.**

Training campaigns have deployed this tool to buyers in the maritime business.

In 2024, the Group will roll out this tool at branch level and continue to extend it to its subsidiaries.

- 2022
- 2023
- > Objectives

**Percentage of suppliers  
assessed**

- 59%
- > 100% by 2025

## Cooperating in an exemplary manner with our suppliers and customers



### CEVA Logistics

CEVA Logistics' overall process includes pre-contracting risk analysis, including specific clauses in contracts and monitoring the progress of issues through regular reviews.

Since 2023, CEVA Logistics has also developed a new process for assessing new suppliers, which takes into account CSR risks, regulatory compliance and financial dependence. This process may culminate in the implementation of corrective action plans with the supplier or the termination of the business relationship.

### Preferred Suppliers

The CEVA Logistics Group is currently working on incorporating CSR criteria into its Preferred Suppliers selection process, as well as into the performance reviews of its Key Suppliers. This initiative is designed to favor the selection of responsible suppliers and thus contribute to the sustainability and decarbonization of the sector.

CEVA Logistics has adopted specific purchasing policies for its main families of purchases: **inland transport activities** and **general purchases**.

### General purchases

To reduce supplier-related risks in connection with general purchases, CEVA Logistics has issued a new policy setting out rules and guidelines for the procurement cycle. This policy now requires the approval of the local purchasing departments before onboarding any new suppliers. Written approval must be obtained before any formal or informal commitment is made to any supplier.

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.

In connection with the **eGreen** project, the Group has developed initiatives to work in conjunction with IT suppliers on reducing the Group's digital carbon footprint.

In addition, 13 key IT suppliers were audited to assess the progress of their environmental policies.

The Group aims to systematically include CSR criteria in its calls for tender for IT suppliers. In 2023, seven calls for tender were issued, with criteria such as product life cycle, accessibility and decarbonization strategy.

### TRAINING AND AWARENESS-RAISING ON BALANCED AND LONG-LASTING SUPPLIER RELATIONSHIPS

The Group trains its employees in responsible purchasing issues through online training and in-person seminars.

CMA CGM created the "Procurement Academy" program to train and support its employees involved in the purchasing process. In 2023, an e-learning module and specific training on responsible purchasing were added to this course.

Finally, to encourage developing and maintaining balanced and long-lasting relationships with its suppliers, the Group conducted an awareness-raising campaign for the purchasing community and all stakeholders. Through this campaign, CMA CGM reiterated the importance of ethical and responsible management to treat suppliers in a fair, transparent, ethical and respectful manner.

<sup>18</sup> Please refer to the One CEVA Code

# 8. Acting closely WITH LOCAL COMMUNITIES

*In 2023, the CMA CGM Group reinforced its commitment to local communities and innovation. Group employees took part in over 40 blood drives and various solidarity actions. The CMA CGM Foundation played a crucial role in humanitarian aid and education, while the ZEBOX incubator and the partnership with Le Carburateur in Marseille provided support for innovative startups, thus confirming the Group's commitment to sustainable development and responsible innovation.*

## Supporting local communities

**In 2023, 19,000 participations were recorded in actions supporting local communities, demonstrating the mobilization and commitment of CMA CGM Group and CEVA Logistics employees.** They participated in a variety of actions several times during the year:

- Over 40 blood drives
- Some fifty donations of goods and money
- Dozens of meal distribution campaigns

Each year, the Group holds a number of events for its employees that promote social cohesion and focus on preventive healthcare. Nearly 100 events were held to mark International Women's Rights Day on March 8, and during the month of Pink October to support the fight against breast cancer.

These initiatives in support of communities are also ideal opportunities to hold awareness-raising sessions on the consequences of climate change and the individual day-to-day actions everyone can take to help the planet.

In connection with of its "Employer of Choice" program, CEVA Logistics acts to integrate its sites into local communities. CEVA Logistics offers its employees the opportunity to take part in collective actions in all countries where it operates, and encourages them to participate individually in volunteer initiatives: working with animals, actions for children, working with people in need, educational projects, etc.

In 2023, a pilot project, Volunteer Time Off (VTO), was launched in the APAC region. Under this program, employees are entitled to take off three work days with pay to take part in volunteer actions. This program will be extended to the other regions in 2024.

### Objectives:

- 100% of countries will have carried out at least one local action with a direct impact on local communities and/or areas to contribute to the socio-economic development of the countries in which the Group operates
- Humanitarian aid and access to education for all through the work of the CMA CGM Foundation.



- 2022
- 2023
- > Objectives

### Countries that have launched at least one local initiative



# High-impact local INITIATIVES AROUND THE WORLD

In 2023, CMA CGM committed €2 million to support these local initiatives in all areas where it operates. In all, 744 initiatives in favor of local communities were carried out during the year, improving the lives of 170,000 beneficiaries.



1 World Cleanup Day  
**WORLDWIDE**



2 Fundraising  
**UNITED STATES**



3 Christmas donations  
**UNITED STATES**



4 Rehabilitation of a school  
**UNITED STATES**

7 Odyssea Day  
**FRANCE**

8 Promoting women in the maritime industry  
**CROATIA**

11 Charity sports tournament  
**TURKEY**

9 Earthquake relief  
**MOROCCO**

12 Renovation of a health center  
**JORDAN**

21 Access to computers in rural areas  
**CHINA**

22 MyH2O Better Water Project  
**CHINA**

13 Back to school  
**IRAQ**

10 Back to school  
**WEST AFRICA**

18 Installation of a recycling machine  
**INDIA**

19 Construction of a dam  
**THAILAND**

5 Access to water  
**COSTA RICA**

16 Building of a well  
**UGANDA**

14 Entrepreneurial program for women  
**KENYA**

20 Construction of a school  
**CAMBODIA**

24 Donation of containers for a retirement home  
**MALAYSIA**



15 Assistance to local populations  
**MOZAMBIQUE**

25 Health and education program for women  
**PAPUA NEW GUINEA**



6 Environmentally friendly housing  
**SOUTH AMERICA**

17 Support for local young people  
**SOUTH AFRICA AND BOTSWANA**

23 Children's education and awareness-raising  
**FRENCH POLYNESIA**

26 Cultural promotion  
**AUSTRALIA**

## Acting closely with local communities

### 1. World Cleanup Day Worldwide

In the 2023 edition, nearly 3,000 employees took part in digital and physical clean-ups in 107 countries. Over 43 tons of waste were collected thanks to this massive mobilization.

CEVA Logistics also joined this global event. The results were gathered from over 50 sites. Our branches used their ingenuity to tailor their cleaning operations to local weather conditions (urban, coastal, mountainous and wooded areas).

### 2. Fundraising – United States

CMA CGM America employees cycled 100 km to raise funds for the fight against multiple sclerosis. Thanks to their efforts, \$30,000 was donated to the National MS Society.

### 3. Christmas donations United States

Thanks to the generosity of CMA CGM US and APL employees, over \$6,000 worth of toys, bicycles and cash were donated to the Salvation Army and the U.S. Marine Corps Toys for Tots program. CMA CGM also contributed \$4,000 towards the purchase of toys. A portion of these donations will be used to brighten the daily lives of underprivileged children in Washington D.C. and Norfolk, Virginia.

### 4. Rehabilitation of a school United States

In April, on Earth Day, 20 employees took part in the rehabilitation of a school in an underprivileged area of Norfolk, helping 300 pupils to study under better conditions.

### 5. Access to water – Costa Rica

Thanks to our collaboration with our partner TECHO, 4 Costa Rican families now have access to drinking water. This project to install a water collector came to fruition with the help of 10 of our employees.

### 6. Environmentally friendly housing – South America

Our partner TECHO and our employees joined forces to build environmentally friendly homes to provide decent housing for nine families in various Latin American countries (Paraguay, Chile, Uruguay, Peru, Bolivia and Venezuela).

### 7. Odysséa Day – France

To join in the fight against breast cancer and support the cause of women, 85 CEVA Logistics employees took part in a footrace held during the Odysséa event. This event attracted 40,000 participants and raised €805,000 for breast cancer research.

### 8. Promoting women in the maritime industry – Croatia

To mark International Women's Rights Day and promote careers in the maritime sector, several CMA CGM employees took part in an event attended by over 50 female students from the Faculty of Maritime Studies at the University of Rijeka.

### 9. Earthquake relief – Morocco

Following the earthquake that struck Morocco in September 2023, the Group financed the supply of first aid equipment. Employees collected donations, and CMA CGM Group used its logistics infrastructure to transport them to the regions affected.

### 10. Back to School West Africa

For the start of the 2023 school year, CMA CGM financed 2,400 schoolbags equipped with solar panels and containing school supplies, which were distributed in 24 West African countries. These schoolbags are made from recycled plastics and have enabled thousands of schoolchildren to do their homework thanks to the light emitted by the solar panels integrated into their schoolbags.

### 11. Charity sports tournament Turkey

The employees of our branch formed a team and participated in a basketball tournament organized with other companies in the country to raise funds for the victims of the earthquake in February.

### 12. Renovation of a health center – Jordan

A dozen employees took part in the renovation of the Wadi Rum Health Center and, in particular, installed 22 solar panels. This project benefited 3,000 residents of the city of Amman.

### 13. Back to school – Iraq

CMA CGM Iraq collaborated with the Iraq Builders Association to provide school supplies to some 100 schoolchildren and raise their awareness of climate change.

### 14. Entrepreneurial program for women – Kenya

In collaboration with the Red Cross in Kenya, CMA CGM helped finance a competition for women entrepreneurs. The 22 women who took part then benefited from a support program to help them prepare and develop their business plans.

### 15. Assistance to local populations – Mozambique

Following the passage of Hurricane Freddy in February, 200 victims received the support of our employees and donations of basic necessities financed by CMA CGM (mosquito nets, mattresses, food).

### 16. Building of a well – Uganda

In a water-stressed environment, CMA CGM built a well in a Ugandan school, helping over 300 pupils and teachers gain access to water.

### 17. Support for local young people – Eswatini (South Africa) & Botswana

The Move Africa association and CMA CGM provided 1,700 young girls with environmentally friendly hygiene packs to enable them to continue attending school during their menstrual periods.

### 18. Installation of a recycling machine – India

CMA CGM collaborated with *Recycle India Foundation* to finance machines able to recycle 100 kilograms a day of plastic waste (PET), in exchange for food coupons. This project helps local communities and encourages them to adopt good recycling habits.

### 19. Construction of a dam Thailand

CMA CGM Thailand lent its support to the country's port authorities by sponsoring the construction of a retaining dam in the Rong Kwang forest in Phrae province. This action has provided nearly 300 villagers living in the area with access to water.

### 20. Construction of a school Cambodia

In collaboration with the Tontoton association, CMA CGM Cambodia provided support for the collection and recycling of plastic waste to be converted into building materials. Thanks to this process, a new classroom was inaugurated in 2023, which will facilitate access to education for 120 children.

### 21. Access to computers in rural areas – China

For the second consecutive year, CMA CGM China has given children in the rural province of Jiangxi access to computers. As a result, 62 computers were donated to 2 elementary schools, and 13 employees volunteered to help set up a computer classroom.

### 22. MyH2O Better Water Project – China

CMA CGM China has helped improve the quality of drinking water for 1,000 schoolchildren in rural areas by installing 5 water purification stations in 3 schools in Yunnan province. An educational session on drinking water and protecting the sessions was also held at the inauguration ceremony for the equipment.

### 23. Children's education and awareness-raising French Polynesia

Thanks to the Saga Tahiti association, an educational and cultural program was held for 144 children in foster care during a stay on board small outfitted vessels. They also participated in the construction of traditional Polynesian sailboats, coral restoration work and workshops to raise awareness of waste recycling.

### 24. Donation of containers for a retirement home Malaysia

CMA CGM Malaysia donated a refurbished container, which will be used as a physiotherapy room for 45 senior residents of the Mahmudah Retirement Home. To alleviate the difficulties faced by the retirement home due to its distance from hospitals, the team also donated medical equipment to improve medical care for residents.

### 25. Health and education program for women Papua New Guinea

CMA CGM partnered with Days for Girls to provide hundreds of young girls with health kits and educational sessions for both sexes on improving the treatment of women.

### 26. Cultural promotion Australia

CMA CGM is committed to supporting Australia's Aboriginal people through an Aboriginal cultural awareness program for employees and freight subsidies to assist Aboriginal businesses in developing their exports.

# The CMA CGM FOUNDATION

*The CMA CGM Foundation, which is chaired by Tanya Saadé Zeenny, was created in 2005 to meet social needs and serve a social purpose. Similarly to CMA CGM Group, a leading family business in the transport and logistics sector, it is driven by a sense of responsibility, a spirit of solidarity and a passion for entrepreneurship. The Foundation focuses its actions on two priority areas: humanitarian aid and education for all.*

- 35,000 tons of basic necessities shipped to 70 countries since the Containers of Hope program was created
- 450 initiatives dedicated to youth supported since 2005
- 35 projects supported by the Le Phare social incubator since it was established in 2021
- 638 employees mobilized for solidarity operations in 2023

**“The CMA CGM Foundation reflects our history, our family values and our aim to be of use to society. In 2023, we once again contributed to the response to humanitarian emergencies by mobilizing the logistics expertise and industrial facilities of CMA CGM Group to transport goods essential to the vital needs of people in difficulty. We also pursued our commitment to education for all, with the aim of helping young people build a promising future. The CMA CGM Foundation was created in 2005 and is a long-term commitment that we will continue to fulfill in the years to come.”**

**TANYA SAADE ZEENNY,**  
Executive Vice-President, CMA CGM Group and President, CMA CGM Foundation



## Humanitarian aid

When conflicts and natural disasters strike, the Foundation mobilizes the Group's transport and logistics expertise and solutions to act quickly and effectively on behalf of populations affected by these crises. Through its **Containers of Hope program**, the CMA CGM Foundation has developed recognized **expertise in humanitarian logistics**, as well as key partnerships with public and private organizations committed to humanitarian action. The Foundation also works on a day-to-day basis alongside non-profit organizations that combat all forms of precariousness in an effort to improve living conditions.

### CONTAINERS OF HOPE PROGRAM

The Containers of Hope program was launched in 2012 and offers **maritime transport services** to NGOs, international organizations and public agencies for shipping supplies (medicine, food, educational materials, etc.) to assist populations affected by humanitarian crises.

This program is run in partnership with leading humanitarian organizations, such as UNICEF, the International Committee of the Red Cross (ICRC), Doctors Without Borders, Action Against Hunger, the French Red Cross, the Crisis and Support Center of the French Ministry for European and Foreign Affairs, Première Urgence Internationale, Chaîne de l'Espoir and Americares.

Since the program's inception, over **35,000 tons** of humanitarian supplies have been shipped free of charge to **70 countries** on behalf of our partners, including 15,000 tons in 2023, a year in which the program expanded significantly.

### EXCEPTIONAL LARGE-SCALE OPERATIONS DURING HUMANITARIAN CRISES

#### Earthquake in Turkey

Following the earthquake that struck Turkey in February 2023, the CMA CGM Foundation mobilized the logistics expertise of CMA CGM Group for a new emergency aid operation, in partnership with the Crisis and Support Center of the French Ministry for European and Foreign Affairs. **A field hospital** able to treat up to 100 patients a day **was flown**, free of charge, in a CMA CGM Air Cargo A330-200F aircraft to Gaziantep airport in Turkey.

#### Water crisis in Mayotte

In response to the water crisis affecting the island, the CMA CGM Foundation, in conjunction with the French Ministry of the Interior and Overseas Territories, the Prefecture of Mayotte and the Prefecture of Réunion, shipped nearly **3 million liters of water**, free of charge, from Réunion to Mayotte aboard vessels operated by CMA CGM Group.

#### Earthquake in Morocco

Following the earthquake in Morocco in September 2023, which totally or partially destroyed over 50,000 homes, the Foundation **donated 84 containers** for projects dedicated to build housing, an orphanage and a school for affected families, in partnership with local Moroccan NGOs.

#### Strategic partnership with the American Red Cross

The CMA CGM Foundation joined the *Annual Disaster Giving Program (ADGP)* of the American Red Cross and made a **donation of funds and logistics services** to support the response to natural disasters in the United States. All CMA CGM Group assets, including those of APL and CEVA Logistics, can be mobilized to support American Red Cross relief efforts. This collaboration is crucial given the considerable increase in the number and magnitude of disasters in the United States.

## Fighting food insecurity

### IN FRANCE

In response to increased poverty in France, the Foundation once again supported the main organizations that furnish food aid in France and provided them with financial, human and logistical assistance under comprehensive partnerships.

- **Restos du Cœur:** funding for the distribution of one million meals in France. The Foundation also donated five containers to the Bouches-du-Rhône and Seine-Maritime branches to augment their storage capacity in Marseille and Le Havre.

- **French Federation of Food Banks:** funding for the distribution of 500,000 meals and logistical support provided with the transport, free of charge, of 18 TEU reefer containers loaded with frozen products to the food banks in Réunion, Martinique and Guadeloupe.

- **Association Nationale des Epicerie Solidaires (ANDES):** funding for the distribution of 300,000 meals in the network's grocery stores in the French overseas territories.

- **Secours Populaire charity in the Bouches-du-Rhône department :** support for the Pères Noël Verts ("Green Santas") campaign, the acquisition of three new electric utility vehicles (including the Solidar'Bus for students facing financial difficulties), and the purchase of essential foodstuffs.

### IN LEBANON

In the face of the unprecedented socioeconomic crisis in Lebanon that has exposed a growing number of Lebanese families to food insecurity, several operations were carried out:

- Construction of the new **Cuisine de Mariam** in Beirut, a community kitchen that produces 3,000 hot meals a day for the underprivileged population of the Quarantaine (Karantina) neighborhood, under the highest health and safety standards.

- A new **campaign to purchase, transport and distribute infant milk** with the aim of distributing 30 tons of products to help families with young children in great financial difficulty.

- A new operation that **distributed 9,000 food parcels and 9,000 blankets** throughout Lebanon in partnership with Lebanese associations.

### IN THE UNITED STATES

For Thanksgiving, the CMA CGM Foundation established partnerships with the **Salvation Army** in the United States, and with **Moisson Montréal** and **Sun Youth** in Canada. As a result of this collaboration, a total of **5,500 turkeys, 350 hot meals** and over **15,000 food parcels** were distributed in **Montreal, Los Angeles, New York** and **Norfolk**, equivalent to **133,000 meals** for families in need.

## Education

Fully aware that education is a vector for integration, development, living together in harmony and, ultimately, stability and security, the CMA CGM Foundation is actively involved in the field of education (understood in its broadest sense) and supports initiatives such as access to education for all, social advancement, and promoting access to work. The initiatives the Foundation funds are carried out by local associations that strive to meet the needs of people in vulnerable situations. The Foundation also encourages the development of innovation in education through Le Phare, its Social Lab and social incubator.

### IN FRANCE

**Support for 9 schools and innovative educational programs** enabling 1,200 young people from underprivileged backgrounds who have dropped out of school and face employability difficulties to receive training and enter the job market, through access to high-quality training in the professions of the future: **Ecole des Energies du Sud NR** (solar energy), **La Plateforme** (digital technology), **Ecole de la 2<sup>e</sup> Chance** (logistics), **Cinéfabrique** and **Kourtrajmé** (cinema), **Institut Louis Germain** (educational excellence program for entry to France's Grandes Écoles), integration projects run by **ACTA VISTA** (restoration of the Entrecasteaux Fort) and **PILOTINE** (restoration of a historic ship), **Choix de l'Ecole** (program to support young graduates in retraining for teaching jobs in schools in priority education zones).

**Education through sport and discovery of the sea:** creation of a sailing discovery program with skipper Eric Bellion for 100 young people from disadvantaged backgrounds, and support for the Marseille Capitale de la Mer association's learn to swim program for 150 children.

**Rehabilitation of sports fields (multi-sport pitches)** in partnership with OM Fondation, the National Sports Agency and the City of Marseille. The first multi-sport pitch, located behind Marseille Cathedral near the CMA CGM Tower, was inaugurated in September.

**Support for 10 non-profit organizations in Marseille in connection with the "Nuit du Bien Commun" (Night for the Common Good):** the Foundation was a partner of the "Nuit du Bien Commun" initiative, which was held in June at the Palais du Pharo in Marseille, and was organized by the Fondation de France Méditerranée and Obole. At this evening event, 10 project developers presented their initiatives to promote the common good and received funding from the Foundation: **Cantina**, **La Cité de l'Agriculture**, **Clean my Calanques**, **Ensemble2générations**, **Festin**, **Kipawa**, **La Maison de Marthe et Marie**, **La Maison des Femmes Marseille Provence**, **Chantier Naval d'Insertion Pilotine**, and **Wake up Café**.

**Support for the Tournoi de la Protection de l'Enfance (Child Protection Tournament):** the Tournoi de la Protection de l'Enfance which was held on November 19, 2023 at Vélodrome Stadium in Marseille, was co-organized by the National Alliance of Child Protection Associations (CNAPE) in conjunction with the French Professional Football League and the Secretariat for Child Protection, with the support of numerous partners, including the CMA CGM Foundation. 18 teams of 12 children participated in the tournament, supported by child protection associations in the 18 League 1 cities.

### IN LEBANON

#### Installation of solar panels in schools

The Foundation's support for the Institut Européen de Coopération et de Développement (IECD) will give 40 students the opportunity to take part in a vocational training program in the field of renewable energies, which will install solar panels in three schools.

#### Promoting digital education

The Foundation also launched a number of initiatives to promote digital education in Lebanon. In partnership with the NGO Nafda, the Foundation converted 2 containers and fitted out 3 educational spaces as "makers labs" in schools to help pupils improve their digital skills.

#### Educational continuity in a crisis context

In partnership with the NGO Lebanese Alternative Learning, the Foundation is developing a connected "knowledge container" that will travel across Lebanon and give students the opportunity to download the "Tabshoura" app, which provides unlimited access to high-quality educational content.

### IN CÔTE D'IVOIRE

#### Construction of two schools in partnership with the Magic System Foundation

The CMA CGM Foundation partnered with the Magic System Foundation to build an elementary school that will enroll nearly 200 children in grades 1 to 5 from the municipality of Port-Bouët near Abidjan. The school was inaugurated in 2023. In the same year, construction also started on a second school in Bouaké. It will be inaugurated in 2024.

### Académie Régionale des Sciences et Techniques de la Mer (ARSTM)

The Académie Régionale des Sciences et Techniques de la Mer is a regional institution that opened in 1987 in Abidjan, Côte d'Ivoire, which offers training in the maritime, port and industrial fields. A partnership was established with this institution and finances 4 scholarships for 4 students from underprivileged backgrounds for a 3-year course of study leading to a professional degree in nautical sciences.

### IN KENYA

#### Kenyan Red Cross

The Kenyan Red Cross inaugurated the "I.O.Me001" innovation center in Mombasa, which aims to improve the employability of young people. In support of this project, the Foundation donated **10 CMA CGM containers**, which were converted into training workshops, computer rooms and coworking spaces where young people will receive training in coding and entrepreneurship.

### IN INDIA

The Foundation has developed 3 social and educational centers in India, in partnership with the NGO Child Rights and You (CRY). These 3 centers are located in Mumbai's most impoverished neighborhoods and will be able to accommodate around 500 children.



## Acting closely with local communities



### *Le Phare, the social incubator of the CMA CGM Foundation*

Since September 2021, Le Phare has supported 35 entities in Marseille, the West Indies and Abidjan that develop innovative solutions in the fields of education and promoting access to work

At the Marseille branch, 10 winners were selected and will receive free personalized support from September 2023 to June 2024.

This third cohort is made up of young leaders from associations in Marseille working to promote access to education (**Protis Club, Une Voie pour Tous, Grimpe**

**and Melting Pot**) and entrepreneurs who aim to use technology to transform education (**Inclusive Brains, Ma Voie, Mathia and Colori**). Two partner associations of the CMA CGM Foundation also receive in-depth support (**NR Sud and Institut Louis Germain**).

These project developers are assisted by CMA CGM employees, who offer their expertise according to their needs (project management, marketing, communication, accounting, legal, human resources, etc.).

They also have access to a coworking space five days a week.

At the West Indies branch, Le Phare welcomed a second cohort of 4 entities in September 2023, who participate in the program from the new ZEBOX Caribbean facilities.

These entities are actively involved in tackling major social challenges, such as the resilience of the Caribbean ecosystem, access to digital professions and raising awareness of the fragility of coastal areas: **Clean My Island, Maryse Project, Rezilyans 971, Wad-Al-Lub**.

At the Abidjan branch, Le Phare welcomed a first cohort of 4 entities, who participate in the program from the new ZEBOX West Africa facilities.

They propose innovative solutions to the major challenges facing Côte d'Ivoire and concerns shared by the CMA CGM Foundation: the need to facilitate access to education for all and to combat food insecurity: **TG Master, Studio Kä, Bii** and **Les icônes de Kimia**.

### *Employee involvement in the activities of the CMA CGM Foundation*

The Foundation uses skills-based volunteer work to reinforce the impact of its actions and to support its partner non-profit organisations. In 2023, all CMA CGM employees who volunteered were given the opportunity to commit five days of their working time.

A total of 163 employees participated in the skills-based volunteer program and contributed their expertise to the entrepreneurs working in the Le Phare social incubator, to the Foundation's partner non-profit organizations with educational missions in Marseille, and to Restos du Cœur and French Federation of Food Banks.

Solidarity missions are also proposed during employees' personal time 250 employees assisted in distributing meals in the United States and Canada, 50 employees assisted in distributing meals in Lebanon, and 125 employees participated in the collection rounds of food banks and Restos de Cœur in France (on weekends).

In addition, the Foundation's projects requiring CMA CGM's know-how frequently draw on employees' expertise, in particular for the organization of exceptional humanitarian aid operations and transport in connection with the Containers of Hope program. Over the course of the year, 50 employees mobilized in support of the Foundation's team.

In all, 638 employees contributed their efforts to the Foundation's actions in Marseille, the French overseas territories, Lebanon, the United States and Canada.

## Acting closely with local communities



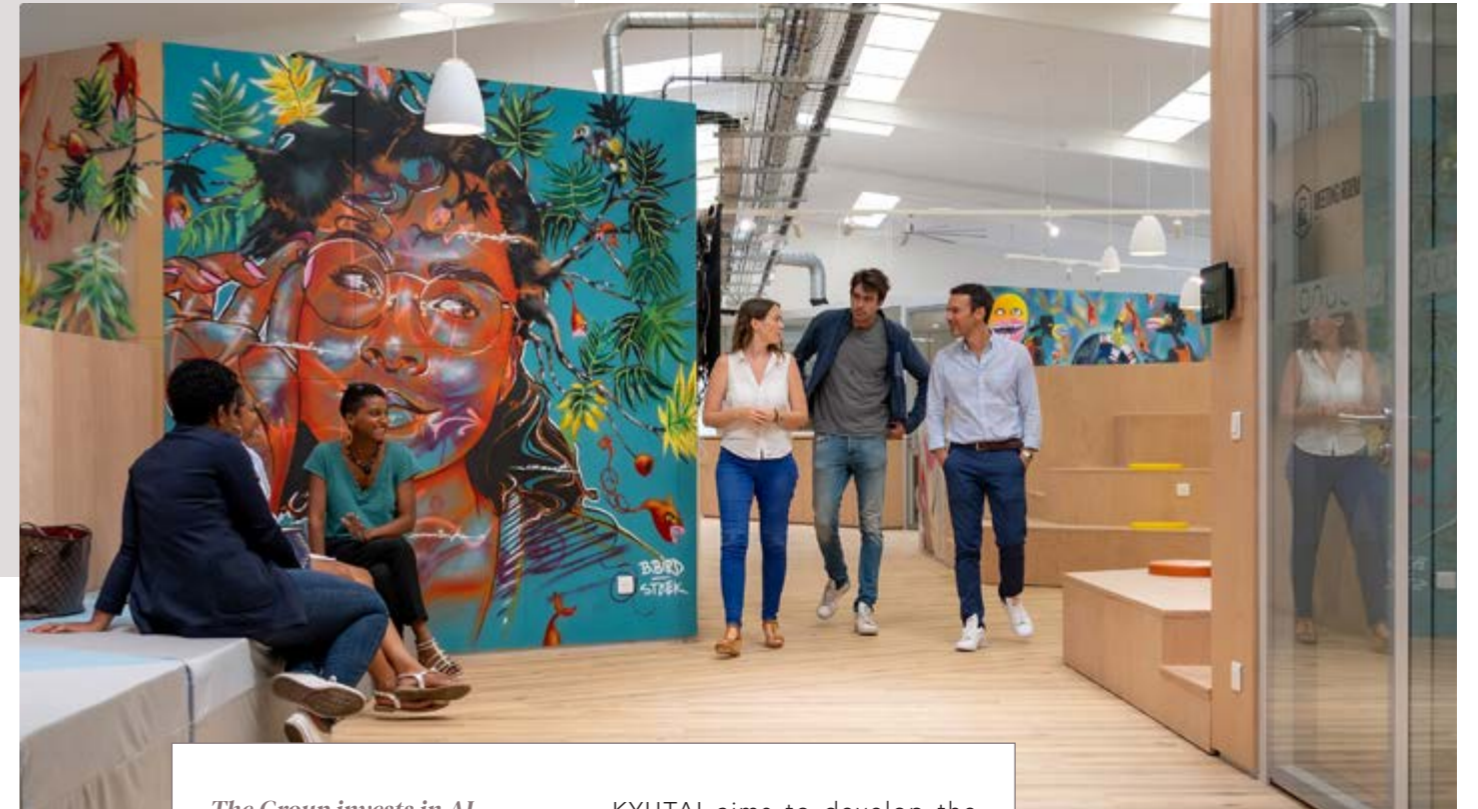
“Since our AI division launched in June 2023, CMA CGM has embarked on an ambitious digital transformation journey that places artificial intelligence at the heart of our strategy. Our AI roadmap, which focuses on improving the day-to-day lives of our employees and optimizing customer service and operational efficiency, testifies to our determination to grow our company while meeting our CSR commitments.

Thanks to AI, we will offer valuable support to our employees by automating repetitive tasks, thus contributing to a better quality of life at work. In the customer service field, integrating AI will enable us to transform our approach, making interactions seamless and improving customer satisfaction, without mentioning the volume of our communications. At the operational level, our goal is to automate and optimize our processes to increase our efficiency and competitiveness, without compromising our sustainable development objectives.

Our AI approach illustrates our determination to combine technological innovation with responsible action, with the aim of creating a thriving and sustainable future for all players in our ecosystem.”

**SÉVERINE GRÉGOIRE,**

Director of Digital Transformation, Innovation and Artificial Intelligence



## Supporting innovative start-ups

### ZEBOX

In 2018, the Group launched ZEBOX, an international accelerator for tech startups.

Thanks to its network of entrepreneurs, industry leaders and experts in the ecosystem, ZEBOX encourages the development of sustainable innovations that will transform the industry, starting with the supply chain. The ZEBOX community includes **over 20 leading international partners**, such as BNSF Railway, Bureau Veritas, CEVA Logistics, Synergy Marine and the Port of Virginia, and has **supported over 250 startups since its inception**. Financing totaling **\$250 million** has been raised.

ZEBOX focuses on several fields, such as transport, logistics and energy, with a strong emphasis on decarbonization, operational excellence, the future of work, and cutting-edge technologies such as artificial intelligence.

#### 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; three new hubs opened in 2023: ZEBOX APAC in Singapore, **ZEBOX West Africa in Abidjan** and **ZEBOX UK in Manchester**.

Thanks to this international network, the Group is positioned as a true pioneer in the transport and logistics industry. In 2023, over 650 interactions took place between major groups and ZEBOX community startups, and several dozen contracts were signed promoting innovation and the Group's performance.

In 2023, ZEBOX and ZEBOX Ventures joined the CMA CGM Startup Hub to ensure seamless coordination for the Group's interactions with the startup ecosystem. The Startup Hub will become the single point of reference, bringing together ZEBOX's acceleration and incubation initiatives, ZEBOX Ventures' investments in startups in France and internationally, as well as digital innovation.

#### The Group invests in AI

CMA CGM Group continues its investments in the digital sector by launching, in conjunction with several partners, the first independent European research laboratory dedicated to AI: KYUTAI. This initiative confirms the Group's commitment to AI and innovation ecosystems, and reaffirms CMA CGM's ambition to invest in new generations and offer opportunities to imagine and shape the future.

KYUTAI aims to develop the technologies of tomorrow and train the future experts in the field, by hosting Master's students for internships in the laboratory and supervising doctoral and post-doctoral students.

The Group also ensures that AI will be used ethically by creating a dedicated department covering the full range of the Group's activities, and by giving prominence to TANGRAM, where around 3,000 employees will receive training in various areas, including AI.

#### CMA CGM ASSISTS CARBURATEUR, AN INCUBATOR IN THE NORTHERN DISTRICTS OF MARSEILLE

**CMA CGM is a partner of Carburateur**, an incubator in the northern districts of Marseille. The Group has renewed its financial support for another year to companies that emerge from this incubator, which hosts, trains and advises entrepreneurs in a variety of fields: crafts, services, retail, leisure, etc.

*Le Phare is a social incubator that provides support, free of charge, to entrepreneurs who are developing projects with a high social impact in the areas of education and promoting access to work. These are detailed on page 142 of this document.*

# WHYNOT MEDIA\*

*La Provence-Corse Matin Group, which was acquired in 2022, has undertaken a profound transformation. It has set the ambitious goal of becoming a leading media group on issues of social and environmental commitment and responsibility. This is one of the three pillars of its transformation plan. In 2023, “La Tribune” and “La Tribune Dimanche” also joined the Group. The reporting process is currently being set up and the relevant figures will be available for fiscal year 2023.*



In 2023, an initial diagnostic phase was launched in order to map the major challenges facing the Group and initiate fundamental projects. **2024 will be a key year in which a demanding roadmap focusing on three missions will be drafted and implemented:**

- Raise awareness of sustainability issues among the general public and act as its spokesperson
- Unify players in the local community to accelerate its transition
- Transform itself with and for its employees

### RAISING AWARENESS AMONG THE GENERAL PUBLIC AND ACTING AS ITS SPOKESPERSON

**10 local communities**  
**7 days a week**  
**700,000 readers**  
**Revenue of €60 million in 2023**

### Inform

The core role of the dailies *La Provence* and *Corse Matin* 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 climate change and social and societal issues. We aspire to providing them with the keys to understand these issues and encourage them to take action.

In 2023, this was done through reports, interviews and columns. This editorial objective will be reinforced in 2024 by providing additional training to journalists and setting up indicators.

### Inspire

Through its events, *La Provence* promotes initiatives and inspiring personalities in local communities. On May 11, 2023, nine innovative sustainable development actions were spotlighted and rewarded at a major ceremony. The fruit of a year's work, the editorial team and its partners selected their *CSR Picks*.



**“For Whynot Media\*, the mission of a news media is primarily to unite and bring together a community, whether it’s organized around a territory, a sector of activity, or shared values. Every day, our editorial teams and all our staff are mobilized to produce, edit, and distribute quality information that contributes to strengthening economic and social bonds. It is with this objective in mind that we innovate today to better inform tomorrow. New editorial tools, new distribution channels, and the rapid progress of artificial intelligence are, in our view, assets and opportunities to assist us in this task and pursue this goal in all territories, as close as possible to our readers.”**

**JEAN-CHRISTOPHE TORTORA,**  
 General Manager - Whynot Media\*

### UNIFYING LOCAL COMMUNITIES TO ACCELERATE ITS TRANSITION

*La Provence's* HUB brings together around a hundred local economic and public-sector players. The issues discussed at these meetings, which are held throughout the region, invite managers and executives to rethink their activities and business models, and to transform their organizations. On November 14, the HUB hosted a discussion on employee commitment to the CSR process, an essential factor for success and acceleration. In 2024, a specific initiative focusing on the environment will be launched.

**“As a local media group, we are aware of our responsibility to raise awareness about environmental and social challenges. We will be unable to do so unless our newspaper acts proactively on these issues.”**

**GABRIEL D'HARCOURT,**  
 General Manager of La Provence-Corse Matin Group

### TRANSFORMING ITSELF WITH AND FOR ITS EMPLOYEES

In 2023, *La Provence* completed its first Scope 1, 2 and 3 carbon emissions analysis, measured against its 2022 emissions. *La Provence* is committed to reducing its emissions and has been Imprim'Vert-certified for several years. The new printing works project has received *Mediterranean Sustainable Building* certification, and its new head office, which will be inaugurated in 2024, has obtained *Very Good BREEAM RFO* certification.

Encouraging sustainable mobility by employees is another aspect on which the newspaper focused its attention in 2023. A mobility plan was adopted with the aim of reducing greenhouse gas emissions associated with employee travel by 15%.

### Gender equality

*La Provence* signed an agreement on gender equality in the workplace and has promoted this culture within its companies, which have scored between 87 and 98 on the gender equality index. This is also true in its management bodies, which by the end of 2023 will comprise over 30% women.

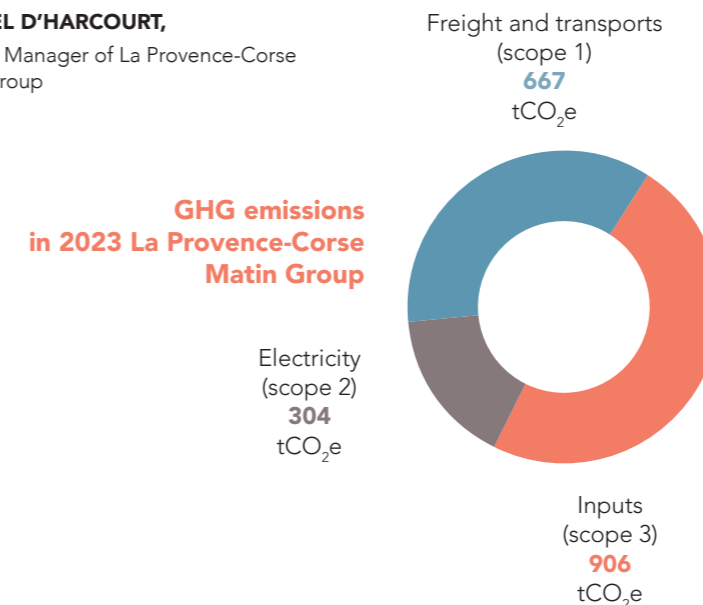
### Collaboratively rethinking work organization

The profound upheavals in the press sector are forcing many media outlets to change their business and organizational models. In 2023, *La Provence* launched a Jobs and Careers Management Plan. This collaborative approach will provide our employees with optimal support in this changing landscape. Particular attention will be paid to training in 2024 (in 2023, training averaged 1.05 day/person).

### Health and safety

The well-being of our 800 employees is a priority. *La Provence* commissioned an outside firm to conduct an audit of psycho-social risks and implemented a number of measures to protect its employees. In 2024, a telework agreement will be signed.

Sports sessions are offered, as well as the delivery of baskets of organic produce. A breast cancer awareness and prevention campaign was organized in Marseille.



\*Renamed CMA Media in 2024.

\*Renamed CMA Media in 2024.

# COLLABORATIONS AND PARTNERSHIPS



## RESPONSIBLE PURCHASING AND SUPPLIER RELATIONS CHARTER AND CERTIFICATION

The Responsible Purchasing and Supplier Relations Charter encourages companies and public and private organizations to adopt responsible practices in their dealings with suppliers. This certification rewards French companies and public entities that have built long-term balanced relationships with their suppliers.



## MARITIME ANTI-CORRUPTION NETWORK

This global network of companies aims to eliminate corruption in the maritime sector and promote ethical trade that will benefit society as a whole.



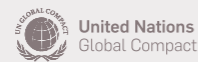
## BALTIC AND INTERNATIONAL MARITIME COUNCIL (BIMCO)

This committee works to facilitate the business operations of its members by drafting standardized contracts and contractual clauses.



## WORLD SHIPPING COUNCIL (WSC)

CMA CGM coordinates a working group within this association, known as the Custom Interface Working Group. This working group aims to build a sustainable, safe and secure maritime industry.



## UN GLOBAL COMPACT

The UNGC principles are an important international instrument to guide the efforts of companies that have a key role to play in building more stable, inclusive and sustainable societies.



## SMART FREIGHT CENTRE (SFC)

This organization works to reduce greenhouse gas emissions from freight transport. It aims to guide the global logistics industry towards the reduction of its emissions by one billion tonnes by 2030 and to achieve zero emissions by 2050.



## CLEAN CARGO

This inter-company initiative of major brands, freight carriers and freight forwarders aims to reduce the environmental impacts of international freight transport.

## Sustainable Air Freight Alliance



## SUSTAINABLE AIR FREIGHT ALLIANCE (SAFA) CEVA LOGISTICS

CEVA is a member of this collaborative initiative including maritime transport, air cargo and freight forwarding companies that are committed to measuring and reducing their CO<sub>2</sub> emissions and that advocate responsible transport.



## GLOBAL LOGISTICS EMISSIONS COUNCIL (GLEC)

GLEC members have developed a GLEC framework that is the only globally recognized methodology for harmonized calculation and reporting of the GHG footprint of logistics in the multimodal supply chain.

## ECO-SKIES ALLIANCE D'UNITED AIRLINES CEVA LOGISTICS

This program brings together leading global companies that work with the airline to achieve more sustainable aviation.

## Foundation's key partnerships

**The Foundation also carries out projects with the following partners:** Académie Régionale des Sciences et Technique de la Mer, American Red Cross, National Association of Grocery, Food Banks, Cuisine de Mariam, Magic System Foundation, Salvation Army, OM Foundation, IECD, Lebanese Alternative Learning,

Nafda Lebanon, Kenyan Red Cross, Child Rights and You, Restos du Coeur, Secours Populaires, Institut Européen de Coopération et de Développement.

**Several partners in the humanitarian transport operation Containers of Hope:** UNICEF, the International Committee of the Red Cross, Américas, La Chaîne de l'Espoir, Action contre la faim, Première Urgence Internationale, the French Red Cross, and the Crisis and Support Center (CDCS) of the French Ministry of Foreign Affairs.

# 3. APPENDICES

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# Indicators

## Acting for the planet

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
<b>Climate Change</b>						
<b>Energy consumption</b>						
Fuel consumption of the maritime fleet ✓	Millions of tons		7.92	8.10	8.09	
of which LNG (in VLSFO equivalent)	Thousands of tons		539.19	409.29	204.7	
of which biofuels	Thousands of tons	Maritime activities	76.80	99.77	22.7	
Share of alternative fuels in the energy mix of maritime activities ✓	%		7.77	6.28	2.81	
Rated capacity of LNF-powered ships	TEU		513,439	468,000	335,656	
Warehouse energy consumption	MWh		424,445	270,147	274,096	
Share of low-carbon electricity in warehouses	%		34.0	22.0	17.7	100% by 2025
Percentage of warehouse floor area covered by LEDs	%	CEVA Logistics	84.02	75.70	63.2	100% by 2024*
Surface area of photovoltaic panels installed on warehouses	m <sup>2</sup>		773,295	669,042	506,561	1.8 million m <sup>2</sup> in 2025
Fuel consumption of the truck fleet	Millions of liters		84.7	73.6	68.53	
<b>CO<sub>2</sub> emissions</b>						
TTW CO <sub>2</sub> emissions from maritime fleet fuel consumption ✓	Millions of tons		24.67	25.39	25.80	
WTW CO <sub>2</sub> emissions from maritime fleet fuel consumption ✓	Millions of tons		29.19	30.11	30.57	
CO <sub>2e</sub> emissions reduction from the purchase of biomethane under guarantees of origin	tons		62,464	118,535	59,070	
Reduction of maritime CO <sub>2</sub> emissions performance relative to 2008 benchmark (gCO <sub>2</sub> /TEU-km)	%		-56	-50	-48	
CO <sub>2</sub> performance of maritime activity TTW CO <sub>2</sub> /TEU.km ✓	gCO <sub>2</sub> /TEU-km		45.1	51.8	53.9	
CO <sub>2</sub> performance of maritime activity WTW CO <sub>2</sub> /TEU.km ✓	gCO <sub>2</sub> /TEU-km	Maritime activities	53.4	61.4	63.9	Net Zero by 2050
Maritime Scope 3 CO <sub>2</sub> emissions (containers)	Millions of tons		0.55			
Maritime Scope 3 CO <sub>2</sub> emissions (ships)	Millions of tons		1.00			
Maritime Scope 3 CO <sub>2</sub> emissions (waste and sludge)	Millions of tons		0.59	9.9	10.5	
Maritime Scope 3 CO <sub>2</sub> emissions (commuting and business travel)	Millions of tons		0.05			
Maritime Scope 3 CO <sub>2</sub> emissions (inland transport)	Millions of tons		1.55			

\*The initial target was revised following the acquisitions in 2023

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
CO <sub>2</sub> emissions from warehouse energy consumption, including Colis Privé (Scope 1 & 2)	Tons		104,965	92,898	94,328	
CO <sub>2</sub> emissions from fuel consumption of the truck fleet, including Colis Privé (Scope 1 & 2)	Tons		215,708	188,586	178,849	
CO <sub>2</sub> emissions from subcontracted transport			5,612,662	3,244,671	Not available	
CO <sub>2</sub> emissions from subcontracted maritime transport (Scope 3) Including the CMA CGM share	Tons	CEVA Logistics	524,987	394,086	Not available	Net Zero by 2050
CO <sub>2</sub> emissions from subcontracted air transport (Scope 3)	Tons		2,728,405	2,850,585		
CO <sub>2</sub> emissions from subcontracted road transport (Scope 3)	Tons		2,359,270	Not available	Not available	
CO <sub>2</sub> emissions from terminals and depots (Scope 1 & 2)	Tons	T&I	318,493	317,397	Not available	
CO <sub>2</sub> emissions from terminals and depots (Scope 3)	Tons		42,531	50,635	Not available	
CO <sub>2</sub> emissions Scope 1	Millions of tons		25.54	26		
CO <sub>2</sub> emissions scope 2	Millions of tons	Group	0.22	0.19	Not available	
CO <sub>2</sub> emissions scope 3	Millions of tons		13.92	13.07		
<b>Air quality</b>						
NO <sub>x</sub> emissions from fuel consumption of the maritime fleet ✓	Thousands of tons		553	575	590	
SO <sub>x</sub> emissions from fuel consumption of the maritime fleet ✓	Thousands of tons		68	71	74	
Fine particle emissions from fuel consumption of the maritime fleet ✓	Thousands of tons		51	54	56	
Number of owned vessels adapted and equipped for shore power connection	Number	Maritime activities	67	Not available	Not available	
Percentage of the owned fleet adapted and equipped for shore power connection	%		26	Not available	Not available	
Owned vessels equipped with scrubbers	Number		68	60	Not available	
Percentage of owned vessels equipped with scrubbers	Number		27	26	Not available	
<b>Biodiversity</b>						
Number of major marine oil pollution incidents	Number		0	0	0	0 accidental pollution per year
Number of containers lost at sea	Number	Maritime activities	4	69	0	0 containers lost at sea per year
Vessels equipped with ballast water treatment technology	Number		266	177	126	
Number of vessels equipped with FORS	Number		62	62	60	
<b>Circular Economy</b>						
Ships dismantled	Number		1	0	0	
Solid waste	m <sup>3</sup> per ship	Maritime activities	148	144	135	
Oil sludge production	Thousands of tons		186	179	173	

## Acting for people

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
<b>Health / Safety</b>						
Total salaried workforce	Number	CMA CGM CEVA Logistics	107,414	87,714	82,582	
Number of new hires	Number	CMA CGM CEVA Logistics	29,111	29,886	26,837	
Number of departures	Number	CMA CGM CEVA Logistics	32,544	24,317	23,712	
Number of nationalities	Number	CMA CGM CEVA Logistics	168	175	182	
Payroll	USD millions	CMA CGM CEVA Logistics	7,255	6,526	4,860	
Turnover rate	%	CMA CGM CEVA Logistics	29	32	Not available	
Percentage of employees with access to primary health care	%	CMA CGM	98	98	Not available	
		CEVA Logistics	100	95	Not available	
Number of fatal accidents	Number	Maritime	0	2	0	
		Terminals	1	0	0	
		Depots	0	0	1	
		CEVA Logistics	1	1	0	
Lost Time Injury Frequency Rate (LTIFR)	Rate	Maritime	0.77	0.72	1.15	40% lower by 2025
		Terminals	12.26	6.53	7.14	10% lower by 2023
		Depots	11	13.83	9.05	
		CEVA Logistics	5.49	3.56	4.18	30% lower by 2025
Workplace accident severity rate	Rate	Maritime	0.083	0.14	0.21	
		Terminals	0.54	0.3	0.28	
		Depots	0.25	0.08	Not available	
		CEVA Logistics	0.15	0.09	0.10	
ISO 9001 Quality Certification	Rate	Maritime	100	100	100	
		Terminals	35	35	23	
		Depots	3	Not available	Not available	
		CEVA Logistics	73	77	77	
ISO 14001 Environmental Certification	Rate	Maritime	100	100	100	
		Terminals	31	35	29	
		Depots	3	Not available	Not available	
		CEVA Logistics	52	51	51	

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
ISO 45001 Health and Safety Certification	Rate	Terminals	35	30	16	
		Depots	3	Not available	Not available	
		CEVA Logistics	41	51	46	
ISO 50001 Energy Certification		Colis Privé:	38	Not available	Not available	
Major incidents	Number	Maritime	0	5	4	
		Terminals	0	0	3	
Rescue operations	Number	Depots	0	0	3	
<b>Training</b>						
Number of training days per employee			2.29	1.47	1.55	3 days/employee/year
Number of hours of training (total)			1,706,241	872,259	7,878,988	
Number of hours of training - e-learning	Day	CMA CGM CEVA Logistics	272,664	295,027	328,169	
Number of hours of training - in person			1,433,312	577,232	459,819	
Number of hours of CSR training			90,482	57,509	Not available	
Average length of service	Number	CMA CGM CEVA Logistics	5	Not available	Not available	
Number of International Corporate Volunteer young talents	Number	CMA CGM	72	63	50	
Number of apprentice young talents	Number	CMA CGM	15	13	23	
<b>Diversity</b>						
Non-discrimination policy	Document	CMA CGM CEVA Logistics	Yes	Yes	Yes	
Ratio of women to men	%	CMA CGM CEVA Logistics	37/63	35/65	37/63	
Gender equality index	-	CMA CGM	92/100	92/100	84/100	
		CEVA Logistics	80/100	84/100	79/100	
Share of women in management	%	CMA CGM CEVA Logistics	34	32	32	
Share of women in the Top 200 by remuneration	%	CMA CGM CEVA Logistics	13.5	11.5	Not available	30% by 2025
Share of women on the Board of Directors	%	CMA CGM CEVA Logistics	42	42	42	
Share of women in Top Management	%	CMA CGM	20			
		CEVA Logistics	16	Not Available	Not Available	30% by 2025
		Air Cargo	20			
		Media	33			

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
Average age of employees	Age	CMA CGM CEVA Logistics	39	39	39	
Intergenerational ties - Distribution of staff by age group						
Under 20			0.42	0.3	0.2	
20 to 29			22.4	24.5	21	
30 to 39	%	CMA CGM CEVA Logistics	29.5	31.5	25	
40 to 49			24	24.3	28	
50 to 59			15.3	14.6	20.8	
60 and over			4.5	4.8	5	
Cultural diversity - Distribution of the workforce by geographical area						
Europe/France			41.8	31.1	33	
Africa/Middle East:	%	CMA CGM CEVA Logistics	8.2	11.8	13	
Americas:			22.9	24.5	27	
Asia/Oceania:			23.8	32.5	27	
<b>Local communities</b>						
Percentage of countries that have launched at least one local initiative	%	CMA CGM	91.3	94	74	100%
"Containers of Hope" - humanitarian aid delivered	Number	CMA CGM	1,586	943	201	
<b>Human rights</b>						
Human rights policy	Document	CMA CGM CEVA Logistics	Yes	Yes	Yes	
Vigilance Plan	Document	CMA CGM CEVA Logistics	Yes	Yes	Yes	

## Acting for fair trade

INDICATOR	UNIT	SCOPE	2023	2022	2021	OBJECTIVE
<b>Ethics and Compliance</b>						
Code of Ethics	Document	CMA CGM CEVA Logistics	Yes	Yes	Yes	
		CMA CGM	90	81.32		
Percentage of employees who received mandatory training on ethics and compliance issues	%	CEVA Logistics	90	90.43	Not available	
		Air Cargo	84	Not available		
Total number of alerts received	Number		727	Not available	Not available	
Business ethics	Number		135			
Fraud	Number	CMA CGM CEVA Logistics	77			
HR issues	Number		281	Not available	Not available	
Health and safety	Number		25			
Other inappropriate behavior	Number		85			
Not included in the scope	Number		124			
<b>Customers</b>						
Percentage of inland transport by rail or barge	%	CMA CGM	66	64	71	70% by 2025
Number of containers transported via the Humanitarian Services Office	TEU	CMA CGM	25,586	29,974	26,692	
number of TEU (ACT with CMA CGM+)	TEU	CMA CGM	1,114,119	1,463,791	784,377	
CO <sub>2</sub> emissions offset by ACT with CMA CGM+	Thousands of tons	CMA CGM	469,789	1,146,570	602,203	
CO <sub>2</sub> emissions reduced directly by ACT with CMA CGM+	Thousands of tons	CMA CGM	158,386	76,297	74,174	
CO <sub>2</sub> emissions reduced indirectly by ACT with CMA CGM+	Thousands of tons	CMA CGM	135,407	142,973	64,889	
EcoVadis	Score	CMA CGM	75/100	75/100		
Carbon Disclosure Project	Rating	CMA CGM	A-	C		
<b>Responsible Purchasing</b>						
Third Party Code of Conduct	Document	CMA CGM	Yes	Yes	Yes	
Percentage of suppliers assessed	Number	CMA CGM	59	Not available	Not available	100% by 2025

A table showing how the CMA CGM Group's policy corresponds to the Global Reporting Initiative (GRI) Standards is available on the Group's website [here](#).



# METHODOLOGY

*CSR indicators are updated each year. They were defined based on the UNGC's 10 principles, the 17 Sustainable Development Objectives and the Global Reporting Initiative (GRI) criteria, as well as in compliance with obligations under French law (the "NRE Law" on new economic regulations of 15 May 2001), the European Union's Non-Financial Reporting Directive and, to the extent possible, applicable international standards.*

We consider the following information to be outside the scope of the Group's activities:

- Fighting food insecurity
- Preventing food waste;
- Protecting animal welfare;
- Responsible, equitable and sustainable food.

## DETAILS AND METHODOLOGICAL LIMITATIONS OF INDICATORS.

Some indicators are reported for the Group's consolidation scope, whereas others are reported for a more limited scope depending on their relevance or due to differences in calculation methods.

The Group includes acquisitions in its reporting scope as of January 1 of the year following the signature date of the acquisition.

CMA CGM Group publishes consolidated non-financial information covering the Group's scope, unless indicators are

specific to a particular activity. However, the scope may also be limited on a case-by-case basis for certain indicators due to the maturity of the reporting process or differences in calculation methods. Any scope limitations with respect to the titles of the relevant indicators are explained in the Extra-Financial Performance Report (DPEF). CMA CGM Group is committed to expanding, in the coming years, the reporting scope of indicators whose scope has been significantly restricted.

The reporting period runs from January 1, 2023 to December 31, 2023.

## Changes in scope in 2023

In 2022, CEVA Logistics finalized the acquisitions of Ingram CLS, Colis Privé and GEFECO. These entities were included in the scope of consolidation as of January 1, 2023. As of 2023, the GEFECO brand has been taken over by CEVA Logistics and its data is therefore included with that of this entity.

In late 2022, the Group acquired La Provence (including Corse Matin) and a media business was developed in 2023, which includes La Tribune (which will be progressively added to the reporting for 2023). In 2023, the Group created Transports Maritimes Spécialisés (which consolidates La Méridionale and a roll-on/roll-off transport business).

La Provence-Corse Matin data are included in the Group CO<sub>2</sub> Group emissions and the total workforce. Other data are presented in the dedicated double page.

The data of the subsidiary Air Cargo has been included since 2022.

## Acting for the planet

### Fuel consumption of the maritime fleet

Consumption relates to the entire operational fleet (owned and chartered vessels) and includes the following types of fuel oil: HSFO, LSFO, MGO-DO, LNG and biodiesel. Alternative fuels – The fuels included in the energy mix are biofuels and biomethane, LNG, bioLNG and synthetic methanes.

### Nominal TEU capacity of LNG-powered vessels

Sum of the volume capacities of all chartered and owned LNG-powered vessels.

### CO<sub>2</sub> emissions from maritime fleet fuel consumption (Scope 1)

These emissions are obtained directly on the basis of fuel consumption. The following emission factors are applied to the fuel oil consumption of the maritime business: – 1 ton of HSFO = 3.150 tons of CO<sub>2</sub>e – 1 ton of LSFO = 3.198 tons of CO<sub>2</sub>e – 1 ton of MGO/DO = 3.240 tons of CO<sub>2</sub>e – 1 ton of LNG = 2.75 tons of CO<sub>2</sub>e – 1 ton of biofuel = 0.049 tons of CO<sub>2</sub>e.

### CO<sub>2</sub>e emissions per loaded TEU and per TEU-km

Scope: CMA CGM Group's operating fleet (owned and chartered vessels) during the reporting period. – TEU-km: nominal capacity of vessels\* distance sailed.

### CMA CGM's Scope 3 CO<sub>2</sub> emissions from maritime activities

Scope 3 emissions are generated by the construction of ships and containers, the production of waste (solid and liquid) by ships, business travel by employees, the consumption of fuel oil for inland transport, and the upstream phase of production and transport of fuel consumed. – Shipbuilding: The impact is calculated on the basis of carbon dioxide emissions from the production of steel needed to build ships, which is itself measured based on the weight of the steel in the ships (emission factor of 2.21 tCO<sub>2</sub>e/ton of steel). We take into account the average number of ships built over a three-year period. Emissions from shipyards sites are unknown at present, but are assumed to be negligible. Emissions from chartered vessels are estimated on the basis of emissions from owned vessels, prorated per twenty-foot equivalent unit (TEU) km.

Manufacturing containers: In 2023, the methodology has changed to take account the actual weight of containers rather than their theoretical weight. Steel emission factor = 2.21 tCO<sub>2</sub>e/ton of steel (source FEDERIC/ADEME - the French Environment and Energy Management Agency).

Upstream fuel: Upstream carbon dioxide emissions are calculated using the following emission factors: HFO 0.26 tCO<sub>2</sub>e/t Source: EN16258 DO 0.68 tCO<sub>2</sub>e/t Source: EN16258 VLSFO 0.64 tCO<sub>2</sub>e/t Source: GLEC LNG 0.89 tCO<sub>2</sub>e/t Source: GLEC BIOFUELS 0.554 tCO<sub>2</sub>e/t Source: RED II EU Directive 2018/2011

Inland freight: We apply standard emission factors for each mode of transport (rail freight, road freight, barges) and depending on the country to calculate the corresponding carbon footprint before and after maritime transport. In addition, the calculation method changed in 2022 to take into account the transport of empty containers between warehouses.

Solid waste: The volume of solid waste generated by owned vessels. Waste emissions from chartered vessels are estimated on the basis of emissions from owned vessels, prorated per twenty-foot equivalent unit (TEU) km.

Sludge produced by ships: As there is no commonly accepted emission factor for sludge, we apply the carbon dioxide emission factor for HFO (3.150 tCO<sub>2</sub>e/ton HSFO). We apply this emission factor to the total quantity of sludge generated during the reporting period.

Business travel: Seafarers and stationary staff travel are booked using the CMA CGM Travellers' Club reservation platform. To define emission factors, the Group uses ADEME's method "GHG information for transport services - Application of Article L. 1431-3 of the French Transportation Code, version updated September 2018 following adoption of Article 67 of Law no. 2015-992". Transport services are broken down into segments by type of transport (rail/air), characteristics (size of aircraft, type of train) and distance covered. CO<sub>2</sub> emissions are calculated by multiplying the distance by the emission factor of the corresponding means of transport. Rented vehicles are not currently included in the scope of GHG information.

Commuting: We apply the ADEME emission factor for cars of 0.216 kg CO<sub>2</sub>e/km, and assume 20 kilometers per day and 220 working days.

### SOx emissions from maritime activities

SOx emissions cover the entire operated fleet. They are calculated on the basis of fuel oil consumption per type of fuel oil and regulatory sulfur limits. Sulfur emissions captured by scrubbers are not included in total SOx emissions.

### NOx emissions from maritime activities

NOx emissions cover the entire operated fleet. – Source: 2018 NOx emission factors (Source: Fourth IMO Greenhouse Gas Study 2020).

### Percentage of the fleet adapted and equipped for shore power connection

Vessels counted for this purpose have obtained confirmation by an external certification body that the system installed is operational. All vessels retrofitted for cold ironing and equipped with an AMP- removable container (containers/actual cable) are included. As the definition has changed in 2023, data are not comparable with previous years.

### Oil pollution

The reporting scope covers the Group's owned vessels. This pollution includes unintentional discharges of hydrocarbons, oil, sludge, chemicals, hazardous materials and non-hazardous materials (non-exhaustive list). Containers and anchors lost at sea are not included in the scope. Only pollution output exceeding 500 liters is included in this indicator.

### Solid waste from vessels

Total quantity (in m<sup>3</sup>) of solid hazardous and non-hazardous waste generated by owned vessels. Sludge is not taken included in this indicator.

### Containers lost at sea

Containers that fall into the water at a port and are recovered are not included. – The scope includes owned vessels only (and therefore excludes chartered vessels).

### Sludge

Sludge covers oil waste. The amount of sludge generated is calculated on the basis of the sludge discharge quantities ordered by vessels before they arrive in the ports.

### CO<sub>2</sub> emissions CEVA Logistics

CEVA Logistics reports on the energy consumption of its trucks and warehouses and on the associated Scope 1 and 2 CO<sub>2</sub> emissions, as well as its Scope 3 emissions from subcontracted maritime and air transport. Since 2023, CEVA Logistics has also published its Scope 3 emissions from road transport activities.

### Energy consumption of CEVA Logistics warehouses and associated CO<sub>2</sub> emissions (Scope 1 & 2)

Sites covered in the report include owned and leased operational sites (warehouses, workshops, etc.). Offices are excluded (with the exception of offices located directly at operational sites), as well as parking lots, undeveloped land and residential buildings. These categories represent 14% of CEVA Logistics' surface area in m<sup>2</sup>, and have much lower energy consumption than operational sites.

Warehouses are included in the reporting scope if operated for at least one full quarter.

Energy consumption includes electricity, natural gas, domestic fuel oil, district heating and diesel for handling vehicles and generators. Electricity includes the consumption of the Group's own sites, as well as the charging of its electric vehicles if they are charged at a charging station installed at a CEVA Logistics site.

Low-carbon electricity is electricity of renewable or nuclear origin purchased through certificates of origin, as well as electricity produced by solar panels installed on the warehouses the Group operates and that is for its own use.

The surface area of photovoltaic panels installed on sites is the surface area installed at sites owned by CEVA Logistics, as well as sites that CEVA Logistics leases but where it uses the electricity produced by the panels.

Greenhouse gas emissions are calculated on the basis of energy consumption and emission factors specific to each country and/or type of energy. These emission factors are obtained primarily from ADEME databases. For electricity, the emission factors used are those of the International Energy Agency for 2023.

For certain warehouses (representing less than 15% of the Group's warehouses), energy consumption was estimated applying the kWh/m<sup>2</sup> ratio calculated for consumption of CEVA Logistics sites in 2022.

### CO<sub>2</sub> emissions from fuel consumption of the truck fleet (scope 1 & 2)

This indicator includes CEVA Logistics trucks:

- Including vehicles owned or leased;
- Including short- and long-term leases;
- Excluding company cars.

Electricity consumption of the Group's electric vehicles is included in Scope 2 emissions of the fleet, unless they are charged at charging stations installed at CEVA Logistics sites. In such case, this consumption is included in Scope 2 emissions of warehouses.

Greenhouse gas emissions are calculated on the basis of energy consumption reported and applying emission factors specific to each type of energy. These emission factors are obtained primarily from the GLEC Framework.

### CO<sub>2</sub> emissions from outsourced transport (Scope 3)

This indicator covers air, maritime and road freight outsourced on behalf of our customers. These CO<sub>2</sub> emissions are calculated on the basis of the weight of goods transported, the departure and arrival points, and the emission factors provided by the GLEC Framework.

In 2023, after GEFCO was included in the Group's reporting system, CEVA Logistics calculated and monitored CO<sub>2</sub> emissions from outsourced air, maritime and road transport within this scope. This includes, in particular, the maritime and road transport of finished vehicles.

CEVA Logistics' CO<sub>2</sub> emissions include a share of the maritime transport outsourced to CMA CGM. When consolidated emissions are reported at CMA CGM Group level, these emissions are restated to avoid double counting of CMA CGM's Scope 1 maritime emissions. These restated figures are deducted from CEVA Logistics' contribution to the Group's GHG footprint.

CO<sub>2</sub> emissions from outsourced transport exclude rail transport. Work is underway that will enable including these emissions in the future. The Group estimates that they represent less than 5% of CEVA Logistics' Scope 3 emissions at this time.

## Acting for people

### Workforce and breakdown by age and gender

For the breakdown of staff by age and gender, as well as new hires and departures, the scope covers 98% of the total workforce and excludes stationary employees not included in C&Me.

The workforce covers the Group's consolidated scope as of December 31 of the reporting period, with the exception of the limits stated above. This includes permanent contracts, fixed-term contracts, internships and international corporate volunteers.

### New hires and departures

"Intra-group" transfers are counted as movements. This means that any person who is transferred or who signs a new employment contract or a contractual amendment with a Group company is considered to be a new hire or a new departure.

### Turnover rate

This indicator reports the percentage of turnover, defined as the sum of the number of departures and new hires, divided by two, and divided by the average workforce. The scope includes CMA CGM stationary employees, C&Me and CEVA Logistics, and represents approximately 91% of the Group's workforce.

### Share of women in management

This indicator reports the number of women who hold management positions, i.e., female employees who directly supervise at least one employee. This scope covers 90% of the Group's workforce; it does not include French and international seafarers, as their contracts are not Group contracts, or sedentary employees not reported in C&Me.

### Training hours

In 2023, a new Group reporting tool was introduced at CMA CGM and CEVA Logistics. This tool tracks actual training hours for distance, in-person and e-learning formats.

Training for part of the blue-collar workforce, representing 32% of the Group's workforce, will not be included in this tool in 2023, but will be progressively integrated in 2024. An estimate has been made for the missing CEVA blue-collar workforce (representing 26% of the Group's workforce).

#### For 2023:

- CEVA Logistics estimated the number of training hours provided to its blue-collar workers using an extrapolation based on statistical sampling covering 23% of its blue-collar workforce, that represents 57% of the total headcount of CEVA Logistics.
- CMA CGM: hours of training provided to blue-collar workers, representing 7% of the total headcount of CMA CGM, have been excluded from the consolidated data.

### Share of women in the TOP 200 by remuneration

The TOP 200 covers the 100 highest salaries at CMA CGM and the 100 highest salaries at CEVA Logistics.

### Share of women in top management

CMA CGM: Top 100 by remuneration. CEVA: top management covers the highest ranks (6 & 7). Air Cargo : top management corresponds to the members of the management committee. Media: top management corresponds to the members of the La Provence and Corse Matin management committees.

### Share of employees with access to health cover

CMA CGM seafarers are excluded from the reporting scope. The scope covers 94% of the Group's workforce.

CMA CGM and CEVA use similar calculation methods:

- CMA CGM and CEVA consider that coverage should include hospitalization, treatments and outpatient consultations.
- CMA CGM and CEVA report the number of employees who have access to health coverage offered by the Group or the public authorities.

### Safety indicators

The calculation formulas used for all Group entities are shown below:

- The frequency rate is calculated based on the number of accidents multiplied by 1,000,000 and divided by the number of hours worked.
- The severity rate is calculated based on the number of calendar days of medical leave divided by the number of hours worked. The rate is presented in thousands of hours worked.

### Maritime safety

The scope of the maritime safety indicators includes owned vessels only (and therefore excludes chartered vessels and vessels managed by subcontractors).

The scope of employees covered by this indicator is all seafarers who work for CMA CGM, including officer cadets and external organizations, except third-party vessel managers.

Until 2022, the total number of hours worked was the total number of days at sea of each vessel x 24 hours x the theoretical number of crew members aboard. As of 2023, hours worked are calculated on the basis of actual hours worked.

Lost-time injury that occur after landing are not counted or consolidated because they are the responsibility of the shipowners.

For the severity rate, the method for calculating days off work changed between 2021 and 2022. Days off work due to illness were included in the calculation in 2021, but ceased to be included in 2022. The calculation is as follows: total number of days lost, divided by total number of hours worked, multiplied by 1,000.

### Major maritime incidents

A major maritime incident is an event that impacts the health and safety of the ship and crew, the environment, (e.g., an oil leak) or the Group's reputation or that has a significant financial impact.

### Safety at terminals

The scope covers all terminals governed by the CMA CGM Terminals QHSE policy (excluding Brooklyn Kiev Port terminal in Ukraine), i.e., a total of 26 terminals.

The safety reporting scope of the Extra-Financial Performance Report (DPEF) includes only sites for which CMA CGM controls QHSE matters and which have reported, for at least 12 continuous months, the data required to calculate the safety indicators in the TIN@ tool. Certain sites were removed from the scope during the year following organizational changes.

Certain sites were removed from the scope in 2023 following organizational changes.

- The Générale de Manutention Portuaire site (Le Havre) is not included in the 2023 reporting, as accident data is reliable only as of Q2 2023.

- The number of hours worked at the Rhida Freezone Terminal was revised downwards (2022 and 2023) after a more reliable reporting process was put in place and previously reported data was corrected.

### Safety at depots

The scope covers all employees subject to the CMA CGM Inland QHSE policy, which covers 88% of the QHSE workforce, i.e., 36 inland sites covered.

### Main incidents at terminals and depots

A major incident at a terminal or depot is an event that impacts property, the environment, not including major pollution (significant damage requiring immediate action), safety (a critical event following a safety breach), the Group's reputation or that has a significant financial impact.

### Safety at CEVA

Temporary employees (including temporary agency staff) hired by CEVA Logistics are not included in this indicator.

In 2023, following the addition of major entities to its consolidation scope, CEVA Logistics recalculated the benchmark for its target of reducing the frequency rate by 30% between 2021 and 2025. After this recalculation, the 2021 benchmark was changed from 4.18 to 5.29.

### Percentage of countries that have launched at least one local initiative

A local initiative is a one-off or recurring volunteer initiative undertaken by a CMA CGM Group entity in which employees from one or more CMA CGM Group divisions participate. The scope of this indicator covers CMA CGM and includes the following entities: CMA CGM, ANL, MERCOSUL Line, APL, CNC and Containerships.

## Acting for fair trade

### Number of whistleblowing reports

The indicator now shows the total number of reports received via the alert reporting tool, and no longer only alerts. The 2023 data are therefore not comparable with previous years.

The indicator is reported for CMA CGM and CEVA Logistics.

### Percentage of employees who received training on ethics and compliance issues

This indicator covers white-collar workers. The indicator covers eligible stationary employees, who account for 56% of the Group's workforce. Employees who do not have an email address, employees of subsidiaries not controlled by CMA CGM, and employees on long-term leave are excluded.

CMA CGM: Training corresponds to the six training modules on ethics and compliance provided on the CMA CGM Group's central training platform.

CEVA Logistics: Training corresponds to the One Ceva Code, which covers a wide range of issues, such as anti-corruption, business ethics, personal data protection, etc.

### Suppliers assessed

The scope covers CMA CGM's maritime operations and all types of purchases (indirect, terminals, intermodal, chartering, CMA ships, bunkering, feedering, pool, P&T, logistics). A supplier is defined on the basis of the supplier's site. If CMA CGM purchases from two different sites of the same supplier, the Group counts two suppliers for the purpose of calculating the indicator.

### Value added sustainable services (Act with CMA CGM+ products)

Scope: all TEUs booked worldwide by CMA CGM or any other Group company. – Reduced and offset CO<sub>2</sub> emissions: covers well-to-wake emissions of the entire value chain.

#### Ex-post corrections:

As of 2022, the "share of inland transport by barge or rail" figures includes the Mercosul and Containership subsidiaries. This explains the drop in the indicator between 2021 and 2022.

Starting in 2022, all greenhouse gas (GHG) emissions are reported in CO<sub>2</sub> equivalent. The 2021 data has also been updated.

The number of employees shown in "Key data" for DPEF 2022 has been restated for certain shareholdings in DPEF 2023.

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

For the year ended December 31, 2023

To the annual general meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "Entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-1884<sup>1</sup>, we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the «Guidelines»), for the year ended December 31st, 2023 (hereinafter, the «Information» and the «Statement» respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (code de commerce).

At the request of the entity, we also performed work designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign √.

## Limited assurance conclusion

Based on the procedures we performed as described under the «Nature and scope of procedures» paragraph and the evidence we obtained, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

## Comment

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

- The indicator «Number of training days per employee» is estimated for part of the blue-collar workforce, which represents 26% of the Group's total headcount, as mentioned in the Methodology described in the Statement.

## Reasonable assurance conclusion on a selection of non-financial information

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

## Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or of a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

## Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

## Responsibility of the entity

Management of the entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information,
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators,
- preparing the Statement by applying the entity's "Guidelines" as referred above, and

- designing, implementing, and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

## Responsibility of the Statutory Auditor, appointed as independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code,
- The fairness of the historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

At the request of the entity and outside of the scope of our accreditation, we may express reasonable assurance that the information selected by the entity, presented in the Appendices, and identified by the symbol √ has been prepared, in all material respects, in accordance with the Guidelines.

- It is not our responsibility to report on:
- the entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the French Duty of care law),
  - the compliance of products and services with applicable regulations.

## Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagements, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes*, "Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière", acting as the verification program, and with the international standard ISAE 3000 (revised)<sup>2</sup>.

## Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

## Means and resources

Our work engaged the skills of nine people between November 2023 and February 2024 and took a total of approximately fourteen weeks.

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

## Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the main related risks,
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector,
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code,
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks,
- We verified that the Statement presents the business model and a description of main risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, products or services, as well as policies, measures and the outcomes thereof, including key performance indicators related to the main risks,
- We verified that the Statement includes a clear and motivated explanation of the reasons for the absence of policies implemented considering one or more of these risks required under Article R.225-105 I of the French Commercial Code,

1. Accreditation Cofrac Inspection, number 3-1884, scope available at [www.cofrac.fr](http://www.cofrac.fr)

2. ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.

- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented,
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the Appendices. Concerning certain risks<sup>3</sup>, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>4</sup>,
- We verified that the Statement covers the consolidated scope, i.e. all the entities within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement,
- We obtained an understanding of internal control and risk management procedures the entity implemented, and assessed the data collection process aimed at

ensuring the completeness and fairness of the Information,

- For the key performance indicators and other quantitative outcomes that we considered to be the most important, presented in the Appendices, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities<sup>4</sup> and covers between 12% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests,
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities' activities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance

of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes), a higher level of assurance would have required us to carry out more extensive procedures.

**Nature and extent of additional work on the information selected by the entity and identified by the sign √**

With regard to the information selected by the entity, presented in the Appendices and identified by the symbol √ in the Statement, we conducted the same work as described in the paragraph «Nature and scope of our work» above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests.

The selected sample accounts for 100% of the information identified by the symbol √.

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol √.

**Marseille, February 23<sup>rd</sup>, 2024**

**KPMG S.A.**

Fabien Seksik  
Partner

Fanny Houlliot  
ESG Expert

**Appendix**

**Qualitative information (actions and results) considered most important**

Assessment of physical and transitional climate risks

Strategies and policies for a Net Zero action plan

Mechanisms for sharing CSR commitments and transparency with stakeholders

Initiatives to protect biodiversity

Actions to promote diversity and inclusion

Responsible purchasing policy and results

3. Acting closely with local communities ; Cooperating in an exemplary manner with our suppliers and customers ; Protecting biodiversity ; The Group's decarbonization partnerships and projects.

4. CMA CGM France ; CMA CGM Morocco ; Kaohsiung Container Terminal ; Kingston Freeport Terminal ; CCIS Cakung ; CCIS Veracruz ; CEVA UK ; CEVA USA ; CEVA France ; CEVA Italy ; CEVA Brazil ; CEVA Australia.

Key performance indicators and other quantitative results considered most important		Level of assurance	
<b>People</b>	Total number of employees	Limited	
	Share of women in management		
	Turnover rate		
	Number of training days per employee		
	Lost Time Injury Frequency Rate		
	Severity rate for employees of CEVA, terminals, seafarers		
	Number of fatal accidents		
<b>Planet Maritime Activity</b>	Fuel consumption of the maritime fleet	Reasonable	
	Share of alternative fuels in the energy mix of maritime activities		
	CO2 emissions from maritime fleet fuel consumption (Well To Wake and Tank to Wake)		
	CO2 performance of maritime activity CO2 / TEU.km (Well To Wake and Tank to Wake)		
	SOx emissions from maritime fleet fuel consumption		
	NOx emissions from maritime fleet fuel consumption		
	Particulate matters emissions related to the maritime fleet fuel consumption		
	Scope 3 CO2 emissions of the maritime activity		
	Number of owned vessels adapted and equipped for shore power connection		Limited
	Production of oil sludge		
	Number of major marine oil pollution incidents		
Number of containers lost at sea			
<b>Planet Inland Activity</b>	Share of inland transport by rail or barge	Limited	
	Truck fleet fuel consumption		
	Energy consumption of warehouses		
	CO2 emissions from truck fleet and warehouse energy consumption		
	Share of low-carbon electricity in warehouses		
	Scope 3 CO2 emissions from subcontracted inland, sea and air transport		
<b>Responsible Trade</b>	Number of alerts received per category	Limited	
	Percentage of suppliers assessed		
	CO2 emissions reduced and offset with "ACT with CMA CGM+"		

# Glossary

## ACT

Assessing Low-Carbon Transition  
- Project to assess the company's carbon strategy regarding climate change

## ADN

European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways

## ADR

Accord for Dangerous goods by Road

## AFNOR

French national organization for standardization

## BREEAM

Building Research Establishment Environmental Assessment Method

## BREEAM RFO

Certification BREEAM Refurbishment and Fit-Out

## CCUS

Carbon Capture, Use and Storage methods

## CDP

Carbon Disclosure Project

## CH4

Methane

## CITES

Convention on International Trade in Endangered Species

## CNES

Centre National d'Etudes Spatiales (National Centre for Space Studies)

## CNG

Compressed Natural Gas

## CO<sub>2</sub>

Carbon dioxide

## CPR

Continuous Plankton Recorder

## CSR

Corporate Social Responsibility

## DE&I

Diversity, Equity & Inclusion

## DUERP

Workplace Risks Evaluation Document

## E&C

Ethics and compliance

## EEDI

Energy Efficiency Design Index

## EEXI

Energy Efficiency Existing Ship Index

## EU ETS

European Union Emissions Trading Scheme

## FORS

Fast Oil Recovery System

## GHG

Greenhouse gases

## GLEC

Global Logistics Emissions Council

## HFC

Hydrogen Fuel Cell

## HQE

High Environmental quality

## HSE

Health, Safety and Environment

## HVO

Hydrotreated Vegetable Oil

## IATA

International Air Transport Association

## IBS

Individual Benefits Statement\*/

## IGF

International Code of Safety for Ships Using Gases or Other Low-flashpoint Fuels

## IFREMER

French Research institute for exploration of the sea

## IMDG

International maritime dangerous goods code

## IMO

International Maritime Organization

## ISO

International Organization for Standardization

## IUCN

International Union for Conservation of Nature

## IPCC

Intergovernmental Panel on Climate Change

## KWp

Kilowatt peak

## LNG

Liquefied Natural Gas

## MW

Megawatt

## MWh

Megawatt-hour

## N<sub>2</sub>O

Nitrous oxide

## NGO

Non-Governmental Organization

## NO<sub>x</sub>

Nitrogen oxides

## NPS

Net Promoter Score

## OECD

Organization for Economic Co-operation and Development

## PDCA

Plan Do Check Act

## QHSE

Quality, Health, Safety, Environment

## R&D

Research and Development

## RTG

Rubber tired gantry cranes

## RID

Regulations concerning international carriage of dangerous goods by rail

## SAILS

Sustainable Actions for Innovative and Low Impact Shipping

## SAF

Sustainable Aviation Fuel

## SDG

Sustainable Development Goals

## SEC

Social and Economic Committee

## SO<sub>x</sub>

Sulfur oxides

## TEU

Twenty foot equivalent

## TTW

tank-to-wake\*

## UCOME

Used Cooking Oil Methyl Ester

## UN

United Nations Organization

## UNGC

United Nations Global Compact

## UNICEF

United Nations International Children's Emergency Fund

## VCR

Variable Compression Ratio

## VTO

Volunteer Time Off

## WTT

Well-to-tank

## WTW

Well-to-wake

**Crédits Photos :** MODI DOLUPTATAT. FICTATIAM QUE MAIORITAE RE, AD EATAS ANIANDA ECESTI DOLOREM ALIT, UT UTE EOS QUE QUAE ESEQUI CON ET OPTAQUE AUT QUIANDI VELLACE ARCIUM ALICAE VELIS QUO IUM VOLUPTUR? MINTOTA TEMOLEN IMAGNATUR?OVID QUE EXERFERUM SIMENI ID MAXIMAGNAM QUIATEM EOSTIUR MOLOREM AUTEM QUIA VENTUR SI ASIT VOLORIBUS, OMNIS ELECUPTIUM FACIUNT MOLENT INVERNA TUREPEDIT EXPERUM QUUNTUR AS ALIGENT QUOD MAGNIENDE COMNIMP ORIOST, QUE DOLECTUR SUNT OFFIC TEMQUE NONSERCHIL MOLUPTIA SIT REMPOR MODIAES REPUDAM, AD MAIORPOS DOLUPTA TURESTO EST INCTORE PRECTO MAGNI NET VELIS REHENTINT EST, CUS ALIQUAM DUNTIO EXCESTEM QUAS SUNT MAGNAMENIS INCIL INCIPSUNTIO QUAME VENIS EXPE NIENT OD QUAE VOLUPTAME NOS NIMI, UTAE PELESSUM LA CUS UT LIGNITIORE

