2024

SUSTAINABILITY REPORT

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CONTENTS

A WORD FROM OUR GROUP PRESIDENT

Diego Aponte
MSC Group President

In recent years the importance of connectivity and the role our industry plays in adapting, navigating and overcoming disruptions has never been clearer. Geopolitical volatility and a range of complex and interconnected challenges tested industries in ways we had not seen before, touching lives and livelihoods around the world. At MSC, our unwavering commitment to connecting the world and creating positive change remains at the heart of everything we do.

MSC was founded with a vision: to connect people and unlock trade opportunities. Over fifty-five years, this vision has guided us as we continually evolve and expand our network that today spans various freight transport segments and has a global reach. Through recent acquisitions, our Group has broadened both our local and international footprint, bringing new expertise and strategic synergies to build on and complement our portfolio. This ongoing diversification—together with our steady investments in assets and infrastructure such as TiL container terminals at key ports in Alexandria, Walvis Bay and Halifax—is part of our contribution to building sustainable supply chains. It also reflects our commitment to make an impact by supporting local businesses and communities worldwide.

As we stay true to our vision and evolve with the time – I would like to call out two areas, amongst others, where we spent particular focus and attention last year – our people and decarbonization.

As a family-owned company, MSC deeply values the human factor. Our people have passion and are fundamental to our success, embodying our company purpose and leveraging the business as a force for good – even at the most challenging of times. Our 220,000 employees across MSC's Cargo and Passenger Divisions and the MSC Foundation bring to life our core values and show that connecting the world is much more than simply transporting goods or people.

I would like to especially acknowledge the extraordinary contribution of our people at sea. Every day, MSC seafarers work tirelessly around the clock to carry out their tasks onboard to safely transport our customers' cargo. With their dedication, resilience and seafaring souls, our crew members keep the wheels of global trade turning and are truly the heroes of the sea. My heartfelt thanks go to our MSC colleagues working onboard our vessels.

We recognise that connectivity drives human progress, and our impact goes far beyond logistics. As the backbone of the global trade system, shipping and logistics contribute to local economies, helping small businesses grow and communities prosper. MSC's presence in more than 45 African countries is a testament to our rich history and our commitment to the future of the African continent. Through Africa Global Logistics we build on our long-standing relationships, reinforcing our investments in critical maritime and landside infrastructure to strengthen supply chains across the region, boost intra-continental trade and connect Africa to the rest of the world.

With the energy transition come possibilities to collaborate, innovate and advance together through tangible actions that accelerate progress on our path to net zero. As a major player in global value chains, we recognize our responsibility—and the privilege—to effect meaningful change by joining with our customers and communities. Governments are also key partners in creating an enabling environment, with policy frameworks that foster decarbonization as we ramp up transition investments towards achieving our goals.

We continue forging ahead with our decarbonization pathway while simultaneously investing in technology and upgrading our infrastructure to adapt and bolster resilience against the effects of climate change. With a strong focus on fleet renewal—including 32 dual-fuel vessels by the end of 2024 and more than 140 dual-fuel newbuildings to be delivered in the coming years—we are taking steps to reduce the emissions of our vessels. Our expanded presence and ongoing investments in intermodality—such as rail infrastructure and next-generation locomotives at MEDWAY—help lower emissions by facilitating the shift to rail, and contribute to intermodal transport corridors across the European continent. This commitment to rail is also reflected by our recent acquisition of Italo, offering efficient passenger transport.

Looking ahead, we will embrace the opportunities presented by sustainability to further evolve, adapt and successfully navigate global challenges and deliver on our commitments. We remain fully engaged and we will continue to advance together towards our shared future.

As always, full steam ahead.

CEO STATEMENT

Soren Toft
MSC Chief Executive Officer

The events of 2024 reaffirmed that uncertainty remains a constant, with geopolitical shifts disrupting and reshaping the global trade system. Supply chains became more diverse and distributed, bringing new challenges and requiring shipping and logistics to step up and continually adapt to keep supply chains moving.

Throughout this period of turbulence, MSC continued to advance on its sustainability journey, evolving and demonstrating agility and resilience. With our long-term commitment to build sustainable and inclusive supply chains, we continued supporting our customers, consumers and the communities where we operate. This commitment is also reflected in our ongoing support of the Ten Principles of the United Nations Global Compact.

Decarbonization presents a challenge across all sectors. At the United Nations Global Compact High-Level Ocean for the Future meeting in September, I was pleased to join business leaders in calling for the International Maritime Organization to establish a global framework for maritime decarbonization. By balancing ambition with pragmatism, governments can provide the clarity and regulatory conditions our industry needs by adopting of a global framework on the transition to net-zero fuels.

At MSC we see the energy transition not only as a must but as an opportunity for transformation. We are continuously exploring new business models and new technologies to improve our energy efficiency, partnering to facilitate the scaling up of renewable fuel production and enhancing infrastructure. Among the concrete actions we have taken are efficient dual-fuel newbuildings and a broad-reaching retrofit programme, contributing to a record low carbon intensity (EEOI) of 12.38 in 2024.

We are proud to maintain the largest orderbook of vessels capable of using both conventional and low-carbon fuels such as LNG, positioning us to transition towards bio- and synthetic versions as they become available.

We pioneer new technologies: our fleet includes features such as windshields and air lubrication systems, data-driven vessel optimization and cold ironing technology that allows vessels to plug into local electrical grids at ports, reducing emissions and local pollution. We are also investing in research and development—such as onboard carbon capture and storage—to remain at the forefront of sustainable shipping.

At MSC, we maintain a focus on areas where we can have impact. With global population growth and rising demand of temperature-sensitive goods, we help our customers deliver fresh produce worldwide. In 2024, we opened a new cold storage facility in Durban (South Africa), with more in the pipeline that will see MSC's cold chain logistics network expand to cover six continents.

Throughout the year, we continued our long routing around the Cape of Good Hope due to maritime security threats in the Red Sea, which have made Suez Canal transits impossible. For MSC, this was a simple decision: the safety of our people is paramount.

Once again, the MSC family demonstrated unity and collective purpose, transforming challenges. I am proud of our agility and our ability to leverage our business' potential, maintaining disruption-free connectivity, delivering goods, and creating value for people, communities and economies around the world.

WE SUPPORT UN GLOBAL COMPACT

MSC CARGO DIVISION

Headquartered in Geneva, Switzerland and part of the privately owned MSC Group, MSC's Cargo Division is a leader in transportation and logistics, providing solutions to support customers' supply chains. Our business activities range from shipping, inland logistics and air freight to a growing portfolio of terminal operations.

Guided by an innovative and long-term approach reflecting the values of our family company, MSC's visionary leadership transformed a single-vessel operation in 1970 into a successful global business. More than fifty years after the start of our great human story, we became an industry leader in container shipping and have played a role in contributing to the world as we know it.

2024 saw the continued expansion of the MSC family, further enhancing our global logistics network, creating value as we connected customers and business partners of industries and communities by transporting goods by sea, road, rail and by air.

We are committed to navigate the path to sustainable development and tackle the global challenges connecting us. We are playing our part in our shared future by contributing to the energy transition, enabling economic growth by driving trade and unlocking the potential of people and communities around the world.

OUR PURPOSE

WE CONNECT THE WORLD, FOSTERING INCLUSIVE SOCIAL PROSPERITY AND ECONOMIC GROWTH, WHILST RESPECTING AND NURTURING THE HOME WE ALL SHARE, OUR BLUE PLANET.

CONNECTING THE WORLD

with a direct presence in over 155 countries

WE

ARE **103,823** PEOPLE FROM **150+** NATIONALITIES AND **6** CONTINENTS[1]

NAVIGATING

300 routes with **904** vessels[2]

MOVING

27 million[2] TEUs by sea, of which **32%** will be transported aboard dual-fuel vessels by **2029**

REACHING

520 ports of call with **100+** terminals, moving **39+** million containers per year

TRANSPORTING

7.3+ million[2] TEUs* on land by road, rail and barge

OPERATING

an inland network of logistics hubs, with **471*** yards, rail and barge terminals, depots and warehouses

CARRYING

104,576+ tonnes of cargo by air with **7** aircraft connecting **37** airports in Asia, Europe and North America

[1] Full list of countries available at www.msc.com and www.aglgroup.com/transport-logistique-afrique

[2] Updated as at 30 June 2025. Please see page 48, 72, 114 for data for the reporting period 1 January - 31 December 2024

[*] MEDLOG only

HOW WE CREATE VALUE

At MSC we are committed to enabling sustainable and inclusive growth, and by achieving **our Purpose** we create value for all.

VALUE CREATION STARTS **WITH SOLID FOUNDATIONS**

Global logistics **assets**, **infrastructure** and **worldwide network**

Commitment and expertise of **our people** across the global MSC family

Digital infrastructure, data and technology assets

Authentic relationships and close **cooperation with our stakeholders**

Our **blue planet**, rich in the resources we depend on and which we must respect

OUR **PRIORITIES**

ENABLING **LOGISTICS DECARBONIZATION**

- AIMING FOR **CARBON NEUTRALITY**
- SUPPORTING **LOGISTICS TRANSITION SOLUTIONS**
- MAINTAINING **A FOCUS ON ENERGY EFFICIENCY**

FOSTERING **INCLUSIVE TRADE**

- CONTRIBUTING TO **ECONOMIC GROWTH**
- BUILDING **RESILIENCE ACROSS THE GLOBAL VALUE CHAIN**
- DEVELOPING **LOCAL CAPACITY AND KNOW-HOW**

ADDRESSING **SOCIAL CHALLENGES**

- ADVANCING **HUMAN RIGHTS**
- PROMOTING **DIVERSITY, EQUITY AND INCLUSION**
- ENGAGING OUR **SUPPLY CHAIN**

BUILDING ON **FUNDAMENTALS**

- **BUSINESS ETHICS AND COMPLIANCE**
- PROTECTING **OUR BLUE PLANET**
- ENSURING A **SAFE PLACE** TO WORK

OUR **FUNDAMENTALS**

OUR **IMPACT**

PEOPLE

By promoting a safe, healthy and inclusive workplace and investing in our people, we foster a culture of continuous learning, improvement and innovation and support our growing workforce in the development of new skills and a unique set of competencies.

CUSTOMERS

By creating connections and collaborating across the value chain, we enable resilient and sustainable supply chains, accompanying our customers in their climate ambitions and their business performance and growth.

COMMUNITIES

By providing trade access and investing in local industry – maritime, ports, road and rail infrastructures, shipbuilding and related supply chains – we are part of economic growth, social prosperity and the transformation of logistics ecosystems.

PLANET

By investing in innovative projects and partnering with other key sectors to find scalable solutions, we are improving our efficiency and accelerating the energy transition. We have a role in protecting marine and land-based ecosystems while ensuring the sustainable use of natural resources.

SUSTAINABILITY

AT THE HEART OF OUR BUSINESS

SHARING OUR VISION FOR THE FUTURE

In 2024, the world continued to experience a series of crises that generated extensive socioeconomic impacts, directly affecting communities, people and their livelihoods. The private sector continues to be crucial in driving global growth, innovation, investment, job creation and capacity-building and contributing to the realization of the Sustainable Development Goals (SDGs) by 2030, even where these remain a challenge.

Business plays a pivotal role in delivering the sustainable development agenda and this requires collaboration across and beyond industries to find the scalable solutions that will shape our collective future. However, it is increasingly evident that sustained efforts are needed to bring together industry with governments and regulators at the global, national and local levels, to cultivate innovation and accelerate the energy transition for the benefit of all.

As a purpose-driven organization with a global transportation and logistics network spanning six continents, MSC is enabling sustainable supply chains. In 2024 our network continued to expand with the integration of newly acquired companies, bringing additional layers of complexity and new opportunities to make a positive impact. We participate—both directly and indirectly—in transforming the ecosystems we are a part of, helping to address inequality, and contributing to a nature-positive, net-zero world.

RAMPING UP OUR COMMITMENT TO A MORE SUSTAINABLE FUTURE

As a leading transportation and logistics player operating in today's fast-evolving world, MSC is impacted by a diverse range of environmental and social challenges. We recognize our role in contributing to the global agenda and have defined an approach that progressively integrates our commitments into MSC's business model, strategy and operations across the value chain.

The challenges we face today are deeply interconnected—actions to address climate change and the triple planetary crisis also impact efforts to tackle inequality and to accelerate a sustainable and inclusive energy transition. At MSC, we monitor the evolving landscape to understand the emerging trends of relevance to our business and that will shape the future of our sector. We leverage our internal expertise to understand any potential implications, assess our direct and indirect impacts and refine our strategies in response to the needs and expectations of our key internal and external stakeholders (see page 18). Through this process, we identify shared ambitions, common challenges and areas of convergence. In turn, these inform our sustainability strategy and how we progress in the delivery of our commitments.

In 2024 we continued focusing on further improving our performance while assessing and aligning entities with MSC Cargo Division's sustainability strategy. As part of this process, we took into account the specificities of each business and reflected these in the ongoing implementation of our strategy.

ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS

At MSC, we recognize that we cannot advance the SDGs alone; the engagement and input of our stakeholders provides critical inputs into our material topics and how we deliver on our commitments. Over the years, we have built close, collaborative relationships with stakeholders across the entire value chain, based on active engagement and open dialogue. This practice is grounded in building mutual trust, transparency, inclusiveness, consistency and accountability in our sustainability approach.

MSC's recent growth has further expanded our community of stakeholders with whom we are collaborating along our sustainability journey. During the reporting year, we consolidated the priorities and expectations of both current and new stakeholders, taking into consideration how they are responding to the evolving landscape. This activity was integrated into the double materiality assessment for MSC's entire Cargo Division (see page 20).

OUR STAKEHOLDERS

	EMPLOYEES	CUSTOMERS	SUPPLIERS	FINANCIAL COMMUNITY	REGULATORS	COMMUNITIES AND CIVIL SOCIETY
HOW WE ENGAGE	We draw on multiple formal and informal touchpoints, including employee surveys and town halls, incorporating our colleagues' insights and sharing our collective challenges of the future. We engage with dedicated teams to work on our sustainability priorities and we constantly work on building awareness of our sustainability roadmap across the company.	We interact and communicate regularly with customers by soliciting their feedback and proposals. Our ongoing engagement, satisfaction surveys, business meetings and review enable us to gather insights, identify trends and understand the sustainable development topics of relevance to them.	We foster constructive dialogue with our wide range of suppliers to hear from them directly on the practices and topics which matter most. We also capitalize on suppliers' insights on how they are approaching and addressing environmental and social material topics also of relevance to us.	We engage directly with members of the financial community including lenders and insurers, and for some Cargo Division entities, we also engage with investors through business meetings, briefings and partnerships.	We interact with policymakers, intergovernmental organizations and government authorities and institutions at international, regional and national levels, engaging in policy debates and consultations through trade associations and partnerships as well as responding to government enquiries and contributing feedback on specific topics related to our industry.	We engage with communities in more than 155 countries, actively collaborating with local stakeholders. Our partnerships and alliances are based on active dialogue with civil society, offering our perspective and contributing expertise to implement joint activities to address specific issues of mutual interest.
CONCERNS AND EXPECTATIONS	• Leadership commitment to sustainable development • Equitable employment in a diverse and inclusive workplace • Finding meaning through their work via engagement and empowerment • A working environment that prioritizes employee health, safety and wellbeing	• Shared ambitions for sustainable supply chains • Logistics solutions enabling achievement of decarbonization targets • Proactive approach to respecting and promoting human rights across the value chain • Disclosure on progress of MSC commitments and impacts	• Direct dialogue to address common challenges and material topics • Collaboration based on principles for responsible business conduct	• Future-proofing business model, incorporating sustainability priorities • Quality of ESG reporting and level of disclosure	• Compliance with international, national and local regulatory frameworks and standards • Contribution of industry perspective to debates related to policy and standards • Leadership and public-private collaboration to promote responsible business	• Transparency and accountability on MSC's sustainability commitments and impacts • Engagement and collaboration on specific social and environmental topics
HOW WE ARE RESPONDING	- Consistently embedding our purpose in our company culture - Aligning colleagues of our recent acquisitions and new entities with our sustainability commitments - Raising awareness and engaging our people on progress on our sustainability roadmap - Building solidarity among our crisis-affected colleagues - Fostering an inclusive environment that unlocks the potential of the diversity of our workforce - Promoting equal access to development opportunities - Engaging and investing in learning programmes that promote reskilling and upskilling - Upholding workplace health and safety and supporting the wellbeing of our people	- Interacting with our customers to understand their evolving expectations through 1:1 business meetings, events and forums - Exploring partnership opportunities to collaborate on material topics of mutual interest - Co-designing bespoke offerings to decarbonize supply chains - Developing a portfolio of innovative solutions (e.g. alternative fuels) - Boosting awareness among customers on seafarers' rights and wellbeing - Reporting on progress and performance through customer questionnaires and ESG ratings	- Improving interactions through business meetings and vendor questionnaires - Assessing, monitoring and helping improve our major suppliers' sustainability performance - Co-creating transformative solutions for maritime decarbonization - Aligning and vetting our suppliers with the MSC Supplier Code of Conduct	- Updating on progress on the implementation of our sustainability plan - Ensuring the progressive integration of recent acquisitions and new entities in our sustainability strategy - Further enhancing our ESG risk management approach - Expanding the granularity of data and improving the standardization of our ESG reporting, including for recent acquisitions and new entities	- Actively engaging with regulatory bodies and policy representatives to ensure compliance - Contributing industry experience and identifying challenges opportunities in the development of upcoming regulatory frameworks - Engaging in direct dialogue with government authorities and institutions on specific topics, including infrastructure development, customs and energy transition planning	- Maintaining an open dialogue with civil society and regularly engaging with non-governmental organizations and local community actors - Collaborating with non-governmental organizations, scientists and academics on social and environmental topics - Participating in leading multi-stakeholder initiatives and sustainability partnerships - Cooperating with the MSC Foundation on projects directly impacting local communities

ADDRESSING WHAT MATTERS

MSC's approach to determining our material topics is grounded in an assessment and prioritization process informed by wide-ranging insights and inputs. During the reporting year, our assessment evolved as needed to address new regulatory requirements and work towards integrating impacted Cargo Division entities into the materiality assessment process, both for our own operations and those within our value chain. We also incorporated relevant topics related to the external operating environment. Building on previous work and progressively adopting the reporting requirements of the European Union Corporate Sustainability Reporting Directive (EU CSRD), in 2024 we conducted an initial double materiality assessment (DMA) working towards compliance with the applicable reporting standards. Conducted with the support of an independent third party, this double materiality assessment addressed both impact and financial materiality, integrating impact materiality with the evaluation of risks and opportunities related to sustainability issues that could generate significant financial impacts for the company.

The assessment process identified positive and negative impacts as well as the current and potential risks and opportunities associated with each topic. This led to the identification of eleven material topics for MSC's Cargo Division. Key inputs and expectations deriving from our ongoing stakeholder engagement informed the identification and prioritization of interconnected material topics of relevance. The process was reviewed and validated by our Leadership Team to ensure its relevance for strategic decision-making and integration into MSC's operations. The results are also reflected in our sustainability strategy, which is continuously reviewed and adjusted accordingly (see page 22). The DMA will be further improved in 2025 and will be formally reviewed each year.

In light of the ever-evolving regulatory requirements, we initiated the development of an appropriate control environment covering the identified disclosure requirements across the entire reporting boundary, coupled with internal control checks to verify accuracy. Initial results are expected in 2025 and reporting on the control environment will be implemented accordingly.

MATERIAL TOPICS

E	ESRS **E1**	Climate change mitigation, including energy
		Climate change adaptation
	ESRS **E2**	Pollution of air
		Pollution of water
	ESRS **E4**	Impact on the extent and condition of ecosystems
	ESRS **E5**	Waste management
S	ESRS **S1**	Working conditions - own workforce
	ESRS **S2**	Working conditions and other work-related rights - value chain workers
	ESRS **S3**	Communities' economic, social and cultural rights
G	ESRS **G1**	Corruption and bribery
		Management of relationships with suppliers

ADVANCING OUR SUSTAINABILITY STRATEGY

The insights from our materiality assessment continue to shape our strategy, resource allocation and inform how we address the global challenges most relevant to our business. As an active participant of the **United Nations Global Compact** (UNGC) since 2016, we remain focused on advancing the **2030 Agenda for Sustainable Development** and delivering on our sustainability commitments. We support the **UN Sustainable Development Goals** (SDGs) and, by implementing our strategy in alignment with the **Ten Principles of the UNGC** and the **UN Guiding Principles on Business and Human Rights** (UNGPs), we aim to make a transformative impact on 13 SDGs.

At MSC, we see sustainability as a driver for innovation, growth and long-term value creation. As an expanding global company in transportation and logistics, we strive to build resilient, inclusive and sustainable supply and value chains. We are committed to our industry's decarbonization and, helping to foster economic growth by empowering players in local and global trade and promoting respect for human rights throughout the value chain. These principles reflect our purpose and are central to our sustainability strategy—our sustainability roadmap—which guides our decision-making at all levels and across all entities of the Cargo Division.

During the reporting year, our Leadership Team reviewed and confirmed the ongoing relevance of the Cargo Division's sustainability strategy. Through a structured approach, we further progressed in the embedding of sustainability into our operations, focusing on engaging colleagues from our recent acquisitions and newly established entities and progressively aligning them with our strategy and a consolidated reporting approach.

Our time-bound sustainability plan sets milestones for the short, medium and long terms, with business segments and key functions collaborating on the definition, development and execution of programmes and projects. With our recent acquisitions, we leverage the diverse contributions and perspectives of experts to review, enhance and adjust programmes for consistency across the reporting boundary of the Cargo Division. This process considers the specificities of our different business segments and applicable regulatory frameworks. As an integral part of our approach, we track progress and monitor our performance against our commitments and targets, as detailed in each chapter.

AIMING FOR
CARBON NEUTRALITY

SUPPORTING
LOGISTICS TRANSITION SOLUTIONS

MAINTAINING
A FOCUS ON ENERGY EFFICIENCY

CONTRIBUTING
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SUPPLY CHAIN

BUSINESS ETHICS AND
COMPLIANCE

PROTECTING
OUR BLUE PLANET

ENSURING A
SAFE PLACE TO WORK

OUR GOVERNANCE AND MANAGEMENT FRAMEWORK

MSC's corporate governance structure assigns responsibilities and accountabilities at different levels of the company, reflecting our commitment to embed sustainability in our long-term business strategy and across our entire value chain.

MSC is a privately held, family-owned company and our **Leadership Team** is our highest governance body. Led by the Group Chairman, it includes family and non-family members,[3] selected on the basis of their role and bringing a balance of knowledge, skills and proven expertise relevant to the management of our impacts and for the delivery of our commitments. Their combined competencies ensure a robust management system and provide strategic guidance for the delivery of the sustainability action plan.

MSC has established a sustainability (ESG) governance system to support the integration of material topics into relevant business decision-making processes, comprising a set of interconnected rules, processes and organizational structures. The system is designed to define, implement and monitor the sustainability plan and progress on targets. During the reporting year, a review of the system was initiated to progressively align Cargo Division entities in scope of the EU CSRD requirements.

The MSC Cargo Division's **Executive Sustainability Steering Committee** is our governance body with oversight of managing our social and environmental impacts, including decision-making, strategy implementation and the promotion of a culture of sustainability across our company. The MSC Group President and MSC Chief Executive Officer lead the Steering Committee, which is composed of our Group Chief Financial Officer (also a member of the Leadership Team) and senior executives representing entities[4] and key functions[5] across the Cargo Division.

Steering Committee members provide critical insights in the review and approval of the sustainability strategy, supervising its implementation over time and alignment with evolving business requirements. They are also invited to contribute by sharing the views and expectations of stakeholder groups with whom they engage in their respective roles, and by highlighting emerging trends of relevance.

The Steering Committee receives regular updates from the **MSC Cargo Division Sustainability Team** and other functions on risks and opportunities, materiality analysis and on our environmental and social performance and progress. Subject matter experts contribute insights on external developments—including stakeholder expectations, policy frameworks and best practice—as well as contributing to further integrate material topics into processes and management systems division-wide. These inform the identification of potential impacts on our business and opportunities presented by the evolving regulatory requirements. These include the **EU Corporate Sustainability Reporting Directive** (EU CSRD) and **EU Corporate Sustainability Due Diligence Directive** (EU CSDDD) and international standards such as **Human Rights Due Diligence** (HRDD).

The Steering Committee meets twice a year and receives minutes of the meetings including updates on progress on the most pertinent activities and initiatives that are underway. In 2024 it provided support to increase focus across the entire organization on addressing the following topics: EU CSRD: Double Materiality Assessment towards alignment with the Directive requirements; **EU Taxonomy**: scope of eligible and potentially aligned activities; and the **MSC Sustainability Action Plan**: Progress of the Cargo Division's sustainability action plan and impacts generated by the transition to EU CSRD.

To build on and complement the activities of Priority Teams, additional working groups were created. The Sustainability Team continued its focus on facilitating the integration of sustainability across our global operations, including facilitating the gradual integration of new entities into our reporting system and supporting the implementation of the sustainability plan.

[3] Members of the Leadership Team (and other positions held) include: MSC Group Chairman (also TiL Board Director and MSC Foundation Board Chair); MSC Group President (also TiL Board Chairman and MSC Foundation Board Member); Chief Executive Officer (also TiL Board Director and Log-In Logistica Board of Directors Vice-Chairman); and Group Chief Financial Officer (also MSC Foundation Board Vice Chair).

[4] Entities directly represented in the Steering Committee include: AGL, MEDLOG, TiL. Other entities (Atlantic Forwarding, Log-In Logistica, MSC Air Cargo and WEC Lines) are represented by the Chief Executive Officer.

[5] Functions represented in the Steering Committee include: sustainability, finance, legal, risk management, government affairs, human resources, operations, shipmanagement, procurement.

RESPONSIBLE BUSINESS

We continue to be committed to supporting our employees worldwide in managing our daily activities in adherence with our ethical standards for responsible business. Our acquisitions in 2024 have been an important part of MSC's business strategy. By reviewing and investing in best practices, our focus remains on working together to build an ethical and transparent business culture across the MSC Cargo Division. At MSC we conduct our business legally, responsibly and with integrity.

Guided by our core values, MSC's corporate culture is reflected within our programmes and work on compliance with business ethics such as sanctions, anti-corruption, competition laws, data management and social and human rights. The **MSC Code of Business Conduct** reflects MSC's commitment to conduct business in a fair and responsible manner and sets a common standard for our global operations. MSC expects its suppliers to comply with applicable laws, sector-specific regulations and the **MSC Supplier Code of Conduct**. Building on our efforts over the previous years, in 2024 we rolled out a new mandatory online course for all MSC Cargo Division entities worldwide on our Code of Business Conduct. This is in addition to all the local training on compliance carried out by a network of local compliance champions. We believe these efforts play an important role in increasing awareness and our efforts to be compliant with global and local requirements. As part of our commitment to fostering a transparent and accountable workplace culture—where all employees feel empowered to speak up—we are targeting having at least 85% of our workforce trained on our respective MSC Cargo Division Codes of Business Conduct by 2025.

MSC Cargo Division employees and third parties have at their disposal the Whistleblower Policy and the MSC Speak-Up Line (operated by an independent provider), where they can raise concerns and report any incident or suspected misconduct linked to MSC's business at any time. Africa Global Logistics (AGL) and Log-In Logistica have similar reporting hotlines. At MSC, we take all reports seriously, assess these and investigate as appropriate. During the reporting year, we updated our internal procedures on speak-up matters and conducted an enhanced communication campaign to raise awareness of our grievance mechanisms.

OUR MEASURES TO PREVENT AND CURB CORRUPTION

MSC's anti-corruption programme includes mandatory anti-corruption training as well as training on gifts and corporate hospitality. We focus on providing guidelines for MSC employees, with a specific focus on 'functions at risk' dealing with external third parties, such as customers, government officials and business partners. Engaging with external partners is key to driving change and addressing the issues inherent in corruption, and we work with both **Trace International** and the **Maritime Anti-Corruption Network** (MACN) on these topics. We are engaging with over 220 companies through the MACN—spanning Flag State registries, port agents, shipping companies, cargo owners and ship management companies—with whom we collaborate on raising awareness and promoting public–private actions to tackle the root causes of corruption. In addition, MSC engaged in coordination and discussion within the MACN Container Working Group regarding specific challenges affecting this industry segment.

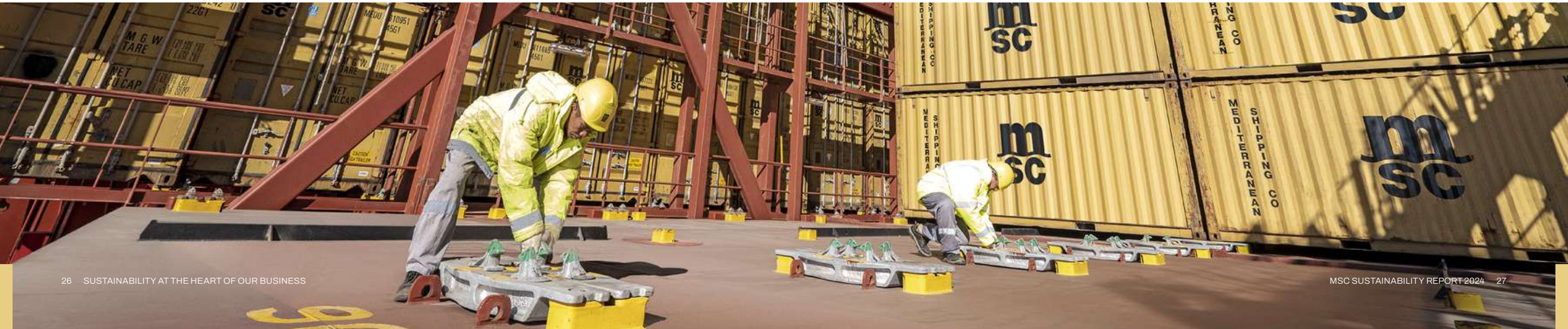
AN INTEGRATED FRAMEWORK FOR MANAGING RISKS

As MSC Cargo Division's business faces an increasing range of risks, our Enterprise Risk Management (ERM) framework and methodology enable us to identify key business priorities and risks, including sustainability risks, which are ultimately validated by the Leadership Team. MSC's top management considers risk management as an integral part of the organization's strategic management. The Risk Management Team regularly assesses our businesses to identify key areas of focus. The ERM framework assists top management in improving decision-making aligned with the risk appetite of the company or function. This approach outlines a consistent risk management methodology, detailing steps to identify areas of focus and to analyse, evaluate and mitigate potential risks. This continuous and evolving process is integrated in the culture and company's strategy—which includes sustainability topics—and is part of its implementation. Our ERM framework includes the process of identifying and assessing impacts, risks and opportunities related to the Double Materiality Assessment (see page 20), core elements of sustainability reporting. This integration allows us to evaluate possible sustainability-related risks alongside other focus areas and potential risks, offering a broad perspective on our risk profile. In this context, specific time horizons[6] are defined and adopted.

To manage possible near-term and long-term sustainability-related risks, we continuously adopt an integrated governance approach. By aligning with functional experts, we strive for consistency and, where appropriate, harmonization, analysing potential business-specific risk areas in depth, and leveraging relevant industry best practices and commonalities. We continue to develop mitigation strategies as part of our ongoing cross-functional teams in collaboration with efforts by businesses and functions across the organization.

In response to evolving scenarios, we regularly challenge our parameters, particularly in measuring progress across our value chain, while advancing MSC Cargo Division's sustainability priorities. Our annual review of potential sustainability risks takes into consideration our material topics and informs our sustainability roadmap, and this review guides the identification, assessment, prioritization and mitigation of possible risks. The potential sustainability risk landscape encompasses the environmental, social and governance (ESG) factors related to MSC's global operations. Additional monitoring of sustainability topics is undertaken through the outcomes of the Sustainability Steering Committee.

[6] Short-term: 0-3 years; Medium-term: 3-5 years; Long-term: above 5 years.



ENABLING

LOGISTICS DECARBONIZATION

CLIMATE CHANGE: A TRANSFORMATIONAL CHALLENGE

In 2024, extreme weather events continued to impact the world and our business. Events such as powerful typhoons and massive flooding wreaked havoc across several communities, while others like intense droughts, heatwaves and the emergence of a strong El Niño phenomenon significantly impacted global crop yields, leading to food shortages and straining global supply chains.

Climate change continues to be a challenge for shipping and logistics, and efforts to mitigate or reverse its impacts will likely span decades. In line with a science-based Paris Agreement 1.5°C compatible trajectory, a global effort towards net-zero emissions by 2050 is being embraced by multiple industry sectors, including shipping. A range of measures are being deployed to improve the energy efficiency of shipping. A transition to lower carbon energy sources has begun, fuelled by new or retrofitted assets, new infrastructures and technologies as well as new and evolving skill sets for our people. Rising to this challenge will also call for decision-making that balances regulatory compliance, physical and transitional risk management, business strategies, investment planning and partnerships.

MSC sees climate change as an important topic and relevant through a double materiality angle. The assessment process (see page 20) considers both the magnitude of risk in relation to MSC's carbon footprint as well as the projected financial impacts of climate change across our operations, while taking into consideration ongoing uncertainty in the regulatory and technology landscape. MSC's efforts are part of an ongoing process in this area and align with MSC's climate mitigation and adaptation plans.

MSC is committed to accelerating the energy transition and focusing on our net-zero target. Our decarbonization strategy includes investment in assets and infrastructure to reduce our Scope 1–2 emissions, drawing on new vessels, trains, trucks, aircraft and container handling equipment and retrofitting assets with features and technologies such as engine conversions to improve energy efficiency and accommodate alternative fuels. We plan to carry out a climate risk analysis across our material businesses and will prepare a climate adaption plan for areas identified through our climate risk assessment process.

At MSC we seek to leverage actions that aim to reduce our emissions, while taking into consideration the fast-evolving regulatory and technology landscape. We remain open to decarbonization options and emerging practices with the potential for scalability in the medium and long term that offer both technical feasibility and financial viability. This includes nature-based solutions to help sequester CO_2, such as carbon capture and storage. Finally, we continue to explore opportunities to collaborate with customers and across segments of our business to accelerate decarbonization, offering low-carbon options such as sustainable biofuel and promoting shipping or rail over road transport.

REGULATORY, FUEL AND TECHNOLOGY LANDSCAPE

At the global level, following the adoption of the 2023 **International Maritime Organization** (IMO) **Strategy on Reduction of GHG Emissions from Ships**[7]—which set levels of ambition, indicative checkpoints and measures to reduce greenhouse gas (GHG) emissions, the IMO is studying further midterm measures. The next step is aligning on a fuel standard modelled after the European Union's (EU) **FuelEU Maritime Regulation**,[8] which will serve as a fundamental building block for a global fuel regime. There is also growing consensus on the need for an economic element, in the form of a carbon pricing system to accompany the global fuel standard. This would also help mitigate the potential economic impact on developing countries. As an active member of trade associations such as the **World Shipping Council** (WSC) and the **International Chamber of Shipping** (ICS), MSC contributes to the collective industry insights and inputs for these regulatory processes as momentum builds for governments to finalise them by 2026.

Other regulations adopted by the IMO include the **Carbon Intensity Indicator** (CII) and the **Energy Efficiency Existing Ship Index** (EEXI). IMO discussions on the need for substantial improvements to the CII are ongoing, in order to enhance its effectiveness and avoid penalizing energy-efficient vessels spending more time at anchorage or featuring lower utilization rates. To date, the EEXI has so far proven to be effective by setting a target for ship design and performance.

[7] https://www.imo.org/en/OurWork/Environment/Pages/2023-IMO-Strategy-on-Reduction-of-GHG-Emissions-from-Ships.aspx

[8] https://transport.ec.europa.eu/transport-modes/maritime/decarbonising-maritime-transport-fueleu-maritime_en

2023 IMO STRATEGY ON REDUCTION OF GHG EMISSIONS FROM SHIPS

The upgraded 2023 IMO GHG Strategy sets out new levels of ambition for shipping, including a decline of carbon intensity through further improvements in energy efficiency:

- a reduction in carbon dioxide (CO_2) emissions per transport work, as an average across international shipping, by at least 40% by 2030, compared with 2008;
- uptake of zero or near-zero GHG emission technologies, fuels and/or energy sources to represent at least 5%, striving for 10%, of the energy used by international shipping by 2030;
- and the goal of reaching net-zero GHG emissions by or around 2050.

Indicative checkpoints include:

- a 20% reduction (striving for 30%) in the total annual GHG emissions by 2030, compared with 2008;
- a 70% reduction (striving for 80%) by 2040, compared with 2008.

2024 saw the IMO's Marine Environment Protection Committee (MEPC) meet twice, with governments converging in their positions around midterm GHG reduction measures which are expected to be adopted in 2025. These include a goal-based marine fuel standard that will phase in the mandatory use of fuels with less GHG intensity and a global maritime GHG emissions pricing mechanism aimed at achieving net-zero GHG emissions by or around, i.e. close to, 2050. Also in 2024, the MEPC adopted the **2024 Guidelines on life cycle GHG intensity of marine fuels**[9] (2024 LCA Guidelines) which included well-to-wake emission factors for non-conventional fuels, paving the way for wide acceptance of all alternative fuels as decarbonization levers.

[9] https://www.imo.org/en/OurWork/Environment/Pages/Lifecycle-GHG---carbon-intensity-guidelines.aspx

Adopted in 2023, the **ICAO Global Framework for Aviation Cleaner Energies**[10] sets out a framework for reducing emissions by 5% by 2030 through the use of lower emission energies, such as sustainable aviation fuels (SAF) and lower carbon aviation fuels (LCAF).

At the regional level, as part of the **EU Fit for 55** policy package, 2024 saw the inclusion of shipping into the **EU Emissions Trading System** (EU ETS). EU ETS establishes a scheme for GHG emission allowance trading, putting a price on every tonne of CO_2 above certain allowance thresholds as applicable. Potential complexity may arise for carriers if a global carbon pricing system is implemented by IMO, particularly if the EU ETS is maintained in parallel. MSC's preference is for a global rather than regional regulatory frameworks for carbon pricing. The FuelEU Maritime Regulation will take effect in 2025 with progressively tighter GHG intensity standards for fuels consumed at European ports by vessels above 5,000 gross tonnage.

Dubbed the 'Finance COP' due to its focus on climate finance, the **UN Climate Change Conference** (COP 29) held in Baku (Azerbaijan) saw governments agreeing to triple climate finance to developing countries to USD 300 billion annually. This falls short of the USD 1 trillion demanded by developing countries and the overall goal to scale up public and private support to developing countries to USD 1.3 trillion per year by 2035. COP 29 outcomes included progress on topics such as carbon markets and Nationally Determined Contributions (NDCs).

By 2050—and beyond—the transportation value chain is expected to draw on a combination of net-zero carbon fuels, including biofuels, as well as technologies based on electric batteries, fuel cells and synthetic hydrogen. In particular, bio- and synthetic Liquid Natural Gas and synthetic ammonia are expected to serve as future fuels for ocean-going vessels. Among these, bio- and synthetic LNG are likely to emerge as primary marine fuels for the next 10 to 15 years. Bio-LNG is increasingly available through the national grids and can be bunkered today. Synthetic LNG is expected to take hold in the market in the coming years.

Competition for low- and zero-carbon fuels is expected to intensify across other industrial sectors that are also facing the same challenge of decarbonization, which may be addressed through evolving regulatory regimes. Fuel distribution networks and storage infrastructures are currently limited and will require enhancements both portside and landside. For example, while fuel storage infrastructure is currently available at a significant number of ports for LNG and methanol, infrastructure for ammonia is not yet available. In the case of inland transport, infrastructure limitations may be more significant due to challenges related to country size and the local taxation system.

For short-sea shipping, green hydrogen (as a drop-in fuel), batteries and hydrogen fuel cells may supplement existing power storage and generation onboard smaller vessels, enabling hybrid propulsion without relying on conventional combustion engines. Electric batteries and fuel cells may also be deployed for road transport. 2024 saw an uptick in the implementation of hydrogen production projects for energy or climate change mitigation. Nuclear molten salt reactors may also represent a safe future propulsion option for shipboard application, as well as an electricity source for the production of synthetic fuels.

In September 2024, at the **UN Global Compact's High Level Ocean for the Future Meeting**[11] we stood with our industry peers, calling for a fit-for-purpose regulatory regime to lower the price gap between conventional and net-zero GHG marine fuels, ultimately catalysing the development and uptake of net-zero fuels. At the **Oceans20 meeting**[12] held in Brazil, the **Oceans20 Communiqué** delivered a set of recommendations to G20 leaders, reflecting the collaboration of the UN Global Compact's **Ocean Stewardship Coalition**, of which MSC is a member.

CARBON CAPTURE AND STORAGE

One solution to address residual emissions from the maritime industry is carbon capture and storage (CCS) technology. This involves the capture of CO_2 that is compressed and stored for long-term isolation from the atmosphere. Current challenges include: the amount of space required to store the captured CO_2 on board vessels, supply chain maturity including the safe handling, storage and transportation of the captured carbon, and the development of robust CCS standards and certification mechanisms for effective implementation and secure storage.

[10] https://www.icao.int/sites/default/files/inline-files/ICAO%20Global%20Framework%20on%20Aviation%20Cleaner%20Energies_24Nov2023.pdf

[11] https://unglobalcompact.org/news/5293-09-23-2024

[12] https://www.oceans20brasil.org/

OUR PATHWAY

ENERGY TRANSITION

- Progressive renewal of fleet with dual-fuel LNG newbuilding vessels
- Ongoing studies, pilots and trials
- Partnerships on fuels and policy frameworks to advance maritime decarbonization
- Training of crew members on new vessels, fuels and technologies

ENERGY EFFICIENCY

Fleet & routing

- Voyage planning and climate change adaptation taking into account weather forecast analysis
- Enhanced lashing systems to increase cargo capacity, security and load efficiency
- Adoption of slow steaming

Aerodynamics & hydrodynamics

- Retrofit dockings with bulbous bows, energy efficient propellors and boss cap fin propellors
- Air lubrication systems
- Application of anti-fouling silicon-based paints
- Hull cleaning and inspections to control fouling growth
- Installation of windshields on vessel bows above the water line

Propulsion

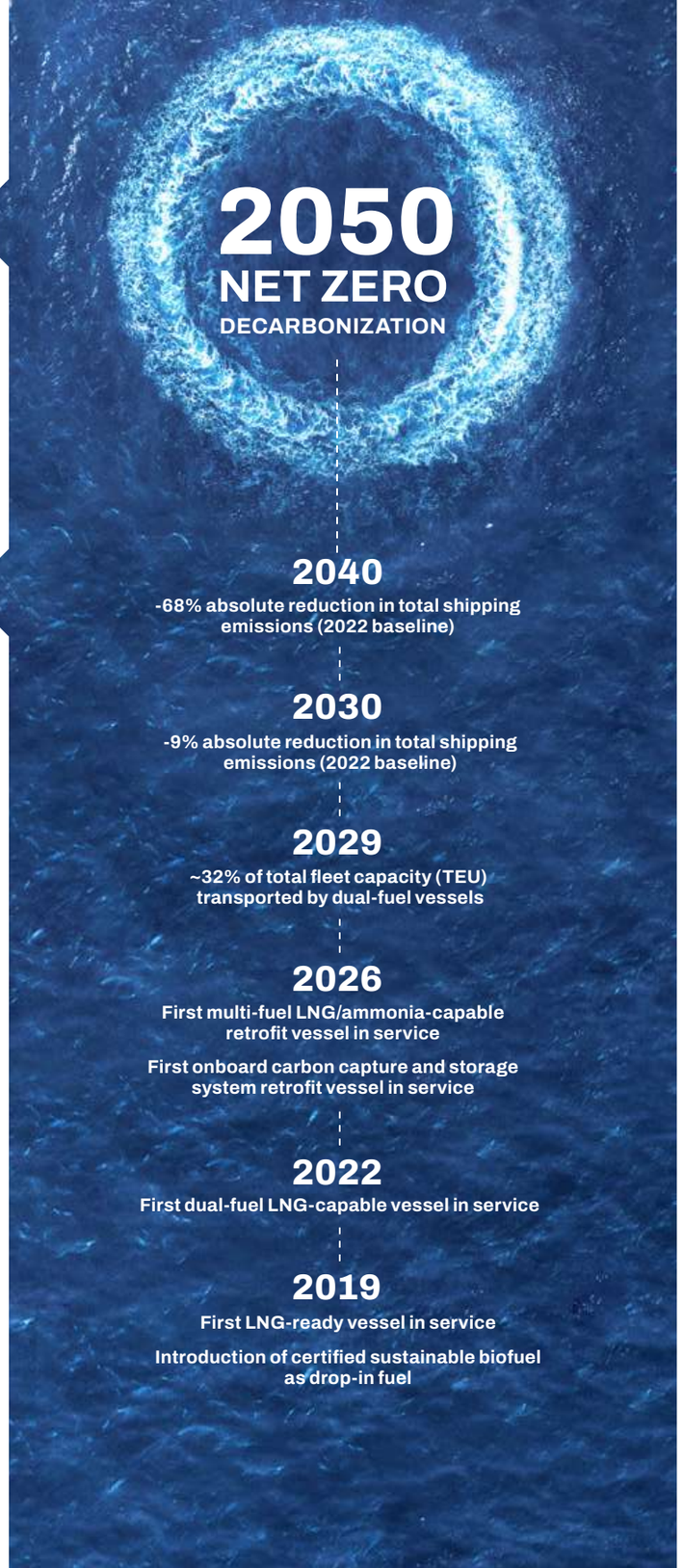
- Installation of shaft generators and turbocharger cut-out systems
- Radical derating of main engine
- Installation of engine variable frequency drive and energy saving lighting systems
- Upgrading of auxiliary engine

Digitalization

- Data-driven vessel performance optimization system
- Building of digital twins of vessels, with real-time data to monitor, analyse and further optimize vessel performance

Carbon capture and storage

- R&D on onboard carbon capture and storage systems



OUR DECARBONIZATION PATHWAY TOWARDS NET-ZERO SHIPPING

With a net-zero target by 2050 on our radar, MSC is committed to pursuing a variety of technological avenues with potential for commercial deployment. When considering future solutions, we evaluate possible timelines for the availability of net-zero fuels in coming years and decades—also taking into consideration cost—anticipating best-case and worst-case scenarios based on demand and supply dynamics. Additionally, we factor in the evolving regulatory landscape, which is expected to create a more level playing field for low- and zero-carbon fuels and accelerate the energy transition.

Our approach balances adequate capacity and growing demand while increasing energy efficiency and adopting future fuels as they become available. For our maritime operations, our fleet renewal activities include the expansion of our container vessel fleet through a mix of state-of-the-art newbuildings and second-hand ships. Through investment planning, our vessels undergo consecutive retrofits designed to maximize their efficiency, while their propulsion systems may be converted to multi-fuel capability.

In parallel, we are developing partnerships with energy providers to help secure net-zero fuels. Recognizing that decarbonization is a collective cross-sector effort, we understand our role in driving investments in fuel production plants (such as green hydrogen) from other industry sectors, through sustained demand for net-zero fuels.

In the framework of our activities to achieve our 2050 net-zero target, intermediate targets based on a 2022 baseline[13] were set for the reduction of GHG emissions by 9% by 2030 and 68% by 2040. These were based on a GHG emissions forecast model that we developed for our maritime operations. The model is science-based and compatible with a 1.5°C pathway, incorporating a maritime-specific carbon budget and addressing compliance with the current EU ETS as well as future IMO regulation (by adopting a FuelEU-equivalent approach with global coverage). Calculating the quantity of fuel and associated direct emissions over time, the model factors in our newbuilding and retrofitting programmes, phase-outs, and evolving capability to adopt low- and zero-carbon fuels. It also takes into account expected demand and fuel consumption as well as our subsequent fleet growth impacting our absolute GHG emissions. The model will be monitored and adjusted periodically according to the evolving landscape. Using a 2022 baseline, the GHG emissions forecast model is robust as it is grounded in MSC data and based on realistic assumptions in relation to MSC fleet growth, fuel availability and cost.

TRANSITION TO LOW- AND ZERO-CARBON FUELS

In the coming years MSC's fleet will continue to expand with the delivery of over 140 dual-fuel LNG newbuilding vessels by 2029, representing about 32% of MSC's fleet capacity (in TEUs). By the end of 2024 32 vessels were dual-fuel LNG-capable. The remaining part of our order book consists of multiple-fuel-ready vessels, with engines and tanks designed to allow retrofitting to accommodate LNG or ammonia. Looking ahead, we anticipate more vessels in our fleet may be retrofitted, providing flexibility as both fuels become available at scale. Specifically, dual-fuel LNG vessels will offer opportunities to transition to bio- or synthetic LNG.

As part of a series of trials conducted in collaboration with **California's Air Quality Management District** (AQMD) and a leading technology provider, MSC will be retrofitting vessels to accommodate LNG and ammonia in addition to conventional fuel. This innovative multi-fuel conversion of two-stroke main engines involves the retrofitting of a vessel with a multiple fuel-flexible injection platform and gas supply system by 2026. We estimate a 25% reduction in emissions compared to those associated with conventional fuel, with the first phase of conversion to operate on LNG expected to reduce NOx emissions by approximately 70% with negligible methane slip. In 2024 we continued collaborating with the European Commission as part of the **Horizon Europe Ammonia 2–4 project** focused on demonstrating both four-stroke and two-stroke marine engines for ammonia use as the

[13] 2022 baseline selected as the GHG emissions in that year were representative in terms of MSC's business operations covered and not significantly impacted by external factors.

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main fuel. The project is scheduled for completion by 2025. Our current orderbook includes LNG vessels with most featuring high-pressure gas injection engines designed to minimize methane slip during combustion, and we are exploring the potential installation of catalysts to remove a maximum of this from LNG four-stroke engines. Furthermore, to expedite our decarbonization pathway and prepare for upcoming regulation, MSC is pursuing the adoption of second-generation biofuels (mainly used cooking oil methyl ester, or UCOME), which can provide immediate emission reductions from any vessel without requiring adjustments to the onboard propulsion system. To meet rising customer demands for low-carbon shipping, in 2024 we continued offering MSC Biofuel Solution. The programme is based on a carbon insetting system through which carbon savings are delivered to customers and independently verified. The biofuel used in the programme is purchased at the request of customers and is in addition to MSC's use for regulatory compliance.

In line with our broad view on the possibilities for future fuels, we have been exploring the technical feasibility of nuclear-powered container vessels. We believe this technology is not yet ready for commercial deployment due to uncertainty around safety, regulatory and public policy considerations, and may only take off in future years. For short sea shipping, WEC Lines is exploring hydrogen in combination with fuel cells, as well as considering LNG for future newbuildings. It has successfully piloted biofuels with blended fuel comprising up to 30% biocomponent for possible deployment.

Onboard carbon capture and storage

For the past two years MSC has been carrying out studies on onboard carbon capture and storage (CCS) systems, and 2024 saw the completion of the engineering and feasibility study. This resulted in designs for various vessel classes, including 8,000, 12,000, 16,000, and 24,000 TEU vessels. In addition to demonstrating the technical and economic feasibility of this technology, the results pointed to significant potential for its scale-up in future years – especially across larger tonnage vessels with sufficient space to accommodate CCS equipment and onboard storage of sequestered CO_2 (with a view to qualify for reporting under the EU Monitoring, Reporting and Verification (MRV) and ETS eligibility). The mid-term benefits of CCS are expected to be important, particularly for LNG vessels: even with fossil LNG, capturing up to 25% CO_2 onboard could lead to a possible 45% reduction in emissions compared to a conventional set up.

MSC's first onboard CCS-retrofit vessel is expected to be in service in the next few years, subject to the commitment and readiness of ports to receive the sequestered CO_2 as well as regulatory approval from IMO (expected in 2025). WEC Lines is considering the installation of onboard CCS in combination with future LNG engines as well as exploring an innovative chemical sequestration system that would occupy limited space onboard in view of the smaller size of short-sea ships.

In terms of nature-based solutions to address captured and residual emissions, MSC has been exploring possible applications for storage such as the injection of the captured CO_2 into oil wells. The captured carbon could also serve as a source of feedstock for synthetic fuels such as e-methane and e-methanol, among others.

KEEPING UP OUR FOCUS ON ENERGY EFFICIENCY

Improving the energy efficiency of our fleet remains a key pillar of MSC's decarbonization roadmap, revolving around two axes: fleet renewal and retrofitting, as well as optimized vessel operation and route planning. We are committed to reducing our carbon intensity (using the IMO's Energy Efficiency Operational Indicator, EEOI). Since 2008, we have seen a progressive decrease as a result of implementing an array of efficiency measures, including the addition of new, larger and more efficient vessels to our fleet as well as slow steaming, following the introduction of the IMO CII and the introduction of the EU ETS for the maritime sector. In 2024, our EEOI was class-verified as 12.38 (~8% decrease compared to 2023).

Fleet renewal and retrofitting

With the delivery of energy-efficient newbuildings, our modern, state-of-the-art fleet continued to grow. Newbuildings feature high-efficiency electric motors. Additionally, we continue to improve energy efficiency across the existing fleet through our plan of retrofitting projects, which often involves multiple rounds on the same vessel. Retrofit efficiency measures include the installation of bulbous bows, energy-efficient and boss cap fin propellers, fully blasting paint off the hull and the application of anti-fouling silicon paints, as well as the upgrading of auxiliary engines. These measures have been applied to more than two-thirds of second-hand vessels purchased in the past three years. In 2024 for instance, retrofit dockings included boss cap fin propellers, energy-efficient propellors and bulbous bows.

During the reporting year we proceeded with the installation of shaft generators on main engine shafts. These produce electrical power that is up to 30% more efficient than auxiliary engines, resulting in significant fuel and emission savings. Measures include equipping vessels with shaft generators and installing turbocharger cut-out systems that use two out of three turbochargers during navigation, when viable. Following tests conducted the previous year, in 2024 we started rolling out windshields on the vessel's bow (above the water line), reducing wind drag and dynamically optimizing airflow around the bow by up to 25% under most weather conditions and prompting an energy efficiency gain of up to 2.8%.

Other measures implemented in 2024 included main engine radical deratings, auxiliary engine upgrades, installation of engine variable frequency drive systems and energy-saving systems (replacement of existing lighting with LED lights on the main engines).

Retrofits on WEC Lines and Log-In Logistica vessels include bulbous bulbs, boss fin cap propellers, air lubrication systems as well as the new windshield technology. WEC Lines also embarked on a comprehensive plan to transition vessels to non-toxic, biocide-free silicone-based anti-fouling systems by 2030.

Log-In Logistica continued its fleet expansion plan with the addition of new vessels. Multiple retrofit projects were implemented in 2024, including the EcoTorque which regulates engine torque and generates fuel savings; the Slow Steam Unit Kit (SSUK), improving energy efficiency at low loads by blinding one of the turbochargers; the PMI Adaptive Cylinder Control (auto-tuning), a technology that improves engine efficiency by automatically balancing engine pressure and temperature; and the EnergoProFin—a device installed on the propeller hub that reduces underwater noise and vortex, thereby improving hydrodynamics and overall efficiency.

By the end of 2024, approximately 63% of MSC's total fleet capacity (TEU) was equipped to use onshore power supply (OPS), allowing vessels to turn off their engines and plug into the local electrical grid while at berth, thereby reducing emissions and air pollution. In 2024 WEC Lines continued its plan to equip vessels with shore power systems during scheduled maintenance periods, with priority being given to vessels operating in high-traffic ports. The full roll-out across the fleet is scheduled to be completed by 2030.

Retrofitting vessels for increased operational efficiency as well as converting existing and future vessels to accommodate non-conventional fuels will require additional shipyard dry-dock capacity around the world.

Optimizing vessel operation and route planning

In 2024 we completed the installation of a data-driven vessel management system across the entire MSC fleet based on a high-frequency data collection system operating on energy-saving devices onboard. The system uses enhanced analytics through artificial intelligence (AI) to analyse the performance of energy-saving devices and the overall ship fuel consumption rate. Feedback from this system indicated that cumulated retrofits on vessels in service have achieved 18–25% savings.

Together with this system, real-time weather forecasts specific to vessel location and the requested time of arrival (RTA) help identify and evaluate the route and speed and, in the event of port congestion, take into account the expected out-of-port waiting time.

2024 saw the implementation of efforts that contributed to the reduction of port stay times, further lowering our fuel consumption and thereby improving efficiency. A cargo boost project is expected to be rolled out across the fleet involving increasing the size and effectiveness of lashing bridges to transport more cargo by increasing the lashings, stacking containers higher and carrying heavier loads on the upper tiers. The combined effect is an increased cargo capacity and lower emissions per unit of cargo transported by up to 14%. Another project launched in 2024 was the flexi lashing system, which allows simultaneous operation of twist locks and lashing bars, improving cargo security and load efficiency.

To improve vessels performance level by controlling biofouling, MSC opened inspection and cleaning hubs located in strategic locations worldwide as part of a comprehensive hull cleaning and inspection scheme. At our seven new inspection hubs and four new cleaning hubs, we performed up to 1,490 inspections and 135 hull cleanings in 2024.

As part of our ongoing practices, passage plans and the speed of vessels is carried out in consultation with vessel masters along our service routes for the safety of our people as well as the timely transport of cargo. This effort also facilitates better energy efficiency. We employ voyage planning, weather forecasts and analysis to reduce the negative impact of weather conditions on voyage performance.

We have also continued work on building digital twins of container vessels which will serve as a complementary tool when assessing vessel operational efficiency. Recognizing the important role of our crew in fostering efficiency, in 2024 we continued raising awareness and upskilling our seafarers in connection with our decarbonization goals.

TEAMING UP TO DECARBONIZE

Addressing climate change requires collaborative efforts across and beyond the transportation and logistics ecosystem. By engaging and joining forces with others, MSC plays a role in scaling up solutions and accelerating the energy transition.

We continue collaborating with energy providers including our ongoing strategic partnership with Shell in the domain of low-carbon fuels. In 2024 MSC and the integrated energy company Eni signed a Memorandum of Understanding aiming to create new synergies between the two companies' operations, from logistics services to intermodal transport. It covers both agro-industrial activities for the production of raw materials, including agri feedstock for biorefining, and the storage and transport of biofuels through innovative intermodal sea, rail and road transport solutions. The partnership explores using LNG, bio-LNG, and hydrotreated vegetable oil (HVO) for MSC vessels and is assessing renewable energy solutions to decarbonize MSC sites and facilities.

MSC is also exploring potential partnerships with technology developers of green hydrogen-based marine fuels, including the generation of renewable electricity from solar and wind energy and hydrogen electrolysis, as well as the subsequent production of synthetic fuels.

In 2024, we continued our engagement in decarbonization discussions through our trade association[14] memberships, including **BIMCO**, the International Chamber of Shipping (ICS) through the Swiss Shipowners Association, and the World Shipping Council (WSC) and the **IMO Global Industry Alliance to Support Low Carbon Shipping** (Low Carbon GIA). At MSC we are also involved in industry regulatory debates and related initiatives aimed at decarbonizing shipping at international meetings such as the UN Climate Change Conference (COP29).

Our engagement with the **Smart Freight Centre** (SFC) offers opportunities for interaction with liner shipping peers as well as customers, creating interconnections across various modes of transport through decarbonization initiatives such as **Clean Cargo** (for maritime), the **Global Logistics Emissions Council** (focus on inland logistics) and **Clean Air Transport** (air freight).

In 2024, as an Impact Partner of the **Global Centre for Maritime Decarbonisation** (GCMD) we continued contributing to GCMD pilots and trials and participated in various projects. We continued partnering with the **Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping**, collaborating on projects with stakeholders. The **Getting to Zero Coalition** continued its policy engagement towards the collective ambition of having zero-emission vessels operating along deep-sea trade routes by 2030, supported by the necessary infrastructure for scalable net zero-carbon energy sources including their production, distribution, storage and bunkering.

Since the launch of the Clydebank Declaration in 2021, the number of green shipping corridor initiatives has increased by 40% in 2023 to a total of 62[15] initiatives. These bring together different players to identify specific routes where the feasibility of zero-emission shipping is catalysed by a combination of public and private actions. However, despite the rapid expansion, future progress is uncertain due to the cost associated with zero-emission fuels and the lack of policy incentives to bridge the cost gap.

At MSC, we are involved in green corridor initiatives and are advocating for policy incentives and volumes of low- and zero-emission fuels needed to make these corridors possible, with the objective that benefits are shared across communities and countries. We are exploring synergies between green corridors and other decarbonization-related initiatives such as Clean Energy Marine (CEM) hubs in collaboration with the International Renewable Energy Agency (IRENA), International Association of Ports and Harbors (IAPH) and ICS.

In 2024 MSC maintained its participation in the **Silk Alliance**, a cross-supply chain green corridor initiative established by Lloyd's Register Maritime Decarbonisation Hub. This initiative has expanded to include other ship types, fuel producers and governments, enabling further refinement and the generation of data on which to base decisions, including the scope and timing of green corridors. We continued engaging in the development of the **Rotterdam–Singapore Green and Digital Shipping Corridor**, through the uptake of zero and near-zero emission fuels and supported by a combination of operational and digital efficiencies. MSC was also a signatory of the **Hamburg Declaration on the Decarbonisation of Global Shipping**, focused on the collaboration of stakeholders involved in the maritime supply chain to work together towards developing and implementing green shipping corridors.

MSC continued investment in research, trials and pilots through diverse partnerships focused on accelerating innovation and scaling up production of specific fuels and technologies, including the **Hydrogen Council** and **European Clean Hydrogen Alliance**. We are a member of the **Society for Gas as a Marine Fuel**, **SEA-LNG** and the **Sustainable Biomethane Alliance**, supporting the transition from fossil-based LNG towards bio- and renewable synthetic LNG. We are part of the **Methane Abatement in Maritime Innovation Initiative** (MAMII), focussing on the reduction of methane slip. We joined a range of companies and associations supporting the scaling-up of sustainable bio-LNG in Europe as signatories of the **Biomethane Declaration**.

As one of the potential alternative fuels, we continued our membership and engagement with the **Methanol Institute**, the **Renewable and Low-Carbon Fuels Value Chain Industrial Alliance** (RLCF) as well as with the **Roundtable on Sustainable Biomaterials** (RSB) in the context of biofuel as a transitional fuel along our decarbonization journey.

[14] MSC Cargo Division entities are also members of various national trade associations in countries where we operate.

[15] Annual Progress Report on Green Shipping Corridors 2024 (Getting to Zero Coalition and the Global Maritime Forum) https://globalmaritimeforum.org/press/green-corridors-grow-by-40-worldwide-but-face-a-feasibility-wall-says-global

DECARBONIZING THE GATEWAY BETWEEN LAND AND SEA

Ports are part of the effort in reducing the carbon footprint of the logistics chain. By enhancing operational efficiency, promoting renewable energy, offering low-carbon options for inland logistics, and supporting the use of low- and zero-carbon fuels and shore power for docked vessels, strategic decisions at these hubs can significantly impact the entire supply chain.

Terminals play an important role in our commitment to reducing emissions across our business. Decarbonizing terminal operations comes with a focus on two main areas: lowering energy consumption through improved efficiency and reducing reliance on fossil fuels. Efficiency improvements can be achieved through technical and operational enhancements, digitalization, and end-use measures such as energy monitoring, insulation, efficient lighting and optimized Heating, Ventilation and Air Conditioning (HVAC) systems. Key strategies to reduce the carbon content of energy include electrifying equipment, switching to low- or zero-carbon fuels and sourcing or generating electricity from renewable energy sources.

Enabling ships to plug into the local electrical grid while at berth, onshore power supply (OPS) is needed for reducing vessel's emissions and improving air quality at ports.

Our expansion also creates opportunities for developing intermodal solutions. To promote an integrated approach to decarbonization across the Cargo Division, we are analysing operational convergences and evaluating potential synergies among different entities. Our goal is to capitalize on best practices, enhance ongoing innovation projects, and share sector-specific expertise.

PURSUING ENERGY EFFICIENCY AND TRANSITIONING TO LOWER CARBON TECHNOLOGIES

As part of its sustainability strategy, TiL is implementing a targeted plan to reduce emissions and enhance efficiency across its operations with a focus on practical, technologically reliable, and economically viable solutions. TiL's efforts to reduce Scope 1 and 2 GHG emissions are driven by several key levers: replacing diesel-powered container handling equipment with zero- and low- carbon alternatives, prioritizing electrification, and using hybrids or lower-carbon fuels when electric alternatives are not yet feasible; implementing energy efficiency measures, including improvements to operational performance and productivity; and sourcing lower- or zero- carbon electricity through Power Purchase Agreements, renewable energy certificates, switching electricity suppliers or onsite renewable generation. These initiatives are reflected in TiL's capital expenditure and long-term business plans for existing and greenfield terminals. TiL's greenfield projects – such as the Sparrows Point Container Terminal in Baltimore and the Valencia North Project in Spain - are being planned with environmental performance as a core consideration. This includes the electrification of key container handling equipment, including ship-to-shore (STS) cranes, electric rubber-tyred gantry (eRTGs) cranes and rail-mounted gantry (RMGs) cranes, infrastructure to support future electrification of terminal equipment (including terminal tractors and empty container handlers), integration of onshore power capabilities, and a phased approach to increasing the share of renewable energy used. To support MSC's net zero goals, TiL is applying a techno-economic modeling approach to guide its pathway and investment decisions in a way that aligns the economics of its investments with sustainability objectives.

Some of our terminals have been recipients of awards for their environmentally sustainable practices. In 2024, Portonave (Brazil) received the Gold Pro-Climate seal from the Brazilian Alliance for the Decarbonization of Ports (ABDP) for its commitment to sustainable practices. Portonave pioneered the first electric terminal tractor in southern Brazil and the first Eco Reachstacker in Latin America which reduces fuel consumption and therefore Scope 1 emissions by approximately 40%, along with 18 fully electrified rubber-tired gantry cranes. Additionally, by the close of 2024, the terminal had 318 photovoltaic panels, including 120 installed in 2024. At the beginning of 2024, Portonave initiated infrastructure works at the quay to accommodate the largest vessels operating today, with a length of up to 400 metres and a river depth of 17 metres. This new infrastructure will also be prepared to supply onshore power to the berthed vessels.

In Türkiye, Asyaport terminal has been using LNG-powered terminal trucks instead of diesel since its establishment. In addition to operating electric RTG and STS cranes since the beginning, one of the current projects at the terminal focuses on electrifying the existing truck fleet to further minimize emissions. Asyaport has also installed an onshore power supply (OPS) system, the first in Türkiye for container vessels (see box) and is also preparing to install a wind power plant near the port which is expected to supply 60 million kWh of on-site domestic renewable energy.

AGL aims to appreciably reduce the carbon footprint of terminal operations through a range of actions that includes significant investments in electrifying its yard equipment and truck fleet, continuously monitoring and enhancing environmental indicators to feed into ongoing improvement as well as employee training and awareness programmes. In 2024, key investments include 23 terminal trucks delivered in early 2025, and 37 electric rubber-tired gantry cranes for delivery by 2026. AGL's Côte d'Ivoire Terminal was awarded the **Excellence in Designing for Greater Efficiencies** building certification (EDGE-Advanced), highlighting its energy-efficient buildings, including a maintenance workshop and operations building.

Developed in 2021 in partnership with Bureau Veritas, AGL's **Green Terminal** label is awarded based on continuous assessment that includes a self-assessment and initial scoring, implementation of improvement actions and a certification audit by a third-party auditor of Bureau Veritas. Twelve AGL terminals with this label achieved high levels of certification, with Côte d'Ivoire Terminal scoring over 90% (3 stars) and Meridian Port Services (Ghana) scoring over 80% (2 stars).

As part of Log-In Logistica's decarbonization efforts at terminals and its commitment to developing seamless maritime logistic value chains, the full procurement of 100% certified electricity from renewable sources was completed in 2024.

ASYAPORT: REDUCING EMISSIONS THROUGH ONSHORE POWER FOR BERTHED VESSELS

In 2024, Asyaport terminal became the first port in Türkiye to offer cold ironing facilities, implementing an Onshore Power Supply (OPS) system that provides electricity to berthed vessels during their stay at the port, thereby reducing their emissions. The new system has the capacity to simultaneously supply high-voltage power to two mainline vessels and three feeder vessels. The 20,000 TEU vessel MSC OSCAR was the inaugural vessel to use the system, with its energy needs at berth successfully met with onshore electricity during a 48-hour operation. The OPS system is supported by 8 MVA high voltage, saving approximately 15,000 tonnes of CO_2 by 2025.

With a total investment of USD 10 million, this project was predominantly designed and executed using domestic equipment and the expertise of Turkish engineers over the course of three years.

PREPARING TERMINALS IN ANTICIPATION OF CLIMATE CHANGE IMPACTS

A 2023 study[16] by Oxford University's Environmental Change Institute highlights the significant risks climate change poses to port infrastructure. Nearly 90% of major ports face multiple climate hazards, including storms, floods and sea level rise and more than USD 122 billion of economic activity – USD 81 billion in international trade – is at risk from the impact of extreme weather events. Climate risks total USD 7.6 billion per year, mainly from tropical cyclones and river flooding, while port downtime[17] threatens USD 67 billion in trade annually. Ports, though small in area, hold high-value, densely concentrated assets that are highly exposed to climate risks—making them vulnerable to costly delays, lost revenues, and broader economic impacts.

In 2024, TiL conducted a Climate Risk Assessment across its portfolio for 28 possible hazards, with the aim of incorporating climate risk considerations, including adaptation measures, into TiL's long-term plans and, where possible, improve the resilience of its assets.

ADAPTING OUR OPERATIONS IN RESPONSE TO OUR CHANGING CLIMATE

In 2023, Brazil's state of Amazonas faced a historic drought which significantly reduced riverbed levels of the Amazon River, making navigation difficult for large vessels. This impacted local industries that rely on rivers as a main route for industrial production and the transportation of goods. Superterminais and Porto Chibatão addressed these conditions by strategically relocating by barge a significant portion of their port facilities and equipment from the jungle port of Manaus to a mid-river location at Itacoatiara, providing uninterrupted operations and reducing transit time.

With forecasts for 2024 predicting an even more severe drought, Superterminais took steps to adapt our operations and mitigate drought impacts through a complex operation focused on container transshipment, using smaller vessels and continuing the trip by barge to Manaus. The project involved a 300,000 square metre area on the left bank of the river with access to the public port via a paved highway positioned 100 metres from the shore that allowed for regular operations.

The Itacoatiara operation highlights the important role of innovation in adapting to our changing climate. It also contributed to the broader Amazonas region's economic health and demonstrated how ensuring local business continuity can impact the long-term resilience and prosperity of the local population.

[16] https://www.ox.ac.uk/news/2023-07-20-multi-billion-dollar-risk-economic-activity-climate-extremes-affecting-ports-oxford

[17] https://portwatch.imf.org/

OUR ROLE IN THE DECARBONIZATION OF INLAND LOGISTICS

MSC's inland logistics business aims to enhance efficiency in our customers' supply chain emissions. We are committed to enhancing intermodal logistics by leveraging various transport modes to decarbonize the value chain. Our goals include increasing the use of coastal shipping and rail, phasing in electric and hybrid trucks and terminal yard equipment, introducing low carbon fuels and partnering to explore and adopt emerging technologies such as fuel cells and batteries.

To align with the EU's 'Fit for 55' requirements, we are exploring scalable solutions and initiatives to further reduce emissions across the broader logistics ecosystem. According to the **European Commission's Sustainable and Smart Mobility Strategy**,[18] nearly all new heavy-duty vehicles are projected to be zero-emission by 2050 while rail freight traffic is expected to double during the same period. For road transport, our focus is on meeting emission standards through the adoption of fuels and technologies as well as the introduction of zero-emission vehicles. We anticipate the infrastructural investments occurring in parallel will continue to enhance efficiency and facilitate the transition. This approach will also be applied to reducing emissions in our rail, barge, and air cargo businesses, supporting the use of sustainable alternative fuels such as biofuels and synthetic fuels.

During the reporting year we transported over one million TEUs by rail globally, comprising slot trains and block trains. In the last five years, MEDLOG's rail business MEDWAY has appreciably contributed to the development of interconnected regional hubs across Europe, including in Austria, Belgium, Germany, Italy, the Netherlands, Portugal and Spain. In addition to increasing connectivity, our expanded rail network facilitates a modal shift from road to rail and helps to reduce emissions.

In Africa, we operate two rail concessions through AGL–SITARAIL, the network connecting Côte d'Ivoire and Burkina Faso, and CAMRAIL, Cameroon's rail network. Both have investment plans including the delivery of seven new -generation locomotives that will reduce emissions by consuming, on average, 25% less energy than older locomotives and reduce emissions.

[18] https://transport.ec.europa.eu/transport-themes/mobility-strategy_en

CAPITALIZING ON EFFICIENCIES FOR SMARTER ROUTES

We collaborate with customers and energy providers to foster synergies within and beyond our intra-regional inland network, which spans coastal and landlocked countries, aiming to reduce emissions. The interoperability of logistics networks and infrastructures, whether private or public, contributes to enhancing energy efficiency and reducing emissions in today's complex supply chains. Through strategically positioned logistics hubs, including MEDLOG's extensive network of depots and warehousing solutions, we facilitate innovative and efficient intermodal solutions. Inland routes integrate with sea routes to streamline processes and flows through integrated logistics systems. We are committed to reducing our carbon intensity by making our operations more efficient through, by reducing route distances across road, rail and inland waterways.

Launched in Spain in 2023, MEDLOG's pilot project which applies artificial intelligence (AI) to logistics management, has optimized routes and reduced fuel consumption by up to 23.5%. AI's potential in smart routing is significant, as it can analyse real-time data on traffic, weather and road conditions to dynamically adjust routes, minimizing delays and fuel use. Part of the project includes a machine learning phase, where the system continuously learns from processed data. This allows for precise predictions and adjustments, improving route efficiency and reducing emissions.

During the reporting year, we further expanded our inland network across Africa and the Americas, including growing our rail operations in Europe and joint ventures in truck transport in South America. Approximately 90% of MEDLOG's newly acquired vehicles are EURO 6 class. Our emissions data management aligns with the **Global Logistics Emissions Council** (GLEC) **Framework**[19] and the **ISO 14083**[20] standard. Real-time supply chain visibility has become increasingly important for our customers, necessitating technological innovation and digital infrastructure to strengthen internal processes and promote more efficient operations. Further energy efficiency opportunities will come through digitalization, with the adoption of digital platforms and corridors.

EVALUATING SOLUTIONS AT SCALE FOR OUR FREIGHT AND FACILITIES

Our company is exploring scalable solutions and market opportunities, collaborating with stakeholders to find low- and zero-carbon energy sources and solutions for our freight and facilities. The evolving energy landscape varies by region, with countries addressing complex decarbonization challenges in different ways, including considering lifecycle emissions associated with energy production, transmission and storage.

While regulatory challenges remain, there are also economic uncertainties, as well as technological bottlenecks and infrastructure capacity issues related to the adoption of zero-emission trucks. Therefore, we continue to explore new technologies and fuels, and invest in trials and pilots as part of our long-term decarbonization strategy. These include internal combustion engine (ICE) trucks powered by low- and zero-carbon fuels and biofuel. Hydrogenated vegetable oil (HVO) biofuel offers several benefits for trucks: in addition to reducing emissions, it is compatible with existing diesel engines, performs well in low temperatures and lowers pollutants.

In 2024, MEDLOG Hungary looked at further improving efficiencies by exploring alternative energy sources to reduce the carbon footprint of their rail and road inland solutions. To minimize empty container movements and related emissions, MEDLOG Hungary conducted 3,793 triangulations, enhancing efficiency and saving 326 tonnes of CO_2.

In 2024 we further enhanced the energy efficiency of our facilities and buildings. MEDLOG and AGL have strengthened their action plan and internal capabilities to integrate sustainability requirements into infrastructure design and construction projects such as cold storage facilities. This includes working towards sustainable building certifications—such as **Leadership in Energy and Environmental Design** (LEED), **Building Research Establishment Environmental Assessment Method** (BREEAM) and **Excellence in Design for Greater Efficiencies** (EDGE) —installing renewable energy sources, and using sustainable building materials.

[19] https://www.smartfreightcentre.org/en/our-programs/emissions-accounting/global-logistics-emissions-council/

[20] Greenhouse gases — Quantification and reporting of greenhouse gas emissions arising from transport chain operations

INCORPORATING AIR FREIGHT INTO OUR JOURNEY

MSC Air Cargo is committed to reducing its environmental impact through a decarbonization strategy in line with the EU ETS and the industry-wide initiative Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA).[21] These regulations require the company to monitor and report emissions and comply with emission reduction targets.

During the reporting year, MSC Air Cargo made progress in enhancing the energy efficiency of its aircraft fleet, ground processes and projects. Our fleet is composed of new-generation B777 freighters which consume up to 20% less fuel per tonne compared to older models and are designed with advanced materials and aerodynamic features that contribute to their greater fuel efficiency and lower emissions. We are also exploring measures to further improve energy use, such as the adoption of lightweight pallets, the use of electronic flight bags and the application of special coatings and paints to reduce friction and weight.

These efforts are in addition to our commitment to using sustainable aviation fuel (SAF), which can reduce emissions by up to 80% compared to conventional jet fuel. Starting in 2025, MSC Air Cargo flights departing from the European Union will use a fuel blend composed of 2% SAF in compliance with local regulations. In parallel, we plan to implement advanced flight optimization tools to improve route efficiency and reduce fuel consumption, thereby reducing emissions.

MSC Air Cargo is also focused on improving its ground handling processes by using electric equipment, to reduce its carbon footprint. We are exploring opportunities for better resource and waste management practices, such as using biodegradable and recyclable materials for packaging, catering and waste management.

[21] https://www.iata.org/en/programs/sustainability/corsia/

2024 ENERGY CONSUMPTION

E1-5
Energy consumption and mix

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	**Total energy consumption related to own operations**	MWh	Cargo Division	156,088,471
▶	-Total energy consumption from fossil sources	MWh	Cargo Division	155,573,730
▶	*Fuel consumption from coal and coal products*	MWh	Cargo Division	-
▶	*Fuel consumption from crude oil and petroleum products*	MWh	Cargo Division	152,911,318
▶	*Fuel consumption from natural gas*	MWh	Cargo Division	2,129,097
▶	*Fuel consumption from other fossil sources*	MWh	Cargo Division	-
▶	*Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources*	MWh	Cargo Division	533,314
▶	-Total energy consumption from nuclear sources	MWh	Cargo Division	44,193
▶	-Total energy consumption from renewable sources	MWh	Cargo Division	470,547
▶	*Fuel consumption from renewable sources*	MWh	Cargo Division	234,435
▶	*Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources*	MWh	Cargo Division	232,504
▶	*Consumption of self-generated non-fuel renewable energy*	MWh	Cargo Division	3,607
▶	Percentage of fossil sources in total energy consumption	%	Cargo Division	99.70%
▶	Percentage of energy consumption from nuclear sources in total energy consumption	%	Cargo Division	0.03%
▶	Percentage of renewable sources in total energy consumption	%	Cargo Division	0.30%
	Non-renewable energy production (proprietary metrics)	MWh	Cargo Division	930
	Renewable energy production (proprieterary metrics)	MWh	Cargo Division	3,865

2024 GHG EMISSIONS - TOTAL

E1-6
Gross Scopes 1, 2, 3 and total GHG emissions

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	**Gross total GHG emissions (Scopes 1, 2 location-based, 3)**	t CO_2e	Cargo Division	68,291,840
▶	-Gross Scope 1 GHG emissions	t CO_2e	Cargo Division	44,050,707
▶	-Gross Scope 2 GHG emissions - location-based	t CO_2e	Cargo Division	231,124
	-Gross Scope 2 GHG emissions - market-based	t CO_2e	Cargo Division	260,951
▶	-Gross Scope 3 GHG emissions	t CO_2e	Cargo Division	24,010,009
▶	*Scope 3 GHG emissions - Category 1*	t CO_2e	MSC, MEDLOG, TiL, AGL, GNV	3,770,957
▶	*Scope 3 GHG emissions - Category 2*	t CO_2e	MSC, MEDLOG, TiL, AGL	10,839,525
▶	*Scope 3 GHG emissions - Category 3*	t CO_2e	Cargo Division	8,048,941
▶	*Scope 3 GHG emissions - Category 15*	t CO_2e	Cargo Division	1,350,586
▶	Scope 1 emissions from regulated trading schemes	t CO_2e	Cargo Division	3,935,348
▶	Percentage of Scope 1 emissions from regulated trading schemes	%	Cargo Division	8.93%
▶	Biogenic CO_2 emissions from combustion/biodegradation of biomass not included in Scope 1 GHG emissions	t CO_2e	Cargo Division	66,013
▶	Energy Efficiency Operational Indicator (EEOI)	g CO_2/ tonnes of cargo * nautical miles	Container vessel fleet	12.38

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

PROTECTING

OUR BLUE PLANET

PRESERVING OUR PLANET

At MSC, we are committed to working for the protection of the terrestrial and marine environment, reducing pollution and ensuring sustainable development for future generations. We are faced with a triple planetary crisis,[22] encompassing three major interconnected environmental challenges: climate change, biodiversity loss and pollution.

According to the **UN Framework Convention on Climate Change** (UNFCCC), six out of nine planetary boundaries[23]—which regulate the stability and resilience of the earth system—have been surpassed: climate change, biosphere integrity, land system change, freshwater change, nitrogen and phosphorus biogeochemical flows and novel entities from anthropogenic sources. This points to fundamental shifts in ecosystems that support essential services for the economy, human well-being and social welfare.

The top ten risks ranked by the **2024 Global Risk Report**[24] as major concerns for the economy over the next decade include five environmental risks: extreme weather events, critical change to earth systems, biodiversity loss and ecosystem collapse, natural resource shortages and pollution.

To respond to these challenges, in 2024 the **UN Convention on Biological Diversity**[25] (COP16) brought together global leaders, policymakers and stakeholders to discuss strategies for biodiversity conservation and sustainable development in Cali (Colombia). COP16 highlighted the role of businesses in biodiversity efforts, emphasizing the need for a radical transformation of our economic systems to integrate nature into the fabric of our economic activities. The meeting also created a permanent role for indigenous communities in UN biodiversity negotiations, ensuring their voices are part of the decision-making processes and further highlighting their role in environmental impact assessment processes.

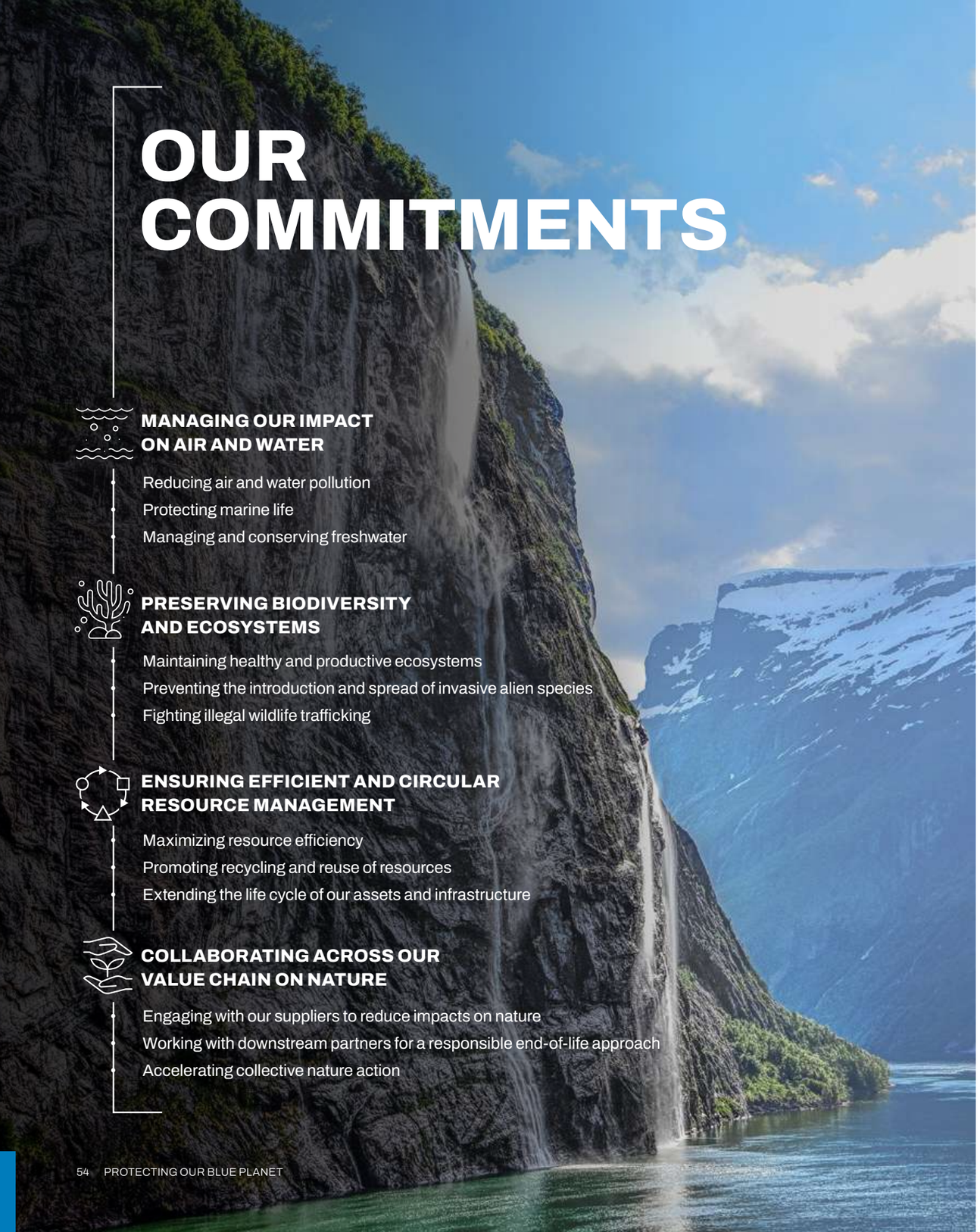
2024 discussions on the **UN agreement to end plastic pollution**[26] progressed, and focused on the global plastic pollution crisis, including in oceans, and negotiations are set to continue in 2025. If adopted, the treaty will be the first of its kind and is expected to cover the entire lifecycle of plastic, from production to disposal. The treaty aims at curbing the growing issue of plastic waste that has been harming ecosystems and marine life worldwide.

The ocean plays a role in addressing the triple planetary crisis. 2024 saw the establishment of Oceans20[27] (O20), the first permanent Engagement Group within the G20 under the Brazilian Presidency, while the **UN Environment Assembly**[28] (UNEA) adopted a pivotal resolution aimed at reinforcing global efforts to protect and restore the world's oceans. The **UN Decade of Ocean Science for Sustainable Development (2021–2030)**[29] continues to raise awareness and promote action among ocean stakeholders to contribute to ocean science.

At MSC we are committed to reducing and mitigating the potential adverse effects of our operations across sea, land and air, and playing our part in addressing the triple planetary crisis through our sustainability roadmap, in line with the SDGs. We are a signatory of the **UN Global Compact Sustainable Ocean Principles**[30] and seek to drive positive change in collaboration with a wide range of stakeholders and industry peers. We strive to monitor our environmental footprint by implementing environmental management systems, such the ISO 14001[31] standard and sustainability certifications for our terminals (see page 43) and buildings (see page 46).

As part of our transition to the EU's CSRD[32] reporting framework, we are deepening our understanding of the interconnections between business performance and the environment, including the impacts and risks related to our operations and the opportunities we can leverage.

[22] https://unfccc.int/news/what-is-the-triple-planetary-crisis
[23] https://www.science.org/doi/10.1126/sciadv.adh2458
[24] https://www.weforum.org/publications/global-risks-report-2024/
[25] https://www.cbd.int/
[26] https://www.un.org/en/climatechange/nations-agree-end-plastic-pollution
[27] https://www.oceans20brasil.org/
[28] https://oceans-and-fisheries.ec.europa.eu/news/un-environmental-assembly-adopts-resolution-strengthen-action-ocean-2024-03-01_en
[29] https://www.unesco.org/en/decades/ocean-decade
[30] https://unglobalcompact.org/take-action/ocean/signatories
[31] Environmental management systems
[32] https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en



OUR COMMITMENTS

MANAGING OUR IMPACT ON AIR AND WATER

- Reducing air and water pollution
- Protecting marine life
- Managing and conserving freshwater

PRESERVING BIODIVERSITY AND ECOSYSTEMS

- Maintaining healthy and productive ecosystems
- Preventing the introduction and spread of invasive alien species
- Fighting illegal wildlife trafficking

ENSURING EFFICIENT AND CIRCULAR RESOURCE MANAGEMENT

- Maximizing resource efficiency
- Promoting recycling and reuse of resources
- Extending the life cycle of our assets and infrastructure

COLLABORATING ACROSS OUR VALUE CHAIN ON NATURE

- Engaging with our suppliers to reduce impacts on nature
- Working with downstream partners for a responsible end-of-life approach
- Accelerating collective nature action

REDUCING AIR AND WATER POLLUTION

While our business continues to grow, we seek to reduce our impact on oceans, coastal and land ecosystems through efforts to decrease pollution which may be harmful to the environment and human health. The analysis of material impacts, risks and opportunities, conducted on our value chain (see page 20), identified air and water pollution as material topics. Potential impacts of our business operations that adversely affect air quality may include the combustion of fossil fuels due to transportation activities and power generators that could release pollutants such as nitrogen oxides (NOx), sulfur oxides (SOx) and particulate matter (PM 2.5). Some substances used as refrigerants and in fire suppression systems have ozone-depleting potential and could be harmful to the atmosphere. Water pollution could be caused by accidental discharges of bilge water and wastewater, oil spills, antifouling chemicals, as well as improper waste and water management. Containers lost at sea also pose a potential pollution risk.

We have established a set of internal processes aimed at reducing air and water pollution in line with IMO and various other national and international regulatory standards. As part of our decarbonization pathway we seek to reduce emissions that may affect air quality. We are equally focused on curbing marine pollution such as accidental oil spills and container losses at sea, through prevention and preparedness activities, with a strong emphasis on zero occurrences and continuous improvement.

In 2024, MSC initiated a review of its policies and actions towards alignment with the EU CSRD to address air and water pollution across Cargo Division entities. In parallel we continued developing robust processes to anticipate and mitigate the financial effects of pollution-related impacts, risks and opportunities and develop business resilience.

POLLUTION OF AIR

To minimize air emissions that may adversely affect air quality, we rigorously follow local emission and discharge criteria, including those of IMO Emission Control Areas (ECAs). MSC has been retrofitting a large number of vessels with a hybrid exhaust gas cleaning system (EGCS). This contributes to reducing our SOx emissions, ensuring compliance with IMO standards by maintaining sulfur emissions well below 0.50%. For other vessels, low sulfur fuel in compliance areas and very low sulfur fuel in ECAs is used. By the end of 2024, 432 vessels were equipped with EGCS.

The main and auxiliary engines of our new vessels, built as per IMO NOx Tier III emission standards,[33] are fitted with selective catalytic reduction systems that enable significant reduction of NOx emissions. MSC has also piloted a water-in-fuel injection system that shows potential for reducing NOx emissions, complying with NOx Tier II emission standards. We continue efforts to address the emissions of air pollutants, including SOx, NOx and PM 2.5, through a combination of switching fuels, retrofitting existing vessels and adding newbuilding vessels with dual-fuel capacity, superior efficiency and environmental performance.

MSC has also been investing in equipping vessels with a shore power supply system onboard (also known as cold ironing or alternative marine power system) to minimize air and noise pollution by reducing fuel consumption when ships are docked at ports equipped with these facilities. Shore power works by allowing ships to connect to the local electrical grid at the port, providing electricity for onboard systems without using the ship's engines. This reduces the need for fuel combustion, which in turn lowers air pollution and noise. Since 2012, all new MSC vessels delivered are equipped with shore power supply systems, and a large number of vessels in service have been retrofitted, depending on their trade routes. As of 31 December 2024, 297 MSC vessels were fitted with shore power capability, allowing them to shut down engines when at port, reducing noise and air pollution. MSC collaborates with numerous port authorities, providing vessels to test local shore power systems. A number of TiL terminals already provide onshore power, including Asyaport which, in 2024, became the first terminal in Türkiye to provide cold ironing facilities (see page 44).

[33] https://www.imo.org/en/ourwork/environment/pages/nitrogen-oxides-(nox)-%E2%80%93-regulation-13.aspx

TiL's greenfield projects also include investments in onshore power facilities.
We remain committed to reducing air pollution from our onshore operations, with a continued focus on the modernization of our inland fleet by investing in new energy-efficient vehicles with lower emissions (see 46). MSC is monitoring phasing out refrigerants containing substances with high ozone-depleting potential on both vessels and refrigerated containers (reefers) in compliance with the Montreal Protocol. About 90% of the MSC vessel fleet were converted to alternative refrigerant solutions by the end of 2024. Terminals are also working on the phasing out of refrigerants. At TiL's Houston Terminal (Texas, USA) all chlorofluorocarbon (CFC) refrigerants have been eliminated and replaced with more environmentally friendly alternatives.

POLLUTION OF WATER

MSC is committed to reducing water pollution. Our vessels adhere to the **International Convention for the Prevention of Pollution from Ships** (MARPOL), which stipulates that oil content should not exceed 15 parts per million (PPM). Our newbuildings go beyond MARPOL compliance with installed filtering systems maintaining a 5 PPM standard. Additionally, our vessels are fitted with an IMO-approved sewage treatment plant, and grey water is disinfected and treated before being released or held in tanks and discharged at sea. We use **Ocean Guardian**[34] as our management system for environmental compliance in maritime operations, which keeps our deck and engine crew informed of relevant international, local and MSC-specific regulations. The system serves as a dynamic database that includes IMO, regional and country-specific requirements, ensuring vessels are alerted and remain compliant with emissions levels.

To reduce leaking of harmful substances into the sea, MSC has been introducing the use of non-harmful anti-fouling coating on large vessels of more than 4,000 TEUs since 2007. The application of this solution occurs during scheduled maintenance and dry docking, with priority given to vessels operating in environmentally sensitive regions, such as areas recognized under the **Arctic Council Arctic Contaminants Action Program.** Our target is for 650 vessels of our owned fleet to be treated using non-harmful anti-fouling coating[35] by 2030. For smaller vessels, MSC is exploring innovative technologies that also provide more environmentally friendly anti-fouling solutions.
MSC is focused on reducing accidental spills, in keeping with our ambition of zero incidents and improving our preparedness. Contingency planning helps our capability to respond to emerging risks. In 2024, regretfully, two incidents (>1,000 litres) were recorded during the reporting year. These included the discharge of wastewater (approximately 400 m^3) in Belgium which occurred due to a faulty wastewater pump at our shipyard, as well as an accidental fuel spill (approximately 70 m^3) which occurred during the transit of a vessel through the Panama Canal due to damage from tug operations, operated under control of Panama Canal authorities.
In container cleaning procedures, MEDLOG opts for non-hazardous cleaning products to prevent contamination of local waterways and provides proper treatment of wastewater from the cleaning process wherever possible. Our terminal operations are implementing monitoring systems in order to reduce pollution of waterways. Many of our terminals have water treatment systems and separated water collection areas, and in maintenance areas, oil separators remove oil from water before being discharged into local waterways. Log-In Logistica's Vila Velha Terminal (Brazil) has floodgates in refuelling, maintenance and cleaning areas, designed to contain oil spills as well as to separate different operational zones, ensuring that any potential pollution incidents do not affect other areas of the terminal.

CONTRIBUTING TO THE SAFE TRANSPORTATION OF PLASTIC PELLETS

One of the growing concerns about environmental pollution is the amount of microplastics in the world's oceans. Microplastics pose a threat to marine life, as these tiny particles are ingested by marine organisms, entering the food chain and potentially affecting both wildlife and human health. Plastic pellets, used as raw material in plastic manufacturing, could enter the waterways if accidentally released during transport, such as when a shipping container goes overboard. Known as 'nurdles', they are challenging to remediate once spilled and can be mistaken for food by birds, fish and other marine species.
To counter the pollution risk posed by plastic pellets, MSC has adopted voluntary measures regarding the proper stowage and transport of plastic pellets in line with the IMO-approved **Recommendations for the Carriage of Plastic Pellets by Sea in Freight Containers**.[36] During transportation, containers loaded with plastic pellets are stowed under deck whenever possible or in sheltered areas on deck, and secured on vessels to prevent incidents that could affect marine and coastal environments.
MSC collaborates with industry peers through the World Shipping Council to develop shared solutions, and we are also engaging in multi-stakeholder initiatives looking at improving the transport, stowing and securing of containers.

[34] https://oceanguardian.com/
[35] According to the International Convention on the Control of Harmful Anti-fouling Systems on Ships (AFS Convention)
[36] https://www.imo.org/en/MediaCentre/HotTopics/Pages/FAQ-Plastic-pellets.aspx

LOST CONTAINERS AT SEA

Lost containers at sea are an ongoing concern for marine and coastal environments. Climate change is increasing the likelihood of extreme weather events, which in turn heightens the risk of container loss, threatening both ship safety and the ecosystem. MSC is committed to continuously monitoring and enhancing the safety of our operations by securing containers to prevent losses and mitigate negative environmental impacts. Since 2022 we have installed the **Anti-Roll Assist System for Containerships** (ARCS) on 175 vessels and have included the system as a standard requirement for our newbuildings. ARCS is a ship-specific tool designed to reduce container losses due to parametric or synchronous rolling, to support ship command and reduce risk. By leveraging a vessel-specific hydrodynamic database, the system provides a risk assessment taking into consideration a vessel's heading, speed, loading condition and current environmental conditions.

During the reporting year we continued to investigate technical solutions to further mitigate the potential risk of container loss without affecting cargo loading on deck. Regrettably in 2024, 247 MSC containers were lost at sea, of which 237 were lost from MSC-operated vessels.

MSC is a founding partner of the **TopTier**[37] joint industry project, an initiative focused on improving container securing to avoid loss of containers at sea whose work was presented by the World Shipping Council at the IMO's Marine Environment Protection Committee. With more than 40 participants including national authorities, major carriers, class societies and lashing manufacturers, the project addresses various aspects such as container and lashing strength, stowage, stack dynamics, operational guidance, regulations and crew trainings. In 2024 TopTier developed numerous joint research activities, including model tests and simulations on the parametric roll behaviour of large container vessels.

[37] https://www.marin.nl/en/jips/toptier

CONSERVING WATER RESOURCES

MSC is committed to sustainably managing and conserving water resources. We understand the role that water management plays in community well-being and the preservation of freshwater ecosystems, particularly in regions experiencing water stress. The transportation and logistics sector is not considered a water-intensive activity, with lower water consumption compared to other industries such as agriculture and manufacturing. Water use—including water withdrawal, consumption and discharge—in transportation and logistics mainly derives from cleaning and maintenance activities and is considered immaterial in relation to our sector's overall environmental impact.

At MSC we consider ways to optimize water usage in relation to specific business activities, and particularly in sensitive regions where water resources are scarce. AGL and MSC entities operating in Africa employ comprehensive water strategies, including water usage monitoring and awareness-raising campaigns for employees. These initiatives are aimed at educating our people on the importance of water conservation and local actions to reduce water wastage that can be taken. Several of our terminals implement water conservation through sustainable practices and efficient water use, employing systems to recycle and reuse water, further reducing demand for local water supplies. TiL's Exolgan Terminal (Buenos Aires, Argentina) installed in 2024 a rainwater collection system to reduce its water footprint, using the collected rainwater for internal cleaning of containers when needed. At Abu Dhabi Terminals (Abu Dhabi, UAE), water saving taps and reduced flush tank capacity are installed in most of the buildings' toilets, and the terminal plans to install Variable Frequency Drive (VFD) technology in its water pump systems to reduce water pressure and improve energy efficiency.

MSC vessels are equipped with a desalination system to meet operational freshwater requirements, and crew members receive training on water conservation. We are also testing advanced water filtration systems to eliminate plastic water bottles used today for drinking water on board, thereby reducing plastic waste. New vessels come equipped with vacuum system toilets that significantly reduce onboard water consumption.

At our container repair and cleaning facilities, MEDLOG maintains a focus on water management and in 2024 continued its efforts to minimize water consumption through the adoption of innovative practices such as using cleaning products that reduce overall water usage. Wastewater from cleaning processes is transported to local partners where necessary for advanced treatment according to quality standards before being safely reintroduced into local waterways, preventing pollution and protecting aquatic life.

CONTRIBUTING TO HEALTHY AND PRODUCTIVE ECOSYSTEMS

At MSC we recognize the impacts and dependencies that arise from our operations and are committed to protecting biodiversity and ecosystems. We look at ways to safeguard natural resources and preserve the environment in the areas where we operate. Protecting ecosystems is linked to climate mitigation and adaptation and contributes to the green and blue economies.

The analysis of material biodiversity and ecosystem-related impacts, risks and opportunities, conducted on our value chain (see page 20), identified potential impacts on the extent and condition of ecosystems as a material topic. MSC's business activities could impact ecosystems primarily through land-use and sea-use changes, disturbance of marine megafauna, the introduction of invasive alien species and pollution of water (including noise pollution) and illegal wildlife trade. Activities potentially negatively affecting biodiversity-sensitive areas include construction, operation and dismantling of facilities; terminal operations and transhipment; temporary storage of goods and containers; distribution of goods (by ship, truck, train or plane); maintenance and repair activities.

Our process is regularly reviewed to enhance our approach on biodiversity and ecosystems also in alignment with EU CSRD and to reflect our sustainability priorities, including our resolution to avoid trade routes in fragile marine ecosystems and vulnerable environments. Since 2019 we have stood firm in our commitment to not explore the use of the Northern Sea Route (NSR) to transit the Arctic, and we continue advocating for our industry peers to join in adopting this position. The Arctic poses numerous safety and operational challenges for ships and their crews due to dynamic ice movements and formations, extreme weather and incomplete nautical charts. The remoteness of the Arctic is an additional risk in the event of emergencies and accidents. Black carbon emitted by shipping in the Arctic can speed up the melting of ice and accelerate the effects of climate change.

As a company with activities at sea, on land and in the air, we look for ways to protect and restore impacted areas by collaborating with diverse stakeholders to contribute to healthy, productive, and resilient ecosystems. An integral part of our approach is the development of a transition plan to integrate biodiversity and ecosystem aspects into our strategy and business model, while taking into consideration relevant goals and targets of the **Kunming–Montreal Global Biodiversity Framework**, the **EU Biodiversity Strategy for 2030**, and the planetary boundaries. In 2024 we committed to adopting the **Taskforce on Nature-related Financial Disclosures**[38] (TNFD) and are integrating the LEAP (Locate, Evaluate, Assess and Prepare) assessment approach, starting from the location of our interaction with nature and evaluating nature-related dependencies and impacts. In 2024 we initiated a mapping exercise identifying land use and proximity to biodiversity-sensitive areas of MSC-operated sites (see box).

We have already implemented several measures and controls to address potential impacts to biodiversity and ecosystems from our business activities in line with those standards outlined above. Our action plan(s) for biodiversity and ecosystems will be reported in accordance with the EU CSRD, integrating various entities and programmes with our roadmap and material topics. We remain focused on developing processes to proactively anticipate and mitigate where possible the financial effects of biodiversity and ecosystem-related impacts, risks, and opportunities, to ensure business resilience and sustainability.

[38] https://tnfd.global/

MINIMIZING IMPACTS AT SEA AND ON LAND

We are committed to reducing our potential impacts on the extent and condition of ecosystems and minimizing land-use and sea-use change. We conduct environmental impact assessment studies for new projects which include an analysis of the impact on local biodiversity and ecosystems. Following this analysis, mitigation and monitoring plans are developed and implemented, with the aim of limiting impacts throughout the construction and operation phases. We strive to maintain, enhance, restore and protect natural habitats in the locations where we operate, including by identifying areas for restoration onsite and offsite and, where possible, exploring partnerships with organizations to develop restoration programmes. Several terminals are engaging in reforestation and mangrove plantation projects to mitigate the impact on local ecosystems. For example, AGL, through its rail business CAMRAIL, supported the **Adamaoua Regional Delegation of the Ministry of the Environment of Cameroon** by donating and planting of 1,000 forest seedlings, contributing to the restoration and protection of local ecosystems in the District of Mbé. CAMRAIL also conducted an awareness-raising campaign for its direct and indirect employees to commemorate World Environment Day on the theme 'Restoration of lands, desertification and resilience to drought'.

TiL's Lomé Container Terminal (Togo) continued its reforestation projects. In 2023, Lomé's initiatives resulted in 9.6 hectares being reforested at the Keta-Agbantokope village. Additionally, under a prefectural project divided into two phases, a further six hectares were reforested across the villages of Goumoukopé, Hounvimé/Aklakou and Djassémé (phase 1). In 2024, another nine hectares were planted across the villages of Goumoukopé, Klouvidonnou and Djassémé (phase 2 of the prefectural project). This latest effort included approximately 3,000 coconut plants, 2,000 khaya plants and 2,000 mangrove plants. Altogether, these initiatives have resulted in a total of 24.6 hectares reforested over the last two years. In addition to these reforestation projects, the terminal has been conducting a marine turtle protection program since 2012.

MSC Indonesia joined forces with the local non-profit organization **SeaSoldier Prajurit Laut Foundation** to plant 500 mangrove seedlings at Tanjung Pasir beach. Tree planting campaigns to promote employee awareness were also organized by different local offices, including AGL Chad, AGL Sierra Leone, Exolgan Terminal (Argentina), MSC Peru, MSC Bolivia, MSC India, MSC Latvia and MSC Romania.

GNV took part in the European project **LIFE Conceptu Maris**.[39] Researchers hosted on GNV ferries studied the distribution of cetaceans and sea turtles in the Mediterranean Sea through seasonal sampling on selected ferry routes. Seawater samples were collected to analyse environmental DNA, stable isotopes and chemical–physical parameters to assess the conservation status of different species. The project included crew training to reduce collision risk and a citizen science project that involved ferry passengers in the observation and reporting of marine mammals.

In 2024 WEC Lines supported the **Continuous Plankton Recorder** (CPR) survey by conducting plankton sampling on one of its vessels, collecting data on plankton populations which are key indicators of biodiversity and ocean health, highlighting any changes in the local marine ecosystem.

[39] https://www.lifeconceptu.eu/en/

PRIORITIZING ACTIONS ON BIODIVERSITY

In 2024 a biodiversity sensitivity analysis was performed on sites[40] where MSC's Cargo Division entities are located, clustered in four categories (office, inland logistic facility, terminal, ship repair and maintenance). The analysis was based on activities conducted at each site and their potential impacts and dependencies. With the exception of offices, all sites were considered material for the analysis.

The biodiversity sensitivity analysis was conducted in two steps: Step 1: Proximity analysis, based on the distance from Protected Areas or Key Biodiversity Areas (according to IBAT[41] datasets the World Database on Protected Areas and the World Database of Key Biodiversity Areas); Step 2: Potential biodiversity significance analysis, to facilitate the prioritization of sites (see Methodology Note). In addition to biodiversity significance, the biome[42] and land uses[43] were also calculated for each material site. The assessment identified 255 sites located in areas of potential biodiversity significance, including 49 sites in areas of potential high significance (40 inland logistic facilities and nine terminals).

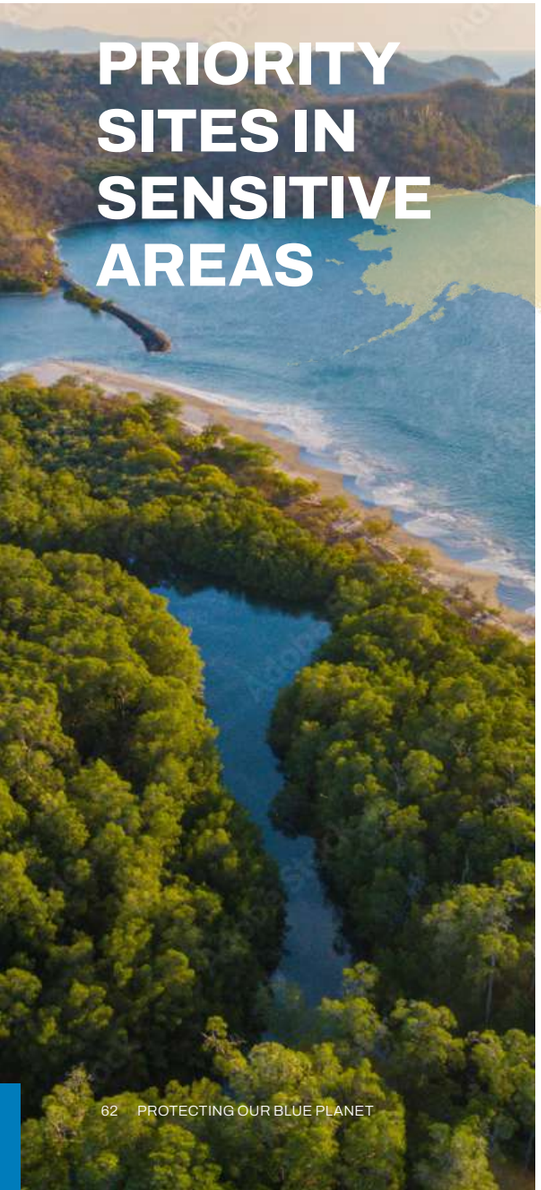
Additional studies will be performed in the coming years to review the potential biodiversity significance of these locations as well as the site-specific impacts and dependencies. These will also help identify whether additional mitigation and monitoring measures are needed to minimize the impact on biodiversity.

[40] Sites include only those entities that are considered fully consolidated as per the reporting boundary.

[41] https://www.ibat-alliance.org/datasets

[42] https://www.worldwildlife.org/publications/terrestrial-ecoregions-of-the-world

[43] ESRI global 10 m resolution land use dataset (ESA Sentinel-2, 10m Land Use/Land Cover for 2023)



PRIORITY SITES IN SENSITIVE AREAS

IMPROVING OCEAN SCIENCE DATA AND CONSERVATION

Going beyond the mitigation of our direct impacts, MSC is taking action to preserve biodiversity by contributing to scientific research to improve ocean data. During the reporting year the MSC Foundation continued its support to the **International Union for Conservation of Nature** (IUCN) for the assessment and mapping of coral reef ecosystems and to the IUCN **Red List of Ecosystems**,[44] the world's most comprehensive information source on the global conservation status and distribution of animal, fungi and plant species. Since 2023, MSC Foundation's support for national coral ecosystem assessments has expanded into ecosystems mapping, a powerful tool to inform impact assessment and catalyse action for biodiversity conservation and policy change. In 2023 and 2024, the MSC Foundation supported new IUCN research on coral species at risk of extinction.

The MSC Foundation continued to implement, in cooperation with key scientific partners, the **Super Coral Programme** that aims to restore coral reefs around the island of Ocean Cay in the Bahamas. Successful growth of thermally tolerant coral populations has paved the way for coral outplanting whereby coral fragments are transplanted and allowed to grow, creating new climate-resistant coral reefs. In 2024, the MSC Foundation initiated new partnerships with the **University of the Bahamas** and the **Bahamas Agriculture and Marine Science Institute** (BAMSI), hosting a workshop with national and international experts to inform the development of its 2030 Coral Conservation Roadmap.

During the reporting year the first phase of construction of Ocean Cay's **Marine Conservation Center** was completed at Ocean Cay. Scheduled to open in 2025, the research facility will support the scale-up of restoration efforts and serve as a community hub of scientific collaboration and education, as wells as public education on coral reef restoration.

Additionally, the MSC Foundation's three-year partnership (2024–2027) with **Mission Blue**, the renowned non-profit organization led by Dr Sylvia Earle, aims to restore seagrass meadows in Formentera, Spain, enhancing biodiversity and marine health and raising awareness about marine conservation.

[44] https://www.iucnrle.org/

PROTECTING MARINE LIFE

MSC is committed to protecting marine fauna, including whales, from noise emissions and ship strikes. Our approach involves keeping away from critical areas where whales feed and breed; slowing down in areas of known presence; reducing noise emissions; and advocating for whale protection. We were the first in our industry to reroute vessels off the coasts of Greece and Sri Lanka to keep away from important feeding areas of threatened sperm whales and blue whales, in line with the advice of scientists and other key actors in the maritime sector. In 2024, 264 vessels were rerouted in Greece and 306 vessels in Sri Lanka.

MSC integrates speed reduction measures to reduce risk of collisions and protect marine life. We use geofencing systems to notify the crew when the vessel enters areas of voluntary or mandatory slowdown. If a vessel exceeds the required speed limit, an alert is triggered, and both the vessel and marine operations are notified. With these initiatives and efforts we comply in areas where mandatory slowdown is required and carefully monitor our activities in the voluntary slowdown areas (WSC Whale Chart,[45] October 2024).

For the sixth consecutive year, MSC received the highest Sapphire Award (>85% compliance) for the **Protecting Blue Whales and Blue Skies** programme[46] for voluntarily reducing speeds in the San Francisco and Monterey Bay region and the southern California region to less than 10 knots, protecting blue whales inhabiting the area. Our participation in the 2024–2025 **Quiet Sound**[47] voluntary vessel slowdown through Admiralty Inlet and north Puget Sound (USA) had a 94% compliance rate, lowering underwater noise and protecting the remaining Southern Resident killer whale populations. We were also awarded grade A by **Whale Safe**[48] according to our rate of cooperation—93.3% in 2024, for the fourth consecutive year we achieved ≥90% compliance—with the US National Oceanic and Atmospheric Administration's (NOAA) 2024 voluntary speed restriction season in the Santa Barbara Channel and the San Francisco region.

Underwater noise considerations are incorporated in ship design and retrofits in accordance with **IMO Revised Guidelines for the Reduction of Underwater Radiated Noise** from Shipping to Address Adverse Impacts on Marine Life. Propeller boss cap fins have been fitted on almost all ships. Pilot projects on the installation of propeller shaft vortex fins and ultrasonic noise reduction technology are also planned. For newbuildings MSC participates in the **Silent class notation** initiative, which focuses on developing low-noise vessels, proactively responding to future IMO environmental regulations, and leading the development of marine environment protection.

Since 2019, MSC has been actively participating in the **Eco Action Program**[49] initiated by the Port of Vancouver which aims to reduce underwater radiated noise. MSC received the **Blue Circle Award** in 2024 from the Port of Vancouver for its environmental leadership and commitments.

MSC also advocates and engages with members of the maritime community and shipping forums, as well as port authorities and the coastguard, scientific bodies, civil society and governments, calling on others to join us in protecting whales from both noise pollution and the risk of collision and to promote industry action. In July 2024, MSC hosted an **International Fund for Animal Welfare** (IFAW) roundtable event to discuss the issues of underwater noise and ship strikes for marine life and explore available solutions (see box). Our crew training programme includes awareness raising as well as technical training for all deck officers. In 2024 we continued exploring the use of data and new technologies to better detect whales, such as enhanced maritime navigation assistance technology which uses high resolution infrared thermal cameras based on AI and machine learning on 450 MSC vessels to monitor whale activity in real-time (see page 66).

[45] https://www.worldshipping.org/whales Whales — World Shipping Council
[46] https://www.bluewhalesblueskies.org/
[47] https://quietsound.org/
[48] https://whalesafe.com/
[49] https://www.portvancouver.com/climate-and-air-quality-action

GLOBAL COLLABORATION FOR WHALE PROTECTION

In July 2024 MSC hosted a roundtable event at our headquarters in Geneva (Switzerland) to discuss solutions to protect marine megafauna, in particular whales, from noise and collision. Organized by International Fund for Animal Welfare (IFAW), the workshop brought together a wide range of representatives from the shipping industry as well as European and international policymakers, aiming to stimulate a discussion as an open exchange of information and exploration of opportunities to collaborate on these important conservation issues.

MSC welcomed the launch of the second edition of the World Shipping Council's Whale Chart, a navigational aid designed to help seafarers reduce the risk of collisions with whales. The updated chart maps out both mandatory and voluntary measures implemented by governments to protect whales. The original Whale Chart, launched in November 2023 at MSC's Geneva headquarters, aimed to help seafarers plan voyages that minimize the risk of whale collisions. The new edition, titled **WSC Whale Chart: A global voyage planning aid to protect whales**,[50] includes a focus on underwater radiated noise measures, broadening its focus beyond just vessel strikes.

[50] https://www.worldshipping.org/whales

LIMITING THE INTRODUCTION AND SPREAD OF INVASIVE ALIEN SPECIES

MSC is committed to limiting the spread of invasive alien species both on water and on land. Managing ballast water and biofouling is necessary for a ship's environmental compliance and maintaining the integrity of marine ecosystems. We adhere to the **Ballast Water Management Convention** (BWMC) and conduct regular water sampling and continuous monitoring as per requirements. In 2024 we achieved our target of 100% operating vessels with ballast water treatment systems, according to the BWMC deadline and with a comprehensive biofouling management plan.

Our biofouling management plan is ongoing and tailored to each of our vessels with monitoring conducted by crew onboard and our technical management team based ashore. The plan is in compliance with the **IMO 2023 Guidelines for the control and management of ships' biofouling to minimize the transfer of invasive aquatic species**[51] (Biofouling Guidelines). High-quality anti-fouling silicon paints are applied on the underwater areas of all newbuildings, as well as progressively applied to those in service, supplemented by the use of Marine Growth Prevention Systems (MGPS) installed onboard to address the biofouling of seawater pipework and sea chests. The fouling state of vessels is monitored through hydrodynamic performance to anticipate any dry-docking needs based on the hull condition.

We also recognize the impact of transporting invasive alien species present in our land-based operations and comply with local requirements and collaborate with local authorities, shippers and packers along the supply chain to prevent the contamination of containers by invasive alien species. Certain terminals provide fumigation services while taking into consideration safety and operational limitations.

AT THE FOREFRONT OF THE FIGHT AGAINST ILLEGAL WILDLIFE TRADE

The illegal wildlife trade is a criminal sector increasingly linked to armed violence, corruption, organized crime and negatively impacting biodiversity. MSC maintains a strict policy prohibiting the transportation of illegal goods of animal or plant origin, such as shark fins and animal hunting trophies. Through our proprietary detection system incorporating AI and machine learning technologies, our network of **Global Targeting Centres** can identify high-risk shipments by analysing bookings and bills of lading, flagging inconsistencies for verification, investigation and action by the local authorities as appropriate. Our system is regularly updated with public data and enhanced through collaboration with national customs agencies, non-governmental organizations and experts. To improve prevention and create awareness about the most relevant impacts and risks, we have established specific training modules (mandatory since 2023) for teams operating in countries at higher risk.

MSC is a signatory of the **Buckingham Palace Declaration**[52] and we seek to contribute to the reduction of illegal wildlife trafficking and its broader impacts. We are a member of the **United for Wildlife Transport Taskforce**[53] and are working with the World Shipping Council to develop a certification for shipping lines. This certification targets best practices for preventing illegal wildlife trade and promote sharing and improving anti-wildlife trade efforts. In July 2024, MSC Air Cargo joined in our company commitment to United for Wildlife, further reinforcing our efforts to the prevention of illegal wildlife trade.

[51] https://www.imo.org/en/OurWork/Environment/Pages/Biofouling.aspx
[52] https://unitedforwildlife.org/news/the-buckingham-palace-declaration/
[53] https://unitedforwildlife.org/taskforces/transport-taskforce/

< ESRS E4 > BIODIVERSITY AND ECOSYSTEMS

ENSURING EFFICIENT AND CIRCULAR RESOURCE MANAGEMENT

MSC is committed to responsible and sustainable resource use and wherever possible, circular management of resources. Based on the analysis of material resource use and circular management-related impacts, risks, and opportunities conducted on the primary business activities of our operations and along our value chain (see page 20), including the disposal, recycling and reuse of physical assets such as containers and vessels was identified among the most material topics. Resource inflow and everyday waste were not identified as material in our double materiality assessment; transportation is generally not considered a resource-intensive business activity, with the exception of fuel. Our first goal is to extend the lifecycle of our assets through repair, retrofits and reuse. At end of life we are committed to the responsible disposal and recycling of assets such as containers and ships.

Recognizing the importance of sustainable resource use and responsible waste management, we prioritize minimizing waste onboard our vessels by adhering to MARPOL regulations and aligning with local waste management regulatory requirements. Crew members receive regular training on waste handling, recycling and disposal and on the implementation of our vessel waste management plan which promotes waste minimization and onboard recycling practices. Where available, onboard waste compactors reduce the volume of sorted waste including plastic, thereby improving efficiency in its management. MSC is committed to reducing single-use plastics across our fleet in line with BIMCO guidelines. Water filters and special equipment for cleaning products installed on 529 vessels (74 vessels during the reporting year) have reduced the use of individual bottles for drinking and cleaning products by 20% compared to 2023, a 75% reduction since 2020. We collaborate with port authorities for the proper handling, recycling and disposal of solid waste from our vessels and our partnerships with local institutions and stakeholders help us effectively deliver on these environmental commitments.

MEDLOG partners with accredited vendors focusing on the proper management, recycling and safe disposal of waste, including composting of organic waste. We engage with industry peers and stakeholders in other sectors to explore solutions and partnerships for waste management challenges. At major MSC offices we provide water dispensers and reusable caps and water bottles to discourage single-use plastics, while promoting waste separation to facilitate recycling. Across our terminals, we optimize waste management to reduce waste and enhance the recycling or reuse of materials and assets. AGL and TiL terminals collaborate with certified providers within their countries of operation to meet the highest standards of waste treatment, continuously monitoring waste—with a specific focus on hazardous waste storage—and aiming to increase the proportion of recovered waste. Specific procedures have been established for ship repair and maintenance and rail activities, which generate the most hazardous waste.

Exolgan Terminal (Argentina) has installed three composters to recycle food scraps from the port's dining hall. An automatic 'Eco-press' was designed and manufactured entirely in-house, made of 90% recycled materials from obsolete equipment. This equipment is used to compress filters that contain highly flammable liquids, such as oils and fuels, and contributes to the accurate segregation of elements by draining all the liquid, preventing spills at the terminal's waste site. After this process, the compressed filters are disposed of as hazardous waste and treated by an authorized treatment plant.

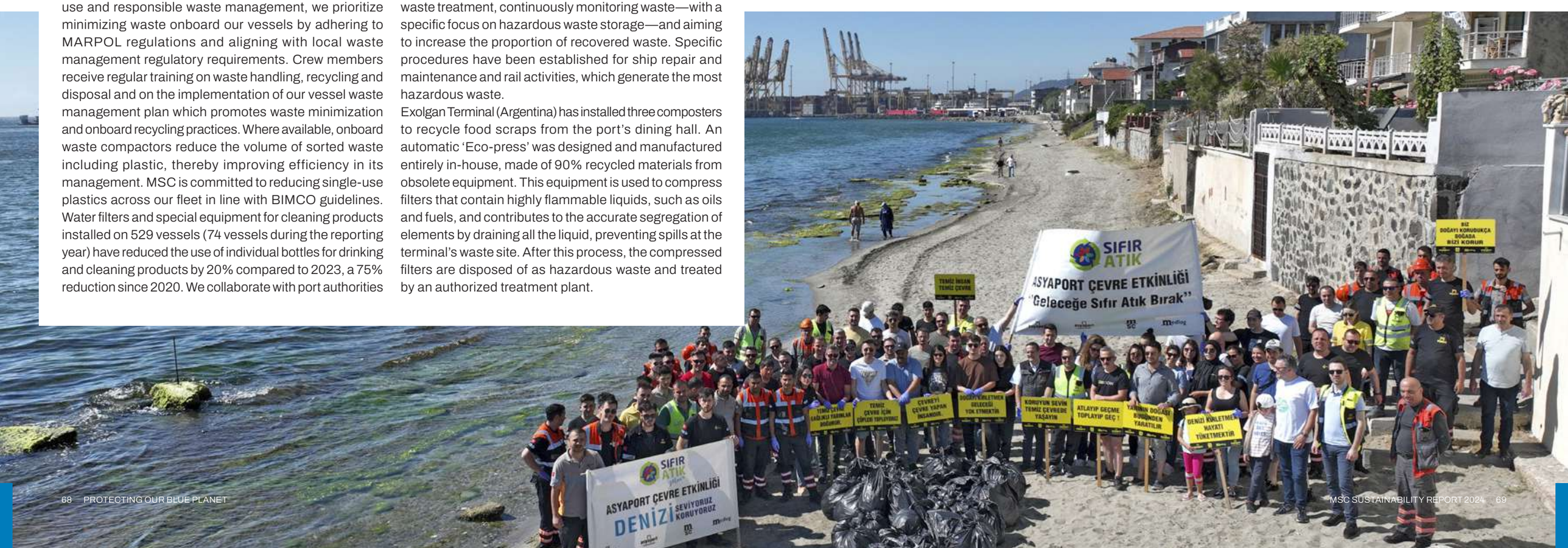
ADDRESSING THE WASTE CHALLENGE ACROSS OUR GLOBAL OPERATIONS

By repurposing items such as electronics, furniture, and recycling paper, plastic and organic waste, MSC aims to reduce its environmental footprint while fostering a culture of responsibility. This not only helps in with the amount of waste that ends up in landfills but also supports local communities through donations and partnerships.

MSC India is working with the local partner **ECO Recycling Limited** to recycle office electronic waste and has implemented programmes to reuse office furniture during renovations, extending the life of items such as desks, chairs and cabinets through their refurbishment, thereby reducing waste. In addition to fundraising activities, employees at the MSC Shared Service Center Riga (Latvia) donated laptops and smartphones to **SOS Children's Villages** to support children without parental care as well as foster families and crisis centres.

MEDLOG Peru and MSC Peru initiated Lima Compost services to convert organic waste from kitchens and dining rooms into compost, while unused office furniture was donated to local charity **Coprodeli** for use in schools. MSC Peru also supports **Aldeas Infantiles**, raising funds through sorted paper and PET bottle waste to purchase and donate food and support education for children in need.

In 2024, to raise awareness on marine litter, local MSC agencies organized clean up events. For example, MSC Peru organized a beach cleanup at La Punta beach in Callao. MSC Asia Regional Office (Singapore) held a beach cleanup at East Coast Park Beach and MSC Shared Service Centre India in Chennai. MSC and MEDLOG Chile organized a cleanup of beaches in four cities across the country, with 282 employees and their families as well as local partners participating. TiL's Termont (Montreal, Canada) participated in cleaning the banks of the St. Lawrence River. TiL's Asyaport (Tekirdag, Türkiye) also participate to a beach cleaning event held organized for the Environment Day. These activities are part of MSC's broader commitment to fostering strong community ties and active engagement in local environmental initiatives.



EXTENDING THE LIFECYCLE OF CONTAINERS

MSC is committed to promoting the adoption of sustainable and circular solutions across our value chain. We look at ways to reduce waste and encourage the reuse and recycling of materials. In 2024, MSC launched a new pilot project for the procurement of new containers, focusing on painting and flooring. These included sea-trials of 500 leased containers to assess the durability and effectiveness of an electrostatic powder coating, which delivers up to 400 kg CO_2e savings per twenty-foot container (TEU) compared with the current waterborne technology used for containers. With over 2 million TEUs[54] produced globally in 2024, this technology could potentially reduce global CO_2 emissions by 800,000 tonnes if proven economically and practically scalable for maritime use.

Alternative materials for use in container flooring have been explored, and the use of timber from plants threatened by unsustainable logging practices (such as Keruing/Apitong) has been reduced. During the reporting year MSC engaged container manufacturers to explore ways to further reduce the use of tropical hardwood in container flooring, and about 90% of new containers contain more sustainable hybrid bamboo flooring.

With over 27 million TEUs handled by MSC in 2024, applying circular economy principles throughout the container lifecycle—from procurement to maintenance and repair to end of life—is a challenge that requires joint investments with suppliers in R&D to leverage potential new opportunities. The steel used by MSC's main container suppliers contains 15–20% recycled material, depending on various factors, and some suppliers are working towards the goal of 30–40% recycled material by 2030. However, achieving a fully closed loop for materials like steel is currently not feasible due to the limited availability of steel scrap, which is projected to fall short of global demand by 2030—resulting in a 15 million metric ton deficit.[55] This shortage will impact steel production and trade, requiring strategic planning and further investments in recycling technologies.

Repairing products is key to extending the lifespan of assets, reducing waste and preserving resources and potentially mitigating environmental impact. By partnering with container repair and recycling partners, we advocate for the use of container materials as resources for new products, such as repurposing wooden floor scrap into reclaimed wood furniture and recycling steel scrap into concrete iron. In 2024, MEDREPAIR's ongoing collaboration with companies specializing in dismantling and recycling led to the end-of-life management of containers (94% dry and 6% reefer containers), resulting in the recycling of 2,500 tonnes of metal and 400 tonnes of wood. Only 6% of the materials were sent to landfill, while about 11% were used for energy recovery, contributing to local heating. Each year, MEDLOG repairs approximately 2,100,000 containers and over 600,000 reefers, as well as upgrading around 340,000 containers.

Beyond container maintenance and repair, MEDREPAIR is engaging its supply chain on the development of innovative digital solutions. In 2024 an evaluation of an optical character recognition system combined with AI devices was initiated, to improve, automatize and standardize external quality checks of each container entering the depot, and to monitor those in need of repair.

[54] https://www.drewry.co.uk/maritime-research-opinion-browser/maritime-research-opinions/dry-freight-container-production-surpasses-earlier-all-time-high

[55] https://www.bcg.com/publications/2024/shortfalls-in-scrap-will-challenge-steel-industry

RESPONSIBLE SHIP RECYCLING

The **MSC Ship Recycling Policy** is aligned with international recycling standards and we continue collaborating with IMO Member States and trade associations, including the International Chamber of Shipping and BIMCO, on this topic. We welcome the ratification of the **Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships** (Hong Kong Convention) and its entry into force in 2025. Nearly 100 shipyards in Alang (India) have attained Hong Kong Convention compliant status.[56] MSC maintains a vetted listed ship recycling facilities at Alang based on various criteria, including human rights, safety records, performance and other environmental records.

In 2024, MSC vessels were responsibly dismantled at selected facilities in accordance with the MSC Ship Recycling Policy and stringent criteria.

MSC continues to collaborate with various stakeholders, including national authorities, to promote responsible ship recycling through engagement with MSC-vetted ship recycling facilities. We retain the right to inspect the yards on a regular basis, to address and correct any non-compliance with the MSC Ship Recycling Policy and will remove a facility from our vetted list where remedial action is not taken.

Our teams consist of both internal and external inspectors who regularly assess administrative procedures, equipment, training and working conditions—including accident management—with the aim of encouraging compliance with environmental, health and safety, and labour conditions. Through external experts MSC arranges additional safety training for workers at ship recycling facilities as part of our efforts to promote safe working conditions and responsible ship recycling practices.

In addition to verifying and validating the ship-specific Ship Recycling Plan as per Hong Kong Convention requirements, our approach includes collecting data via externally appointed surveyors on environmental, safety and workers' compensation compliance. Periodic reporting and in-person visits to the ship recycling facilities are also conducted throughout the various stages of the recycling process.

MSC conducts lifecycle analyses to assess these impacts by considering the entire lifecycle of a ship, from construction to operation and disposal.

[56] Annual report 2024-2025, Government of India Ministry of Port, Shipping & Waterways. https://shipmin.gov.in/sites/default/files/Annual%20Report%202024-25%20-%20English.pdf

OUR PERFORMANCE

2024 AIR AND WATER POLLUTION

E2-4
Pollution of air, water and soil

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Sulphur oxides (SOx)	tonnes	Cargo Division	58,314
▶	Nitrogen oxides (NOx)	tonnes	Cargo Division	977,270
▶	Fine particulate matter (PM 2.5)	tonnes	Cargo Division	83,271
	Ozone-depleting substances potential	tonnes R11-e	Cargo Division	1.529
	Number of vessels with exhaust gas cleaning systems (EGCS)	number	Cargo Division	432
	Number of LNG vessels	number	Cargo Division	32
	Number of relevant spills of oil, fuels or other polluting substances into the environments (>1,000 litres)	number	Cargo Division	2
	Number of containers lost at sea (direct)	number	Cargo Division	237
	Number of containers lost at sea (indirect)	number	Cargo Division	10
	Number of vessels treated with non-harmful antifouling paint	number	Cargo Division	252

2024 BIODIVERSITY-RELATED METRICS

E4-5
Biodiversity and ecosystems: Impacts on the extent and condition of ecosystems (proprietary metrics)

A*	METRICS	UNIT	SCOPE & NOTES	2024
	Number of collisions with whales	number	Cargo Division	0
	Number of ballast water treatment systems (vessels only)	number	Cargo Division	891

2024 POTENTIAL BIODIVERSITY SIGNIFICANCE

E4-5
Biodiversity and ecosystems: Number and area of sites owned, leased or managed in or near protected areas and other important biodiversity areas

A*	SITE TYPE	UNIT	SCOPE & NOTES	HIGH		MEDIUM		LOW		TOTAL SITES WITH POTENTIAL SIGNIFICANCE		NO SIGNIFICANCE	
				SITES	AREA	SITES	AREA	SITES	AREA	SITES	AREA	SITES	AREA
▶	Inland logistics facility	number; ha	Cargo Division	40	126	77	265	106	283	223	674	312	832
▶	Terminal	number; ha	Cargo Division	9	254	13	377	8	132	30	763	16	489
▶	Ship repair and maintenance facility	number; ha	Cargo Division	-	-	1	37	1	<1	2	38	-	-
▶	**Total**	number; ha	Cargo Division	49	380	91	680	115	415	**255**	**1475**	328	1321

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

2024 LAND USE

E4-5
Biodiversity and ecosystems: Area of sites owned, leased or managed in different land use

A*	BIOME	UNIT	SCOPE & NOTES	WATER	TREES	FLOODED VEGETATION	RANGELAND	BARE GROUND	CROPS	BUILT AREA	CLAUDS	TOTAL
	Tropical & Subtropical Moist Broadleaf Forests	ha	Cargo Division	2	<0.1	-	1	1	2	491	<1	497
	Tropical & Subtropical Dry Broadleaf Forests	ha	Cargo Division	4	-	-	<1	5	2	41	-	52
	Tropical & Subtropical Coniferous Forests	ha	Cargo Division	-	-	-	-	-	-	1	-	1
	Temperate Broadleaf & Mixed Forests	ha	Cargo Division	12	16	<1	7	8	25	551	-	618
	Temperate Conifer Forests	ha	Cargo Division	-	<1	-	-	-	-	22	-	22
	Boreal Forests/Taiga	ha	Cargo Division	-	-	-	-	-	-	2	-	2
	Tropical & Subtropical Grasslands, Savannas & Shrublands	ha	Cargo Division	2	<1	-	<1	4	-	365	-	372
	Temperate Grasslands, Savannas & Shrublands	ha	Cargo Division	-	-	-	<0.01	<0.01	<0.1	50	-	50
	Flooded Grasslands & Savannas	ha	Cargo Division	<1	-	-	6	<0.01	<0.1	21	-	28
	Montane Grasslands & Shrublands	ha	Cargo Division	<0.1	-	-	10	<1	-	41	-	51
	Mediterranean Forests, Woodlands & Scrub	ha	Cargo Division	21	9	-	18	120	1	621	-	791
	Deserts & Xeric Shrublands	ha	Cargo Division	<1	-	-	4	42	-	153	-	200
	Mangroves	ha	Cargo Division	1	<0.1	-	<1	<1	-	110	<1	112
	Total	ha	Cargo Division	43	25	<1	48	181	29	2462	<1	2796

2024 WASTE (VESSELS & CONTAINERS)

E5-5
Resource outflows - Waste

A*	METRICS	UNIT	SCOPE & NOTES	2024
	Total waste generated (vessels & containers)	tonnes	Cargo Division	47,994
	Total amount of non-recycled waste (vessels & containers)	tonnes	Cargo Division	5,386
	Percentage of non-recycled waste (vessels & containers)	%	Cargo Division	11%
	Total amount of hazardous waste (vessels & containers)	tonnes	Cargo Division	496

2024 WASTE BREAKDOWN (VESSELS & CONTAINERS)

E5-5
Resource outflows - Waste breakdown

A*	MATERIAL	UNIT	SCOPE & NOTES	RECYCLING	PREPARE FOR REUSE	OTHER RECOVERY OPERATIONS	INCINERATION	LANDFILLING	OTHER DISPOSAL	TOTAL
	Total waste	tonnes	Cargo Division	40,978	0	1,630	0	5,386	0	47,994
	-Total hazardous waste	tonnes	Cargo Division	0	0	0	0	496	0	496
	Hazardous waste	tonnes	Cargo Division	0	0	0	0	496	0	496
	-Total non-hazardous waste	tonnes	Cargo Division	40,978	0	1,630	0	4,890	0	47,498
	Paper waste	tonnes	Cargo Division	0	0	0	0	0	0	0
	Cardboard waste	tonnes	Cargo Division	0	0	0	0	0	0	0
	Metals waste	tonnes	Cargo Division	34,134	0	807	0	3,813	0	38,754
	Plastic waste	tonnes	Cargo Division	1,956	0	52	0	563	0	2,571
	Wood waste	tonnes	Cargo Division	113	0	771	0	514	0	1,398
	Biomass waste	tonnes	Cargo Division	0	0	0	0	0	0	0
	Mixed/Residual non-hazardous waste	tonnes	Cargo Division	4,775	0	0	0	0	0	4,775

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

FOSTERING

INCLUSIVE TRADE

CREATING CONNECTIONS IN THE FACE OF A COMPLEX AND EVOLVING CONTEXT

Trade is linked to economic growth and improved living standards, delivering both economic and social benefits in recent decades. By enabling global trade through resilient and efficient supply chains, the transportation and logistics sector creates value, and fosters inclusive, sustainable growth and social prosperity.

In our increasingly interconnected world, a local crisis can have consequences for communities in other parts of the world. Events such as the Red Sea attacks prompting rerouting from the Suez Canal, and drought affecting transits through the Panama Canal continued to disrupt supply chains, disproportionately impacting already disadvantaged regions and populations and hindering their access to basic goods and services. With our global presence we recognize the role we play in addressing and overcoming supply chain disruptions and enabling the delivery of food and critical supplies. We are proud that MSC is one of the top maritime carriers for delivering emergency aid to crisis-affected communities.

Public–private partnerships and cross-sectoral collaboration through global platforms such as the **International Chamber of Commerce** (ICC) and local business associations provide opportunities for dialogue among diverse stakeholders for the benefit of people and societies. By uniting around mutual areas of interest, industry and governments can find common ground and work together to develop scalable solutions to the challenges presented by the complexities of global supply chains today and in the future. As a leading global company, MSC is committed to contributing and shaping our industry's evolution and that of others across the value chain, creating new trade opportunities and creating value at the local level.

CONTRIBUTING TO THE ECONOMIC AND SOCIAL WELL-BEING OF LOCAL COMMUNITIES

With our presence in more than 155 countries and a global logistics ecosystem across 6 continents, our business touches communities around the world, particularly those in developing countries, generating a range of economic and social benefits that stimulate development in local communities. In 2024 we connected two-thirds of the world's least developed countries[57] to the global trade system. By the end of the year, MSC vessels were navigating 300 routes, reaching 520 ports of call and transporting approximately 27 million TEUs by sea. We transported more than 7.3 million TEUs on land by road, rail and barge and carried more than 100,000 tonnes of cargo by air and connecting 37 airports, and operated 100+ terminals and an inland network of more than 471 yards, depots and warehouses. By connecting local communities and facilitating access to a global marketplace, we contribute to economic growth and create jobs that open up new opportunities for people and societies. Our business can also affect local livelihoods, access to resources and cultural heritage for the communities in which we operate today and where we may operate in the future. To monitor and mitigate potential impacts, we engage in ongoing dialogue and collaborate with members of affected communities, civil society and other local stakeholders. We welcome their inputs and feedback, including through our whistleblower mechanisms (see page 26).

Key to fostering inclusive trade is respecting economic, social and cultural rights through our business operations. Building and nurturing close and respectful relationships with our host communities is pivotal for creating value and economic benefits that can be shared by all. At MSC our aim is to foster sustainable and inclusive growth for communities through long-term infrastructural investments and programmes generating social impacts, while also continuously adapting, innovating and enhancing our global logistics network.

[57] https://unctad.org/topic/least-developed-countries/list

BUILDING RESILIENT SUPPLY CHAINS AND SUPPORTING LOCAL ECONOMIC GROWTH

In the face of 2024's fast-evolving and complex operating environment, MSC supported local economies by adapting, innovating and investing to anticipate and address supply chain disruptions. During the reporting year, MSC focused on maintaining connections and continuity for our customers, facilitating the flow of goods across borders and delivering essential items worldwide. Our commitment to sustainable and inclusive economic growth is reflected in the ability of our logistics network to foster local and national economies by connecting them to a global marketplace.

The global economy depends on supply chains to maintain an international trade system capable of withstanding and addressing disruptions arising from ongoing geopolitical tensions, evolving demographics, varying export/import flows and extreme weather events. Rerouting via the Cape of Good Hope due to the attacks on ships in the Red Sea served as a reminder of the importance of agility and quick decision-making for supply chain continuity, including access to essential goods at times of crisis.

Port infrastructure in Odesa continued to be affected by the conflict in Ukraine. Since the outbreak of the conflict in early 2022, disruptions in grain shipments have impacted global food security, with implications for vulnerable communities in developing countries. By mid-2024 MSC resumed feeder services between the ports of Odesa and Tekirdag (Türkiye) to facilitate the export of grain including wheat, corn and barley as well as iron ore.

With our presence across the continent, MSC connects African importers and exporters to markets around the world with 72 ocean services and local feeders making 166 weekly calls at 65 different African ports. Through our logistics network, we contribute to trade continuity and transport commodities from African countries to international markets including coffee, cocoa, tea, cashews and cotton.

To increase intra-Africa trade and stimulate demand for freight transportation, the **African Continental Free Trade Area** (AfCFTA) Agreement calls for major investments in shipping and logistics while promoting the energy transition. At MSC, we are committed to supporting the implementation of the Agreement and to Africa's ongoing transformation. We welcomed the opportunity to engage with regional and local stakeholders at key events such as the 2024 **Africa CEO Forum** in Kigali (Rwanda), to discuss the growth potential for intra-continental trade. Currently accounting for only 18% of total exports, this potential could be unlocked by addressing challenges related to transport links, skilled workforce development and tariff regulation through robust infrastructure and enhanced cooperation to facilitate the movement of goods across the continent. The same commitment was reflected in AGL's participation in the AfCFTA Business Forum **Biashara Afrika**, a regional platform held in October 2024 to promote public–private sector dialogue on regional integration and boost intra-Africa trade and investment. Similarly, the Africa CEO Forum was a valuable opportunity for MSC to share our unwavering commitment to supporting Africa's economic landscape.

Population growth is impacting global supply chains, to which we have been responding through our cold storage and fresh fruit packing facilities (see box). During the reporting year MEDLOG's fresh fruit packing and cold storage facility in Piura (Peru) continued building resilience in agricultural value chains through its strategic location in the heart of Peru's fruit industry and 35 minutes from the port of Paita. MEDLOG provides reefer transport services from farms to the packing facility and to the port, enabling continuous cold chain service for export fruits. Through MEDLOG Piura and MSC Peru's ongoing project 'Good Moves', we delivered a masterclass in family business management to small farmers at Mangofest, an event organized by the Peruvian association of mango producers and exporters (Asociación Peruana de Productores y Exportadores de Mango, APEM).

BOOSTING TRADE THROUGH RELIABLE COLD CHAIN LOGISTICS SOLUTIONS

With a growing global population combined with rising consumer preferences for fresh, perishable goods, MSC has responded by expanding our cold chain logistics solutions to support customers. A crucial part of cold chain logistics, cold storage facilities facilitate the specialized transportation of temperature-sensitive goods such as fruit, vegetables, meat, fish or medicine. MSC's commitment is reflected in our certification to the **Good Distribution Practice** code of standards and to the **ISO 22000**[58] standard. The global cold chain logistics market was worth almost USD 250 billion in 2020 and is expected to exceed USD 410 billion by 2028.[59]

2024 saw the expansion of our cold storage capacity with the opening of a new facility offering state-of-the art, energy-efficient cooling technology in Durban (South Africa), supporting our reefer customers by enhancing the supply of quality food and medicine while reducing waste. The new facility brings our cold storage network to three, with additional facilities in the pipeline to be opened in Chile, China, Saudia Arabia, Spain and the US.

In recent years Southern Africa's fruit exports have grown significantly, reaching USD 4.5 billion, driven by increased South African exports.[60] Opening its doors in March, MEDLOG's cold storage facility in Durban supports chilled and frozen cargo exports such as citrus fruits destined for markets in Europe, the Middle East and Asia, as well as handling imported perishable goods for local consumers. With a capacity of up to 10,000 pallets and a warehouse management system integrated with South Africa's Perishable Produce Export Control Board systems—ensuring regulatory compliance and full traceability—the facility boosts the national economy by supporting inclusive growth, capacity building and job creation.

In 2024 construction began on MEDLOG's cold storage facility located close to Savannah (Georgia, USA), contributing to the export potential of poultry, pork and meat producers in the US Southeast and Midwest. Introducing around 20,000 freezer/cooler pallet positions to the local market when it opens in 2025, the facility will enable producers to directly ship raw products to the cold storage facility for blast freezing and ultimately export to overseas markets in South America and Asia. The facility will be the first cold storage facility in the US designed to be certified BREEAM certified and will feature a 1.5-MW rooftop solar array capable of supplying approximately 10% of the facility's power. Representing a significant investment in the Port of Savannah's future growth, the facility is expected to bring over 100 new jobs to the city and will also serve rail cargo, giving local producers access to global markets.

[58] Food Safety Management System

[59] https://www.statista.com/statistics/1107947/cold-chain-logistics-market-size-worldwide/

[60] Southern Africa includes South Africa, Namibia, Zimbabwe, Zambia and Botswana. From 2023 Cold Chain Storage Market Assessment https://eepafrica.org/documents/Sector-Briefs/cold-chain-storage-market-assessment-2023.pdf

With operations across all continents, MSC is part of a wider global value chain through which we contribute to addressing inequality. In 2024 we welcomed the two-year extension of the **Business Commission to Tackle Inequality**[61] (BCTI), collaborating with global leaders from the business sector, intergovernmental organizations, civil society and academia to stand behind a shared agenda to build equitable, future-proof markets where all can thrive. Comprising more than 80 corporate and non-private sector leaders, the BCTI is a cross-network, cross-sector effort to advance a 'people positive' agenda, hosted by the **World Business Council on Sustainable Development** (WBCSD). During the reporting year, three UN agencies joined the initiative, with whom MSC already partners in the context of our sustainability roadmap: **UN Global Compact**, **UN Children's Fund** (UNICEF) and the **UN Refugee Agency** (UNHCR). Specifically, as part of our commitment to responsible business practices, MSC is committed to leveraging the BCTI's Action Agenda to drive action and develop scalable solutions.

ENHANCING LOGISTICS ECOSYSTEMS

Among the trends of 2024 is a shift to distributed supply chains, with more origin and more destination ports. Our standalone East/West Network,[62] set to launch in February 2025, will introduce flexible routing options, direct corridors and port calls, helping to build resilience and create value for local communities located along 34 loops across five major trades. Our focus remains on boosting resilience across our services, assets and infrastructure and keeping market connections open. At MSC we collaborate across the value chain for the safe and timely delivery of goods, building and improving infrastructure, developing flexible and reliable solutions, maintaining an agile network and leveraging our range of intermodal and multimodal solutions, combining sea with inland and air transportation.

Recent investments in improving the flexibility of our network include various MEDLOG acquisitions, such as investment in a new multimodal platform through its Inland Terminal Paris–Bruyères. This platform will provide improved infrastructure via rail and barge, removing road miles and associated emissions and leaving only last-mile connectivity to be performed by trucks. The platform is part of a wider TiL renovation programme underway at the Port 2000 site (TN MSC) in Le Havre (France) that will provide rail and barge connections for the region's importers and exporters, facilitating sustainable growth while reinforcing our logistics ecosystem.

During the reporting year MSC Air Cargo continued expanding its fleet and network to support customers with sensitive cargo such as pharmaceuticals, essential and perishable goods. The delivery of our fifth freighter and our connections to 37 destinations further enhanced our flexibility to shift transport modes in the event of shipping disruptions and increased our capacity to transport goods between key markets across Europe, the Americas and Asia.

[61] https://tacklinginequality.org/

[62] https://www.msc.com/en/solutions/our-trade-services/east-west-network

CREATING GLOBAL MARKET CONNECTIONS THROUGH LOCAL TERMINAL OPERATIONS

Investments in logistic ecosystems on the African continent continued, with the number of port concessions operated by AGL increasing to 20 by the end of the year. Following the signing in late 2023 of the concession contract for the Lobito Port Multipurpose Terminal (Angola), AGL has been investing to improve port infrastructure and modernise terminal equipment to improve efficiency and productivity, contributing to the Angolan economy.

Serving as a gateway to the Copperbelt region for the transportation of key minerals—including copper and cobalt, the latter used in batteries—to international markets, AGL Lobito Terminal is expected to contribute to the global energy transition while also supporting ongoing railway rehabilitation and construction projects connecting the Democratic Republic of Congo with Zambia and Angola. As part of the concession, AGL employed all 720 former local employees of the Empresa Portuária do Lobito port authority and continues to implement a skills development plan for both direct and indirect employees.

In Asia, TiL entered into a joint venture with Hai Phong Port, a subsidiary of Vietnam Maritime Corporation (VIMC), to operate a terminal under the Hai Phong Gateway International Port project in Lach Huyen (Vietnam). The USD 300 million project includes a 45-hectare terminal area with two main berths totalling 750 metres and one 150 metre barge berth, with a projected throughput of up to 1.3 million TEUs annually and serving as a key maritime hub in the region.

DIGITALIZATION, UNLOCKING TRADE ACCESS

MSC is at the forefront of digital transformation in our industry, driving sustainability through innovative digital solutions that enhance efficiency, reduce our environmental impact and contribute to an inclusive global trade system. The **Digital Container Shipping Association's** (DCSA) 'State of the Industry 2024—Insights on Digital Evolution in Container Shipping'[63] report underscores the significant strides made in our industry's digital transformation.

MSC is committed to playing our part in building a fully digitized and interconnected supply chain by 2025. By adopting digital tools such as of Application Programming Interfaces (APIs) and standards such as the electronic bill of lading (eBL), MSC promotes compatibility and interoperability across various platforms, eliminating paper use and enhancing operational efficiency. Projects with Wave BL, SWIFT and Surecomp are examples of how eBL contributes to a more resilient and sustainable supply chain. Our goal is to achieve 100% eBL adoption by 2030, supported by training programmes that in 2024 saw 4,000 MSC employees become eBL certified.

MSC is participating in the public–private partnership **Freight Logistics Optimization Works** (FLOW)[64] project which develops digital tools for sharing supply chain data. Since the first dataset launched in 2023, FLOW partners can access shared data for throughput forecasting, demand forecasting and service optimization, enabling companies to anticipate supply chain changes.

[63] dcsa.org/newsroom/state-of-the-industry-container-shipping-industry-2024

[64] www.transportation.gov/freight-infrastructure-and-policy/flow

DEVELOPING LOCAL CAPACITY AND KNOW-HOW

At MSC, we recognize the importance of contributing to building capacity and creating demand for technical expertise and competencies across the logistics value chain. Through our activities we foster human potential and drive innovation within our current and future workforce, promoting resilience and long-term sustainability for our business and the wider industry. Training, upskilling and reskilling initiatives empower workers, helping them respond to a dynamic context as our industry contends with supply chain disruptions and the energy transition. By building capacity across the logistics value chain, we create demand for specific technical skills and profiles, bringing new learning opportunities for the local labour market. We also generate value for communities through the transfer of knowledge and experiences to enable active participation in the global trade system.

During the reporting year MSC partnered with various schools and higher education institutions, contributing maritime know-how to expand the local talent pool for our industry's future workforce. MSC UK organized the **MSC Games**, a one-day event to engage local students and inspire them to explore potential career pathways in shipping and logistics. In addition to supporting school infrastructure, MSC India supported skills development and delivered vocational training programmes among youth and women in the Janauli area. MEDREPAIR Belgium provided training for local technical high schools as part of its 2025–26 traineeship programme.

MSC Shared Service Centre Riga (Latvia) continued its extensive education programme in partnership with the country's major universities and higher education institutions, with more than 15 MSC colleagues delivering guest lectures, conducting workshops and contributing real-life business case studies as well as mentoring students. Each year in April, the Shared Service Centre offers Latvian students the opportunity to participate in **Shadow Day**, where they can follow an MSC employee to become familiar with the industry and gain first-hand experience with daily work tasks. Dozens of students are offered internships and one student is selected through an annual competitive process and offered a scholarship. Similarly, MSC Poland collaborates with third-year students majoring in transportation and logistics at the Gdynia Maritime University. From February to June 2024 an **MSC MasterClass** was delivered by 10 MSC local experts, working with younger colleagues to deliver an engaging and innovative 14-hour class on logistics processes in maritime transport.

MSC Shipmanagement continued participating in the **Adopt a Ship programme** with the Cyprus Shipping Chamber, with primary school students having the opportunity to engage with Masters and crew members on 40 MSC vessels. Additionally, MSC Shipmanagement supported the Cyprus Maritime Academy and sponsored the Marine and Maritime Research Innovation and Technology Centre of Excellence at the Cyprus Marine and Maritime Institute during the reporting year.

AGL has established training schools to promote logistics careers in the fields of ports and rail, including the **Pan-African Port Training Centre** (CFPP) in Abidjan (Côte d'Ivoire) created in 2012 in connection with the Ministry of Technical Education, Vocational Training and Apprenticeship. The CFPP offers training in safe hoisting, warehouse safety, defensive driving and literacy. Created by AGL's rail business, SITARAIL, the **Higher School of Railway Careers** (Ecole Supérieure des Métiers Ferroviaires, ESMF) was established in 2016 in Bobo-Dioulasso (Burkina Faso). Since 2023, AGL has offered a tailor-made course of over six months developed by its training department for young jobseekers through the **Ecole du Transit**, in partnership with the National Employment Agency of Abidjan and the ESMF, together with the Ministry of Higher Education and the Ministry of Transport.

2024 marked the third edition of Log-In Logistica's **First Generation Programme** conducted with the Brazilian social startup **Instituto Primeira Geração**. Through this programme, internships are offered to recent graduates who are the first in their family to complete higher education. The Programme aims to offer career opportunities to young professionals, matching their academic background with the company's business. By supporting them in getting their first job, Log-In Logistica becomes the starting point for building a successful career and in turn, these interns inspire more first-generation job seekers. To date, 23 interns have participated in the programme, of which 16 (70%) were hired and are now part of Log-In Logistica's permanent staff.

To support logistics capacity in port communities, TiL has a number of initiatives through which terminals engage with local students. For example, FCP Bahamas (Freeport, Bahamas) and BMT (Umm Qasr, Iraq), among others, have provided training on health, safety and environmental topics to students, parents and staff of nearby schools. At ADT (Abu Dhabi, UAE), the **Al Khayyal Training Programme** was developed for UAE nationals to prepare high school graduates to join the terminal and gain skills in port operations. Additionally, the terminal has the **Al Jallaf Training Program** designed for UAE nationals with engineering qualifications to enhance their electrical and mechanical skills.

GNV maintains a focus on investing in the training of young people and transmitting maritime culture and traditions to new generations, working with local institutions including the **Italian Merchant Marine Academy**, **University of Genoa** and **San Giorgio Nautical Institute**. Since 2013, the company has welcomed on board 200 Italian and foreign students to learn about the maritime industry through the **SailOr** project, an initiative conducted in partnership with maritime academies in the Liguria region.

Photo: Abu Dhabi Terminals LLC

SUPPORTING HUMANITARIAN EMERGENCIES

At MSC, we are committed to promoting sustainable development through robust and resilient global supply chains that support business continuity for small businesses and which stabilize local economies during their recovery. As a member of the local business community, we participate in preparedness and contingency planning activities, as well as delivering aid following a disaster.
In times of crises, we collaborate with the **MSC Foundation** and other partners to assist those in need through access to essential goods and by leveraging our assets, infrastructure and expertise to support affected communities. Entities across MSC's Cargo Division work closely with the MSC Foundation and non-governmental partners to aid communities impacted by natural disasters and crises. In 2024 AGL launched an online engagement platform[65] to support local communities through sustainability- and humanitarian-related projects. By partnering with trusted organizations and collaborating with local authorities, we strive to respond swiftly and responsibly to humanitarian emergencies.

SUPPORTING COMMUNITIES AT TIMES OF CRISIS

During the reporting year the MSC Foundation reached 39,261 people, in collaboration with 14 partners and beneficiary organizations across twelve countries, as part of its commitment to supporting emergency relief as one of four focus areas. In Ukraine, the Foundation continued its partnership with **Medair** for a second year, collaborating to rebuild water systems for over 4,200 residents to access safe and clean water in the village of Savyntsi in eastern Ukraine. In addition to repairing damaged pipelines, the project includes a new main supply borehole, pump and water tower that will also feed stored water reservoirs and buffer the frequent power supply disruptions experienced due to the conflict.

In Les Cayes (Haiti) following the 2022 earthquake, the MSC Foundation supported a UNICEF project through the donation of MSC containers, which have been converted into an age-appropriate community/recreation space to support the physical and mental health of children from the city and neighbouring communities, where they can safely play. In addition to installing improved lighting, the project expanded its focus to address water and sanitation challenges in the area.
Following the devastating floods in the Brazilian state of Rio Grande do Sul in April–May 2024, MSC and the MSC Foundation were among the first to respond to the Brazilian Government's request for assistance to address the acute need for medical equipment. Within the first three days of the disaster, we purchased five Magnamed Fleximag Max 300 electric pulmonary ventilators that were delivered to the **Nossa Senhora Da Conceição Hospital** in Rio Grande do Sul State to enhance its capacity to provide life-saving care. MSC Brazil took immediate action to support our employees and their families—some of whom lost their homes in the disaster—arranging local accommodation and childcare as well as food and water.
MSC Foundation, in coordination with MSC agencies, provided emergency aid in Thailand, Myanmar, and Vietnam through the local **Red Cross** and other local organizations, supporting more than 6,839 people in their recovery from the ravages of Super Typhoon Yagi.
In July 2024, heavy rains caused the Wadi Bahr Azoum river (Chad) to burst its banks, unleashing severe floods and inflicting extensive damage across all of Chad's 23 provinces, affecting approximately two million people and resulting in widespread loss of homes and livestock and a surge in food insecurity. MSC and the MSC Foundation further built on past collaboration with the UNHCR during three emergencies to enter into a new partnership for the transportation of 50 containers of life-saving supplies to assist the flood-affected in Chad.

[65] https://www.aglgroup.com/en/our-commitments/philanthropy/

PROMOTING YOUTH ENGAGEMENT AND ACTION

With more than 400 million people across Africa aged between 15 and 35 years,[66] much of our support to communities across the continent has prioritised African youth. AGL launched a call for projects at the **Yiri Innovation Centre** in Abidjan (Côte d'Ivoire), supporting startups in their seed or growth phase as they develop solutions to address four challenges: digitalization of logistics processes, dematerialization, optimization of operational and administrative processes in the logistics value chain. The open innovation accelerator programme saw the first cohort start their first of two sprints in September 2024 and will benefit from access to expert coaching, training and events.

The MSC Foundation's collaboration with UNICEF to promote youth employability continued in 2024 and by the end of the year 12,528 young Ivorians were trained through the **YOMA**[67] programme in business management, job search techniques, financial literacy and blue/green economy innovation. Also focused on youth was the **2024 Pangaea X Hackathon** in Côte d'Ivoire—supported by AGL and the MSC Foundation—that recognized the innovative project of the Ivoire Straw group to manufacture biodegradable packaging based on rice straw, and who proceeded to take part in the Pangaea X incubation programme in France and Switzerland.

CONTRIBUTING TO LOCAL HEALTH SYSTEMS

With a partnership spanning more than 12 years, MSC and the MSC Foundation have supported **Mercy Ships** through direct funding, administrative and logistical support (including freight, port storage and customs formalities) and container delivery of medical supplies. Using floating hospital ships staffed by volunteer crews to deliver free healthcare services and surgery, Mercy Ships supports communities in six countries. Working in partnership with ministries of health on board the *Global Mercy*, in 2024 5,027 patients were treated, with 3,250 surgeries and 4,684 surgical procedures performed onboard and 159,728 hours of training and mentoring delivered to 923 African medical professionals and community leaders.

2024 saw the partnership breaking new ground, with MSC and the MSC Foundation providing direct funding to kickstart the building of a new purpose-built hospital ship to further the impact of Mercy Ships' life-changing surgeries, anaesthetic care and surgical education for the next generations of patients and healthcare professionals in sub-Saharan Africa. To be named *Atlantic Mercy* and set to launch in 2029, the new ship will double Mercy Ships' capacity to provide care. MSC Shipmanagement has also been actively participating and providing extensive technical advice and support throughout the design and building phases, with a technical team working alongside Mercy Ships to maximize the ship's efficiency for its overall management and the organization's needs. Specifically, MSC supported Mercy Ships in the tender phase and in selecting the yards and negotiation. When completed, the new ship will accommodate approximately 600 crew members and guests and feature a hospital spanning two decks and 7,000 square metres. It will include six operating rooms, 200 patient beds, a fully equipped laboratory and advanced training spaces including a simulation lab.

In Mozambique, AGL provided logistics services to the **US Agency for International Development** (USAID) and the **Ministry of Health of Mozambique** on two projects aimed at strengthening the logistical efficiency of the Mozambican health system, through a digital solution providing real-time information and efficient supply chain management. AGL supported the project **Chegar** in the monthly delivery of medicines to provinces of Mozambique, leveraging its robust network of business partners to transport these essential goods to remote communities by car, motorcycle, canoe and other modes of transport. AGL's role in the project **Amostra** supported the collection and temperature-controlled transport of blood samples from health units across the country to facilitate their analysis in major cities.

During the reporting year MSC Belgium continued its support of the organization Kinderherzen's **MOHKI** project, the world's first modular, self-sufficient and mobile cardiac surgery unit with intensive care and nursing station. Packed in ten MSC containers, MOHKI arrived from Germany with its volunteer medical team to El Salvador to provide free heart surgery to children born with congenital heart disease. By the end of 2024 the lives of 27 children had undergone life-saving surgery, with the annual number of operations expected to increase to more than 200 over the coming years.

[66] https://au.int/en/youth-development

[67] https://www.unicef.ch/en/yoma

BUILDING SOLIDARITY IN THE COMMUNITIES WHERE WE OPERATE

With our inland and terminal presence and operations, we prioritise engaging and building solidarity within our host communities in collaboration with local partners. TiL's terminal Lome Container Terminal (Lome, Togo) has undertaken projects in consultation with local stakeholders including the renovation and upgrading of local schools and medical/community centres; while its Exolgan Terminal (Buenos Aires, Argentina) provides ongoing support to communities through the donation of food and recreational supplies to the local community centre.

During the reporting year our colleagues continued their support of local community organizations and initiatives, such as WEC Lines' sponsorship of the education costs for vulnerable young people at the **Kenya Kesho School for Girls**. For more than 20 years MSC Estonia, MSC Finland and MSC Serbia have supported local community organizations and institutions in their care of children at risk. The ongoing collaboration between MSC El Salvador and the MSC Foundation with the **World Food Programme** and the **Ministry of Education** saw the **Kitchen-in-a-Box** project continue its support to school children, through the transformation of three MSC shipping containers into safe multi-purpose kitchens powered by renewable energy using solar panels. We also donated five containers that were transformed into platforms for wind energy training for the **Centre of Vocational Excellence for Offshore Renewables** in New Orleans (USA).

MSC and MEDLOG launched **Acción Solidaria**, an initiative to support vulnerable communities in Chile and Bolivia that invited employees to propose community projects focusing on areas such as education, childhood development and the environment. Three projects were selected reaching over 443 children and families across Chile and Bolivia: **Space to Grow and Dream**, an initiative supporting the **Talita Kum Foundation** to protect vulnerable children and adolescents in Chile; **Solidarity Kitchen**, a project with **Casa Nuestra Esperanza** to improve the quality of life for families of children and adolescents from low-income backgrounds who are battling cancer in Bolivia; and **TEAyudo**, **TEAcompaño**, an initiative to support the rehabilitation of children with autism spectrum disorder (ASD) and the professionals responsible for their care.

At Log-In Logistica the **Community Onboard Programme** (CAB) is based on a belief in building close relationships with communities through partnerships and continuous dialogue. CAB contributes to improving living conditions in the areas where the company operates, working with local organizations **Instituto Social Esperança**, **Instituto Arte sem Limites** and **Consultoria Conexões Incentivadas**. The programme has benefitted 464 people within the local community, of which 83% are children.

In September 2024 AGL organized the inaugural **A'Solidarity** day, an event aimed at uniting AGL employees around the theme of education, an important area of intervention for the company considering its prioritization of activities to support African youth. AGL offices took the opportunity to collaborate with local organizations on community projects, ranging from school renovations at AGL Senegal, book and computer donations at AGL Tanzania, school desk donations at AGL Mozambique and the distribution of school supplies to orphans at AGL Burundi.

ADDRESSING

SOCIAL CHALLENGES

EMBRACING THE NEW WORLD OF WORK

The world of work has undergone profound changes in recent years, primarily driven by technological innovation and climate action. This has prompted companies to adapt their strategies in response to an increasingly complex and interconnected set of global challenges. Key trends such as digital transformation, the transition to a net-zero economy and external forces are shifting trade patterns and influencing labour market demand and supply across all sectors.

Advancing the business and human rights agenda continues to gain momentum, requiring companies to adopt a comprehensive approach to due diligence, aligning their business practices with local and international standards and regulations. Supply chain transparency and accountability are critical elements of human rights-related policies, for instance to prevent modern slavery and child labour across global value chains.

In 2024 our industry continued to face shortages of critical job profiles and skills, including those of seafarers. The shortage of officers reached a 17-year high in 2024, with a shortfall of approximately 9% of the global pool.[68] Contributing factors include the global pandemic and the ongoing conflict in Ukraine, leading to ongoing shortages expected to persist in the coming years. Additionally, port worker strikes around the world highlighted the critical role of port workers in maintaining the flow of global trade and the significant supply chain disruptions that can occur when labour disputes arise.

Competitive wages, favourable working conditions and career progression pathways are crucial for attracting, retaining and managing top talent. In shipping, women represent only 1.2% of the global seafarer workforce.[69] While their representation in onshore roles is higher, much remains to be done to promote gender equality across the industry.

Digitalization and decarbonization are driving demand for expertise while causing disruptions with significant implications for today's workforce. Artificial intelligence (AI) and automation are transforming operational efficiencies, improving safety and working conditions while also enhancing efficiency and productivity. Adopting a proactive approach to workforce planning prepares people and companies so they have the talent, training, skillsets and critical competencies needed for the workforce of today and tomorrow. In parallel, the seafaring workforce needs new skills to reinforce their safety and familiarity with the fuels and technologies that are emerging as part of shipping's energy transition.

Our people strategy takes into consideration the complex landscape and the ongoing growth of our company, adopting a risk-based approach for business continuity and success. MSC's workforce is central to our success, and the passion, talent and dedication of our employees constitute our invaluable human capital. Advocating for and upholding human rights throughout our value chain and ensuring a just transition to a zero-carbon economy are part of MSC's business. By prioritizing the health, safety, and wellbeing of our people and providing opportunities for their development, our workforce is energized and equipped for the new world of work.

[68] https://www.drewry.co.uk/maritime-research-products/maritime-research-products/manning-annual-review-and-forecast-202425

[69] https://www.imo.org/en/ourwork/technicalcooperation/pages/womeninmaritime.aspx#:~:text=Today%2C%20women%20represent%20only%201.2%25%20percent%20of%20the,a%2045.8%25%20increase%20compared%20with%20the%202015%20report.

MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH

In 2024 MSC continued its growth, and the expansion into business segments such as air, rail freight and cold storage further increased the diversity of our workforce, with each individual bringing their distinct backgrounds, expertise and skills. Our diverse global workforce of 103,823 people remains our cornerstone, and we are united by our core values as we progress along our sustainability journey. The analysis of impacts, risks and opportunities conducted on our workforce identified working conditions and opportunities for all as material topics.

At MSC, we value our people and recognize their role in driving the company's success and this approach is integral to our organizational culture. We believe that our human capital is MSC's greatest competitive advantage, and for this reason we continuously invest in initiatives to create a motivating and inspiring workplace.

Rooted in the values of our family company, our people strategy focuses on fostering a supportive work environment with fair working conditions that prioritize the well-being of both direct and indirect employees. As the MSC family grows, we continue to establish common development programmes across entities accompanied by concrete actions. For example, in 2024 we introduced minimum standards which provide a framework for aligning key employee benefits across our agencies, while maintaining flexibility to develop country-specific adaptations in line with local regulations and practices.

An integral part of MSC's people strategy is engaging our workforce and learning from their feedback. Employee engagement facilitates open dialogue and helps identify further opportunities for feedback, follow-up conversations and learning.

In 2024, MSC's Cargo Division was recognized for its working environment and employee experience through multiple awards, including appearing in the 2024 list of **Forbes' World's Best Employers** for the fourth consecutive year. For the second time, MSC Shipmanagement Cyprus maintained its Platinum accreditation for the **Investors In People**[70](IIP) programme – the highest accolade held by only 2% of IIP accredited organizations and was ranked 2nd in our sector. During the reporting year, Log-In Logistica and MSC Saudi Arabia were also recognized as a **Great Place to Work**[71] for their positive work environment. Over three years, Log-In Logistica saw their Trust Index score increase from 79% to 85% and are taking steps to further improve this score in the future.

[70] https://www.investorsinpeople.com/

[71] https://www.greatplacetowork.com/

OUR COMMITMENT TO ADVANCING HUMAN RIGHTS

Human rights awareness and due diligence are increasingly recognised in business practices, also reflecting by the growing expectations from our key stakeholders, as well as enhanced regulatory requirements at local, regional and international levels. At MSC, advancing the international business and human rights agenda is a part of our efforts to tackle the social challenges impacting our operations.

With our recent expansion, in 2024 our harmonization activities included updating the employee handbook and recruitment policy for MSC agencies. In 2024 MSC's Cargo Division was independently assessed and met 100% of the requirements in managing human rights, labour practices and fair operating practices based on the **ISO 26000**[72] standard.

[72] Guidance on Social Responsibility

HUMAN RIGHTS AWARENESS

Raised awareness on human rights-related topics, including meetings on human rights due diligence aimed at engaging and further enhancing understanding. The campaign included the appointment of country-level ambassadors at the forefront of our operations.

MSC CODE OF BUSINESS CONDUCT TRAINING

Refreshed and rolled out a training programme on the MSC Code of Business Conduct (see page 26) reminding MSC employees of our principles and values including human rights and environmental standards, as well as on MSC's whistleblowing systems.

MSC WHISTLEBLOWING SYSTEMS AND GRIEVANCE MECHANISMS

MSC's whistleblowing systems provide principles and procedures for reporting and addressing potential cases of misconduct within MSC's Cargo Division, playing an important role in engaging our own workforce, customers, suppliers as well as any third parties in managing impacts (see page 26). 2024 saw the revision of MSC's Speak-Up process and aligning them with EU standards.

CHILD LABOUR FOCUS

As part of our ongoing human rights due diligence framework, in 2024 MSC specifically focused on child labour in our due diligence activities, performing a risk and impact analysis taking into consideration country-specific risks and implementing preventive measures. These measures included internal verifications and incorporated guidance on age verification and hazardous work into the **MSC Global Recruitment Policy** (with an annex on the prevention of child labour across our agencies).

HUMAN RIGHTS DUE DILIGENCE GOVERNANCE

COMMITMENT AT THE TOP

MSC's commitment to human rights, endorsed by our CEO, is formalized in our human rights framework and our **Human Rights Due Diligence roadmap**.

HUMAN RIGHTS STEERING COMMITTEE

This Committee, composed of senior executives from various departments and all entities of the Cargo Division, is responsible for overseeing our **Human Rights Due Diligence processes**.
This includes strategic guidance on areas of improvement. The Committee meets regularly to review human rights risks, impacts, performance and strategy. It also ensures that human rights considerations are progressively integrated into decision-making processes at the relevant level, as appropriate.

FUNCTIONAL LEADERSHIP TEAM

Under the Steering Committee,
we have established a body responsible for specific priority areas. This team is tasked with implementing our **human rights framework** and reporting back to the Steering Committee on progress made and challenges encountered.

OPERATIONAL TEAMS

At the local level, Operational Teams are responsible for managing **sector-specific human rights topics**. They are supported by the Functional Leadership Team and receive training on human rights issues and risks relevant to their operations and areas of activity.

Integrating human rights considerations into our governance

As an active participant of the UN Global Compact, we are committed to incorporating its Ten Principles into our strategies, policies and procedures—including the first two principles that recognize the role of business in promoting the respect of human rights. MSC's governance model embeds respect for human rights, labour and ethical standards into our operations. Our governance structure fosters collaboration across functions and entities of the Cargo Division, with the primary goal of effectively identifying, preventing and mitigating human rights impacts and risks.
In 2024 we continued to make progress with our human rights roadmap through activities aimed at prioritizing the integration of sustainability and human rights aspects into our company processes across the entire Cargo Division. We advanced in embedding due diligence into the risk management system, reflected by our double materiality assessment, which takes into consideration both social and human rights impacts and risks, including those related to our indirect employees and suppliers. Our procurement processes also further progressed in terms of sustainability and human rights suppliers' assessments (see page 112). Internal audits are also key to monitor the effectiveness of our processes.

Fostering collaboration to tackle global challenges

MSC continued its multi-stakeholder engagement with cargo owners, non-governmental organizations, seafarers' representatives and other relevant stakeholders through the Responsible Shipping Dialogue to raise awareness on human rights-related topics for seafarers in Human Rights Due Diligence processes.

MSC'S ENGAGEMENT IN INTERNATIONAL MARITIME REGULATION ON SEAFARERS' RIGHTS

Our seafarers are covered by **International Bargaining Forum** (IBF) Collective Bargaining Agreements. We engage with various stakeholders on the topic of seafarers' rights, including regulatory bodies, employees' representatives and union groups, industry peers and governments. Our expertise and insights contribute to the development of new standards, enabling us to manage seafarers' issues in alignment with regulatory developments.
Our 2024 engagement activities include participation in the second and third meetings of the **Joint ILO–IMO Tripartite Working Group to Identify and Address Seafarers' Issues and the Human Element**, which focused on the topics of violence and harassment, including bullying, sexual harassment and assault onboard ships and ensuring psychological safety. The third meeting saw the adoption of **Guidelines on the fair treatment of seafarers detained on suspicion of committing crimes**.[73] We also prepared for participation in the fifth meeting of the **Special Tripartite Committee** established under the **Maritime Labour Convention**, 2006, as amended (MLC, 2006) which discussed proposals for the amendment of the MLC, 2006 and covered topics such as repatriation, shore leave, hours of work and rest, violence and harassment, career and skill development, training and maximum period of service on board.

EMPOWERING EMPLOYEES IN THEIR PROFESSIONAL PATHS

MSC people are a central part of our success and through them we can achieve our purpose. From seafaring to the IT sector, the competition for talent is increasing. At MSC, we seek to provide a working environment that offers meaningful and fulfilling employment, offering employees the opportunity to thrive both personally and professionally. At MSC headquarters, our ongoing talent development programme focuses on nurturing talent through comprehensive plans for high-potential employees and leadership management to provide our people with the skills and support they need to succeed.
MSC continuously scouts for talent externally by engaging in the employment market both internationally and locally. Agencies are encouraged to collaborate with educational

[73] https://www.ilo.org/resource/other/guidelines-fair-treatment-seafarers-detained-connection-alleged-crimes

institutions to identify future talents. Operating in the highly competitive IT sector, MSC Technology Italy partners with local institutions on initiatives such as annual 'Azure Days' and its internal academy for graduating high school students who are taught sector-specific skills.

While recruiting externally is important, we prioritize the development and internal mobility of our people. Our people strategy focuses on identifying high-potential employees and providing them with learning and mentoring opportunities to prepare for new tasks and challenges.

To support the development of our people and align with organizational goals, MSC conducts annual career reviews. Our performance management systems integrated across the Cargo Division involve managers and employees sharing feedback and discussing improvement actions and further development along their career path. For example, in 2024 Log-In Logistica's People Cycle Program saw 81% of leadership roles filled through internal promotions.

The recent growth of MSC's workforce has presented new opportunities for our people to gain exposure to different parts of the business and improve their understanding of how they fit together. As part of their ongoing evolution and promotion of professional growth and internal mobility, MSC Air Cargo, MSC Technology, TiL and AGL offer programmes that facilitate transfers within headquarters or deployments between agencies around the world. In cases of temporary deployments, employees return to their original roles with expanded knowledge and new competencies. We believe this approach fosters career satisfaction and retention of valuable colleagues who are already familiar with our culture and values. This is evident from the many MSC managers at headquarters or agencies who are former captains and crew members of our ships.

For our crew members, we offer bespoke courses and coaching on leadership skills and emotional intelligence to support their development. Many of our seafarers indicated in the 2024 **Re:fresh** survey[74] their intention to continue working with MSC in the next decade.

[74] Figure based on feedback received from 2024 Re:fresh survey, using their management tool tracking health and wellbeing of seafaring crew through a systematic and holistic approach https://marinebenefits.no/insights/health-studies/

COLLABORATING WITH LOCAL MARITIME ACADEMIES

In 2024, MSC and the Accademia Marina Mercantile in Genoa renewed their partnership focused on training young people aged 18–30 years. As part of our support to the programme, MSC provides half of the lecturers teaching the course, with the remaining half delivered by Accademia Marina Mercantile lecturers. Furthermore, upon completion of the course we commit to recruiting a minimum of 70% of participants; in the first course in 2022 100% of the participants were hired for different roles and offices in Europe. Through such partnerships we establish deep and long-term relationships with local stakeholders and talents in the regions where we have a significant presence. The collaboration also allows us to establish a talent pipeline, reaching young workers and providing them with the knowledge, skills and competencies specific to our business.

Our ongoing women's mentoring programme, **MSC Inspiring Women**, continued to go from strength to strength, reaching 183 participants across 25 editions. This programme fosters support networks among female middle managers and senior leaders, reinforcing our commitment to gender equity. Upon certification, participants can advance to **MSC Leading Women** and train as mentors as part of the **MSC Advancing Women** programme to be launched in 2025.

While shipping and logistics have traditionally been male-dominated, in recent years we have intensified our efforts to achieve more gender-balanced seafaring, truck and train driving workforces. In 2024 MSC employed five female Port Captains and 17 female deputy Port Captains, promoting the role of women in our industry, as well as showing that merit empowers and inspiring female colleagues. To promote seafaring careers, MSC Shipmanagement offers an annual award to the best female cadet.

Log-In Logistica's **Ellas Program**, launched in 2024, concentrates on strengthening female leadership, supporting 39 female leaders through multiple actions: mapping the satisfaction of female leaders, talent assessment, and sharing experiences to inspire and promote group unity.

The programme is expected to result in an action plan that addresses challenges faced by female leaders, fostering empathy and psychological safety.

EQUIPPING OUR WORKFORCE FOR THE FUTURE

MSC's approach to learning and development reflects our commitment to building a workforce that can both contribute and benefit from our industry's ongoing transformation. As a global employer, we are committed to engaging and empowering our people with the tools, knowledge, and confidence to adapt to our company's changing needs and growing workforce, while addressing industry challenges and seizing opportunities as they arise. To achieve this, we have progressively expanded and adapted our training offerings so our people are equipped and supported to succeed in their roles, while also meeting the needs of the business. MSC's training model follows the 70-20-10 approach: 70% of learning is based on on-the-job experiences, 20% on social learning and interaction with peers and the remaining 10% on formal educational initiatives.

During the reporting year, we continued to deliver a variety of learning and development programmes across MSC's Cargo Division tailored to each business segment needs. In 2024 we achieved an average[75] of 3.3 training days[76] per employee going beyond our ambition of 3 days. In line with our ongoing commitment to employee development, our aim is to maintain this standard also for 2025. During the reporting year 2,748,782 training hours were completed, and we continue our efforts to improve trainings across all entities of the Cargo Division. While we provide a global framework and opportunities for learning and development, we encourage local training initiatives to meet local contexts.

In 2024 our training portfolio further expanded, spanning in person classes, live interactive webinars, online learning modules, external e-learning, self-directed learning and train-the-trainer programmes (see page 102 for training of seafarers, truck and train drivers and dock workers) as well as language learning.

In 2024 trainings were delivered for individual contributors and managers, as well as for more senior colleagues. Business-oriented trainings and knowledge-sharing are delivered through online learning and live MSC Global Conferences on a range of topics. These attracted on average 1,100 participants and included shipping-specific knowledge as well as cross-cutting themes and sustainability-related topics. In recent years we have progressively increased training offerings focused on soft skills, compared to previous years.

The trainings offered by our terminals include the **BTP Corporate University** at TiL's BTP Terminal (Santos, Brazil) offering a range of courses, with subjects ranging from developing soft skills to technical courses. In 2024, 1,921 members of the workforce participated, completing 23,987 hours of training and receiving course completion certificates. The **'Patika' initiative** is a programme at TiL terminal Marport (Istanbul, Türkiye) that provides mechanical and electrical training courses to young technicians. Log-In Logistica's corporate university, **Unilog-In**, offers a range of programmes to develop managerial skills, and 2024 saw the completion of 65,972 training hours with 13,947 learning certificates issued.

Technical trainings for targeted audiences on diverse topics related to their roles—such as seafaring, cybersecurity, maritime security, dangerous goods and procurement—are delivered by experts from different functions across the Cargo Division and are covered in the relevant sections in this report.

The topic of sustainable development is part of the training portfolio and employee engagement activities of all MSC Cargo Division entities. Sustainability modules are included in onboarding programmes as well as ongoing and ad-hoc trainings and webinars conducted across Cargo Division entities. MSC offices in the UK and Singapore also offer a sustainability certification, with MSC UK registered in 2024 as a learning centre for delivering **Institute of Environmental Management and Assessment** (IEMA) courses on environmental sustainability skills for managers and the workforce. Building on the standalone internal certification course called the **Green Enablers Programme** initiated in 2023, the MSC Asia Regional Office (Singapore) continued its learning programme, and in 2024 focused on waste and energy management. The programme has seen 17 certified Green Enablers engaging with 20+ organizations, acting locally to support social and environmental initiatives aligned with MSC's global priorities.

[75] Average done across entities where the trainings cover employees who have access to a computer and/or employees that have access to in-person training.

[76] Target expressed in days for better readability. One working day is considered equivalent to eight working hours.

< ESRS S1 > OWN WORKFORCE

PROMOTING A CULTURE OF LEARNING AND ENGAGING EMPLOYEES AT AGL

AGL offers its employees a range of diverse learning experiences to support individual career pathways, including sector-specific trainings such as the 'Young Talent Rail Programme' and 'Out of the Box' executive programmes, both focused on rail. In 2024 AGL launched **My A'Cademy**, an online platform to engage and empower employees through e-learning trainings and tailored courses, with a focus on technical and transferrable skills and leadership development.

Also during the reporting year AGL's new employee engagement and collaboration platform, **A'Community**, was developed and tested across all entities to engage them in AGL's Solidarity Day. Serving as a space for collective intelligence, ideation and knowledge-sharing to promote ownership of sustainability initiatives across the company, the platform is set to be officially rolled out in 2025. With responsible business being a key focus of Millennial and Generation Z employees, engagement on sustainability topics is also part of AGL's talent attraction and retention efforts.

PREPARING OUR PEOPLE FOR A JUST TRANSITION

Decarbonization requires a safe and just energy transition for workers, their families and communities. A collective effort is needed for the training of seafarers, dock workers, truck and train drivers, pilots and aircrew in our decarbonization pathway, including upskilling programmes and equipping our workers with the technical knowledge and skills for the safe handling of alternative fuels.

The importance of a well-trained and protected maritime workforce is reflected in the IMO GHG Strategy that takes into consideration the progressive introduction of newbuilding vessels operating on low- or zero-emissions joining the global fleet. By the mid-2030s many seafarers will need additional training to operate these vessels, which is key for advancing and accelerating the energy transition as our industry trials and adopts non-conventional fuels, uses new tools and technologies, and adds new and retrofitted vessels to the global fleet.

MSC Shipmanagement's learning and development goes beyond the **IMO International Convention on Standards of Training, Certification, and Watchkeeping for Seafarers** (STCW). We have developed a range of training courses to prepare our seagoing workforce for a decarbonized shipping industry, with a specific focus on deck and engine officers working on our vessels as well as employees across our inland logistics, terminal and air operations. In addition to the Ocean Learning Platform (see box) and to complement classroom-based learning at our training centres in India, Italy, Montenegro and Ukraine, MSC has invested in advanced facilities around the world. Our state-of-the-art 360° bridge simulator at our training centre in India provides a realistic environment to enhance crew members' navigation, emergency situations and decision-making skills.

In 2024, MSC installed two new LNG dual-fuel engine room simulators, providing advanced training for our seafarers. These simulators are equipped with the latest technologies, including bunkering, different types of diesel engines and options for ammonia and methanol fuels, ensuring crew members are equipped with the knowledge and skills needed for our industry's transition and in line with MSC dual-fuel newbuilding orderbook.

Our training matrix mandates periodic training for all ranks, ensuring that every crew member is well prepared before joining a vessel. This training programme is reinforced by ongoing collaboration with manufacturers to continuously update and upgrade simulators. Courses for seafarers cover technical skills related to dual-fuel vessels as well as the operation of energy efficiency equipment and technologies such as digital navigation systems, weather routing, voyage optimization tools, data management and monitoring systems, hull and propeller cleaning, and equipment incorporating AI technology.

For our road-based colleagues, AGL and MEDLOG training programmes for truck drivers focus on safe driving skills to prevent risks. Training of drivers is essential for the successful deployment of electric trucks, requiring different driver awareness and behaviours which impact vehicle performance in terms of efficiency, range and charging planning and infrastructure.

For our train drivers, we provide specialized rail training programmes—including driving skills and actions to save traction energy, thereby improving efficiency—delivered through classroom and practical classes at MEDWAY Training Centres in Spain, Portugal and Belgium. These centres have been approved by the relevant national Railway Safety Agencies in the three countries. In 2024, AGL continued to harmonize rail training programmes across its two railway networks SITARAIL and CAMRAIL (see page 85 for AGL training schools promoting logistics careers in ports and rail).

2024 saw MSC continue our support of the United Nations Global Compact Ocean Stewardship Coalition and the **Maritime Just Transition Task Force** (MJTTF).[77] We engaged with stakeholders across and beyond our industry through the Global Industry Peer Learning Group, which aims to puts seafarers at the heart of efforts to decarbonize shipping. Phase two of the MJTTF focuses on the implementation of a 10-point action plan to unlock the seafarer skills needed to support our industry's decarbonization goals. Highlighting key training needs for seafarers on board ships powered by ammonia, methanol and hydrogen, the MJTTF's 2024 report[78] complements a recent submission to the IMO's Subcommittee on Human Element, Training and Watchkeeping. Future activities include a recruitment and retention strategy and a blueprint to establish national-level advisory bodies.

AN OCEAN LEARNING PLATFORM FOR OUR PEOPLE AT SEA

MSC people at sea and ashore have access to the **Ocean Learning Platform** (OLP), an online platform offering comprehensive on-the-job learning and development. This includes vessel- and equipment-specific courses focusing on topics such as regulatory compliance, cybersecurity and personal safety. In addition to MSC-developed courses, the OLP also offers over 800 blended learning titles delivered via e-learning and distance learning courses, videos, micro learning and virtual reality to engage the new generation of seafarers.

The OLP includes regular refresher courses, update briefings and familiarization training for those working onboard specific vessels for the first time. The platform also provides a means to monitor and assess capabilities, to identify and close training gaps. By the end of 2024 792 vessels had OLP activated onboard.

Crew members also had the opportunity to expand their knowledge on biodiversity and improve their ocean literacy by engaging directly with experts through the MSC Foundation's partnership with Mission Blue (see page 64).

[77] The MJTTF was created by the UN Global Compact (UNGC), International Chamber of Shipping (ICS), International Transport Workers' Federation (ITF), International Labour Organization (ILO) and the International Maritime Organization (IMO).

[78] https://www.imo.org/en/OurWork/HumanElement/Pages/Maritime-Just-Transition.aspx

PROMOTING A HEALTH, SAFETY AND SECURITY CULTURE ACROSS OUR BUSINESS

At MSC, the health, safety and well-being of our people, as well as the security of our people, assets, infrastructure and customers' cargo, are top priorities. We have implemented industry-leading policies, procedures and control protocols to navigate the often-challenging environments of our global operations at sea, on land and in the air. Our commitment is to foster a culture of prevention, promoting a safe working environment for our employees and business partners where everyone is aware of potential hazards related to their duties, taking proactive steps to mitigate them.

In today's complex world where public health systems and communities are overwhelmed, we take a proactive approach to health and safety and the prevention of workplace incidents. We continuously monitor relevant regulatory developments and routinely update our health and safety management systems, adhering to local regulations, recognized international guidelines and standards such as the ISO 45001[79] standard and the ESRS. These updates include implementing preventive actions such as ongoing training to help our people in performing their work safely and efficiently, reinforce risk assessment for workplace tasks and applying where relevant industry best practices across various areas of our business.

MSC adheres to international standards and recommendations pertinent to various aspects of our business and complies with the health and safety laws of the countries in which we operate. As the **Chair of the Safety and Security Council** of the World Shipping Council and a member of **Together in Safety**, we collaborate with industry peers to foster a culture of prevention within the maritime sector.

[79] Occupational Health and Safety Management Systems

SAFEGUARDING THE HEALTH AND SAFETY OF OUR PEOPLE

Several factors have significantly enhanced the safety standards and management systems within our industry. These improvements include the implementation of new regulations, the development of collaborative platforms and advancements in the design and technology of equipment used on vessels, at terminals and across our inland and air logistics networks. We have adopted a risk-based framework, starting with the identification of potential hazards in the logistics process, such as risks related to manual handling, hazardous materials, vehicle operations and environmental conditions. Following this their likelihood and severity are assessed, helping to prioritize which risks need immediate attention and which can be monitored over time.

An increase in cargo volumes means more goods for workers to handle, with the increased workload potentially leading to fatigue and stress and a higher risk of accidents and injuries. Our company **Health and Safety Policy** is accompanied by updated guidance that reflects our focus on a risk-based approach, guiding our efforts to identify, assess and mitigate potential hazards.

To reinforce a culture of health and safety in the workplace, our primary focus is on educating employees and promoting personal responsibility for their own and others' health and safety, while continuously reviewing and adapting our management system. In 2024 a series of initiatives was launched, including mandatory e-learning courses on workplace health and safety and e-learning on Root Cause Analysis (RCA), with a focus on timely and effective corrective actions and sharing of best practices, as well as active participation in RCA investigations. We are committed to implementing the necessary preventive actions and safety protocols across the organization, developing objectives and indicators in line with current and potential future risks of the work environment. Our ambition is zero fatalities across all our operations. Despite our primary focus on averting potential harm or casualties among our workforce, we regret the loss of ten[80] lives in 2024. We have promptly taken action to identify and address the root causes of these incidents and have implemented corrective and preventive measures and also adapted our procedures to avoid recurrence.

Maritime operations

At MSC, the safety of people working on our ships and on shore is our priority. With years of experience, we have developed consistent health and safety standards. Our risk assessment process helps us continuously review and assess our safety procedures through our Quality Safety, Environment and Energy Management System (QSEEMS) and a revised Safety Management System manual. We follow recognized guidelines such as the ISO 45001 standard with a focus on continuous improvement and regularly monitoring and improving our occupational health and safety performance.

Proactive risk management aimed at worker safety and reporting of safety breaches is encouraged. Our operational procedures adhere to the four pillars[81] of the international regulatory regime for quality shipping and are supported by an incident reporting system that allows MSC crew members to file reports directly. Following investigation of an incident or safety alert, preventive measures may be implemented to address recurrence across the fleet.

MSC Shipmanagement seeks to identify opportunities and implement innovative solutions that leverage the interconnections between safety and technological advancements. Since 2023, a maritime navigation assistant based on AI and machine learning has been installed on 450 vessels, offering features that enhance safety in maritime operations. Acting as a 24/7 lookout, the tool processes multiple information sources in real time and facilitates awareness through the detection, tracking and classification of potential hazards, informing navigational decisions and reducing the risk of collisions even in conditions of low visibility. The navigation assistant will be extended to all new vessels of the MSC fleet.

A core pillar of our approach to health and safety is providing medical assistance for seafarers. While at sea, MSC seafarers have around-the-clock access to remote assistance, and in 2024 92% of onboard medical incidents were effectively managed remotely. The assistance consists of an experienced medical team speaking multiple languages, and in addition, each vessel is provided with international medical information material to guide and assist seafarers where needed.

[80] Data includes MSC employees, non-employee workers and value chain workers at MSC sites.

[81] International Convention for the Safety of Life at Sea (SOLAS); International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW); International Convention for the Prevention of Pollution from Ships (MARPOL); and Maritime Labour Convention (MLC).

Terminal operations

In recent years our industry has seen a significant increase in volumes, bringing heightened attention to health and safety at terminals. Terminals have increasingly adopted advanced technologies such as automated systems and real-time monitoring to enhance safety and efficiency. Comprehensive training programmes on safety procedures and emergency response have also become more prevalent. To address these growing challenges, potential actions include implementing stricter safety regulations, investing in state-of-the-art safety equipment and fostering a safety culture through regular verifications and feedback mechanisms. These measures are crucial for the safety of workers and the smooth operation of terminals amidst rising shipping volumes. This underscores the critical need for effective risk management solutions tailored specifically to terminals. TiL is enhancing safety practices across all terminals by implementing standardized safety protocols. This initiative encompasses training, effective communication, emergency response measures, and clear policies and procedures. The recent achievement of ISO 45001 certification at several TiL terminals underscores our commitment to maintaining high safety standards.

Our safety training programmes for external suppliers and workers include onboarding processes, regular safety drills, emergency response training and continuous education on safety protocols and equipment handling. In 2024, TiL completed the installation of reverse cameras on reach stackers, with 95% of terminals now having reach stackers equipped, thereby enhancing the safety of terminal users. At Log-In Logistica's Vila Velha Terminal (Brazil), an electronic 'Readiness and Fatigue Test' safety plan is used before and during work to assess workers' emotional states and monitor drivers' fatigue levels. Additionally, Log-In Logistica has implemented the installation of cameras that detect driver fatigue using advanced technology to monitor signs of drowsiness and distraction. AGL continued the roll-out of its Pedestrian-Free Yard process in a number of its terminals to improve terminal safety, reducing pedestrian presence in container yards and lowering the risk of accidents with equipment. It also tailors' health and safety measures to port activities. Random tests are also conducted to identify alcohol or drug use that could impair the judgment of equipment operators, including those operating gantry cranes, cranes, reach stackers, forklifts and trucks.

Inland logistics

We are committed to maintaining high safety standards to protect our employees and business partners across our inland logistics operations, whether they are working within our facilities or on the move by truck, train or barge. We promote safety through awareness campaigns on road safety issues and conduct local driving safety training. To better understand and monitor our safety performance, we have enhanced our data collection and management processes which cover entities in our inland network. Such improvements have facilitated the assessment and identification of the root causes of incidents, informing the introduction of protocols to prevent and reduce work-related injuries. We have also adopted a standardized approach to develop preventive, corrective and improvement actions. Advanced technologies such as real-time data analytics, IoT devices, and AI-driven systems enhance safety prevention and control enable the adoption of proactive measures. IoT sensors detect unsafe conditions in real-time, while AI predicts potential risks. Digital platforms for safety training and awareness, along with virtual and augmented reality technologies offer immersive training experiences that help create a safer working environment and improve overall safety performance.

During the reporting year we continued to harmonize risk assessment procedures and methodology and implemented minimum safety requirements for facilities and global guidelines for safe transport operations. This included truck driver and lifting equipment operator behaviour policies. Our procurement processes for new equipment include requirements for the latest safety features, for example, monitoring systems for speed and incidents in new trucks and protective bars around cabins in new lifting equipment, as well as integration of health and safety in inland logistics facilities (container depots/terminal/warehouses) from design for new built and improved infrastructures.

Log-In Logistica and MEDLOG implemented a comprehensive safety programme for trucking operations to detect and prevent unsafe driving behaviours and regulatory violations. Featuring safety workshops, monthly forums, weekly alerts, and awareness meetings, the programme not only prepares drivers for immediate risks but also aims to protect cargo, reduce road accidents and prevent theft and hijackings. Additionally, Log-In Logistica is evaluating telemetric technology for real-time monitoring

of driver behaviour, helping to identify and correct unsafe road practices.
In 2024, AGL reinforced its commitment to quality, health, safety and environment (QHSE) through the ongoing implementation of a holistic approach to its zero-accident plan which involved harmonizing practices across business lines around five key pillars, supplemented with new topics over time. This programme includes updated risk assessments and the implementation of mitigation measures. AGL successfully maintained its integrated certification covering maritime solutions and railway operations according to the **ISO 9001**,[82] **ISO 14001** and **ISO 45001** standards, covering AGL's main office and its logistics and maritime entities throughout Africa and validating the conformity of practices within the Integrated Quality, Safety & Environment management system.
During the reporting year, AGL advanced its QHSE practices with digital transformation, adopting an electronic document management system, digital inspection tool and automated dashboard to improve monitoring. Supporting AGL's zero-accident plan is a 14 golden rules inspection app, enhanced near-miss reporting and a global driver training programme. AGL has also reinforced pre-departure inspections and tracking systems with dashcams to enhance driver behaviour.
AGL celebrated the World Day for Health and Safety at Work on 28 April, conducting a global webinar on the impact of climate change on health and safety attended by more than 3,000 colleagues across Africa.

Air operations

Since launching our air freight operations in 2023 with a fleet operated by Atlas Air, MSC Air Cargo has prioritized fostering a safety culture. We emphasize a proactive approach through a comprehensive safety management system. Cargo aviation depends on well-established safety protocols and standards set by various stakeholders and institutions, including the **European Union Aviation Safety Agency** (EASA).[83] Our regular safety courses for pilots and crews comply with EASA requirements and are audited by a local authorized entity.[84] In 2024, the training courses portfolio included not only the mandatory standardized training on occupational health and safety but also specific courses such as IATA Dangerous Goods Awareness Training, Perishable Cargo Logistics Management, Pharmaceutical Goods Handling and Fatigue Management. In particular, the content and frequency of fatigue management training are proportional to the operator's fatigue risk exposure. In line with our values, MSC Air Cargo works proactively to balance the workload of pilots and crew members to mitigate any potential risks. In addition, MSC Air Cargo has partnered with a leading medical assistance provider with extensive experience in the aviation industry to provide 24/7 medical assistance for our employees and address specific air cargo situations and potential needs.

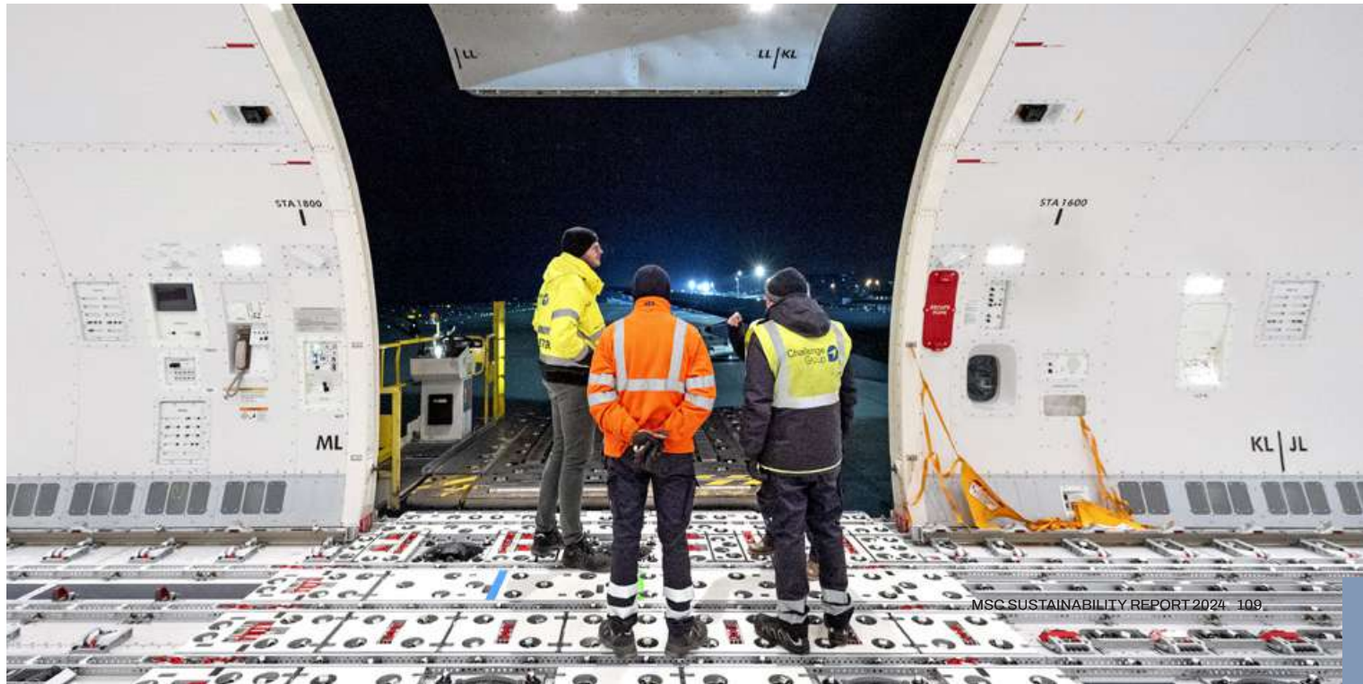
Supporting the wellbeing of our employees

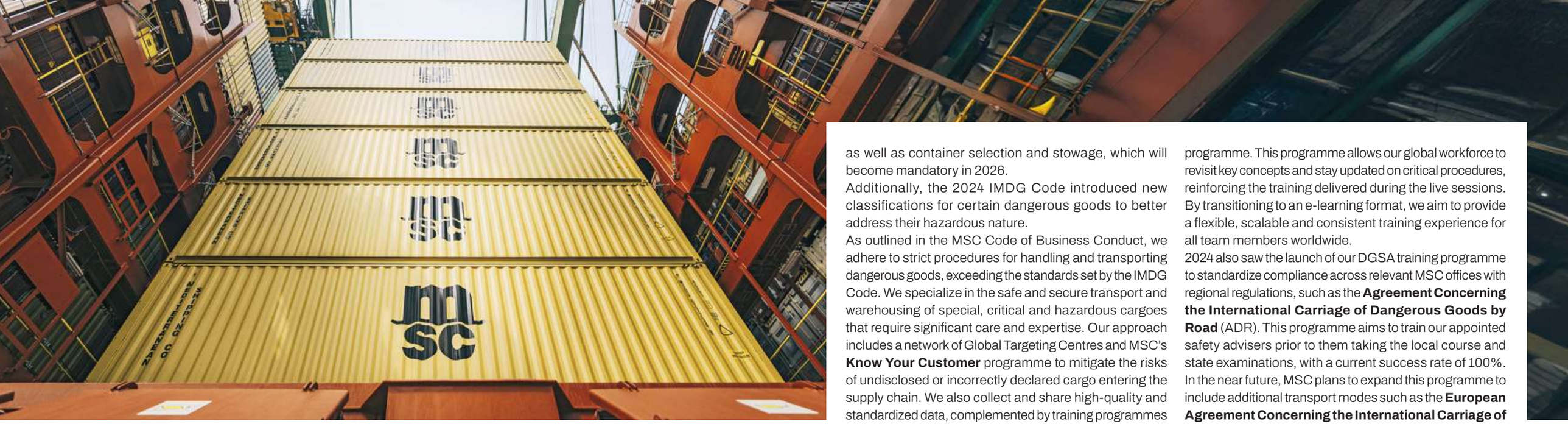
From seafarers to inland workers, we seek to contribute to the physical and psychological wellbeing of all our employees and have progressively expanded our employees' access to mental health support and care.
The same approach is adopted for our people's physical wellbeing. Many of our agencies incentivize sport activities for employees by providing benefits such as memberships to sports facilities or compensation for membership costs. WEC Lines organizes a yearly harbour run in the Rotterdam port for all its people, thus, promoting physical activity and employees' engagement outside the workplace. Furthermore, MSC country offices actively participate in awareness raising on disease prevention and promotion of a healthy lifestyle such as breast cancer awareness and prevention initiatives at MSC Zimbabwe, MSC Ecuador and MSC Mauritius. MSC also seeks to sensitize its employees on key topics related to both social and health matters. MSC Technology Italy, in collaboration with the local public institutions, organizes sessions on topics such as tobacco addiction, gender-based violence and cyberbullying. Among Log-In Logistica's wellbeing programmes are **Viva Bem** (Live Well), created to promote the physical and mental health of its workforce, from seafarers to administrative employees.
Special attention is dedicated to the wellbeing of our people at sea. Seafarers are at particular risk, due to the physically demanding nature of their work and the long offshore periods away from family and relationships, often leading to stress, anxiety and depression. We assess our seafarers' wellbeing through the Re:fresh survey, which covers various facets of their wellbeing. Conducted every two years, in 2024 we saw the survey response rate double since the previous survey, with the results indicating 86% of MSC seafarers having a good level of wellbeing and experiencing lower levels of stress compared to the industry average. Promoting a holistic approach to health, our well-being initiatives cover a range of benefits even during periods of leave.

MANAGING SECURITY RISKS

The year 2024 saw the continuation of security challenges, with ongoing geopolitical tensions including in the Red Sea resulting in hostile forces targeting international shipping. In addition to impacting global supply chains—including increased greenhouse gas emissions, longer delivery times and higher costs due to rerouting via the Cape of Good Hope—such attacks carry major seafarer and vessel safety implications.
According to the International Chamber of Commerce's **International Maritime Bureau**[85] (IMB), despite an overall decrease in the number of reported acts of piracy in 2024 compared to previous years, the international community must sustain its vigilance—including in high-risk areas—to protect seafarers amid increasing violence. Cybersecurity also continues to pose challenges for our sector.
MSC is committed to safeguarding our people, cargo and assets from maritime security hazards to allow the safe and secure transportation of dangerous cargoes by sea, road, rail or air. We seek to protect our global supply chains by maintaining security measures and continually improving our standards and procedures, particularly in high-risk regions where the situation remains fluid and the security is unclear, such as the Red Sea. Our approach to managing security risks includes an evaluation of the potential impacts of security incidents and implementation of both preventive and corrective actions. In the event of a security incident, a dedicated team of experts from relevant departments facilitate the exchange of information critical for prompt decision-making, as well as to manage and minimize any adverse impacts. We collaborate with national customs administrations through supply chain security initiatives such as the **US C-TPAT** (Customs Trade Partnerships Against Terrorism) as well as with international navies, coastguards and security organizations to detect, avoid and deter attacks.
While the ongoing digital transformation has contributed

[82] Quality management systems
[83] https://www.easa.europa.eu/en/home
[84] https://www.enac.gov.it/en/
[85] https://www.icc-ccs.org/icc/imb





to improvements in the efficiency and sustainability of shipping and logistics, new technologies have introduced new threats such as ransomware, data breaches and cyberattacks. These can directly affect the integrity of supply chains, disrupting services and impacting the environment due to inefficiencies and delays.

MSC's commitment to strict security standards in cybersecurity and data protection and privacy is reflected by our certifications including the **ISO 22301**[86] and **ISO/IEC 27001**[87] standards, with the extension **ISO/IEC 27017**[88] providing additional security for our customers as well as for MSC. We are continuously monitoring evolving developments to prevent cyberattacks across our operations and sites—with a particular focus on high-risk countries—as well as adapting to regulatory changes, such as those of the NIS2 Directive to enhance resilience against cyberthreats. During the reporting year, MSC Technology further enhanced our protocols to monitor cybersecurity while strengthening key processes and training on information security and the detection of threats and system vulnerabilities. In 2024 MSC employees completed cybersecurity-related training on topics such as phishing prevention, safe browsing and mobile security, targeted attacks and malware.

ENHANCING SAFETY IN TRANSPORTING DANGEROUS GOODS

Incidents involving the transportation of dangerous goods can lead to casualties and overall losses. These incidents, such as fires, are often due to mis-declared hazardous cargoes such as charcoal and lithium batteries. Improperly declared, documented and packed cargoes can result in incorrect container stowage and complicate firefighting efforts. To enhance safety in the transportation of dangerous goods, significant updates were made to the **International Maritime Dangerous Goods** (IMDG) **Code** in 2024. The new edition includes special provisions for the carriage of charcoal, such as enhanced packaging requirements, testing and certification, documentation and declaration, as well as container selection and stowage, which will become mandatory in 2026.

Additionally, the 2024 IMDG Code introduced new classifications for certain dangerous goods to better address their hazardous nature.

As outlined in the MSC Code of Business Conduct, we adhere to strict procedures for handling and transporting dangerous goods, exceeding the standards set by the IMDG Code. We specialize in the safe and secure transport and warehousing of special, critical and hazardous cargoes that require significant care and expertise. Our approach includes a network of Global Targeting Centres and MSC's **Know Your Customer** programme to mitigate the risks of undisclosed or incorrectly declared cargo entering the supply chain. We also collect and share high-quality and standardized data, complemented by training programmes focusing on compliance and effective emergency response.

MSC places significant emphasis on training our global workforce on the safe handling and transportation of dangerous goods, aligning our operational procedures with safety standards, regulations and updates to the IMDG Code. Following the successful completion of our live global training sessions the previous year, in 2024 we developed a comprehensive function-specific e-learning programme. This programme allows our global workforce to revisit key concepts and stay updated on critical procedures, reinforcing the training delivered during the live sessions. By transitioning to an e-learning format, we aim to provide a flexible, scalable and consistent training experience for all team members worldwide.

2024 also saw the launch of our DGSA training programme to standardize compliance across relevant MSC offices with regional regulations, such as the **Agreement Concerning the International Carriage of Dangerous Goods by Road** (ADR). This programme aims to train our appointed safety advisers prior to them taking the local course and state examinations, with a current success rate of 100%. In the near future, MSC plans to expand this programme to include additional transport modes such as the **European Agreement Concerning the International Carriage of Dangerous Goods by Inland Waterways** (ADN) and the **Regulation Concerning the International Carriage of Dangerous Goods by Rail** (RID), equipping MSC offices with in-house DGSA knowledge across all relevant transport modes, ensuring comprehensive and standardized compliance with regional regulations. By broadening the scope of our training, we are further enhancing our commitment to safety and operational excellence.

COLLABORATING TO PREVENT THE MISDECLARATION OF DANGEROUS GOODS

MSC is collaborating with industry peers through the World Shipping Council's **Cargo Safety Program**, a voluntary initiative aimed at enhancing cargo safety standards and protecting global supply chains by preventing the misdeclaration of dangerous goods. Launched in 2023, the programme made significant progress in 2024, including selecting the National Cargo Bureau, a non-profit third-party provider, to develop a digital solution. This solution will include a common screening tool, a verified shipper database and a database of approved container inspection companies. The system's core function is to screen booking information using a comprehensive keyword library and risk algorithm, flagging high-risk bookings for further investigation or inspection. The goal is to identify and address potential risks before dangerous goods enter the supply chain.

In 2024, MSC also began collaborating with the **Global Shipping Business Network** (GSBN) to improve verification and safety procedures for transporting lithium batteries. This partnership leverages GSBN's blockchain technology to enhance supply chain transparency and traceability. MSC is integrating its lithium battery shipment booking process with GSBN, enabling the sharing of digital safe transportation certificates between testing laboratories and certification providers, ensuring safe and compliant handling of lithium batteries. Additionally, MSC continues to advocate for robust regulation of dangerous goods through the industry-led **Ship Message Design Group** (SMDG).

[86] Business community management system

[87] Information security management systems

[88] Information technology - Security techniques - Code of practice for information security controls

WORKING RESPONSIBLY ACROSS OUR VALUE CHAIN

STREAMLINING OUR VENDOR ASSESSMENT PROCESSES

At MSC our approach to responsible business extends beyond our direct workforce and also applies to people who work for our suppliers and business partners, as reflected in the identified material topics. Our engagement with business partners across our value chain and the procurement decisions we make are a key part of this approach, and are aligned with the identified material topics. We expect that our suppliers act responsibly and apply the same or equivalent values and principles that we uphold at MSC.

In this respect, the MSC Supplier Code of Conduct aims to foster a uniform understanding of our approach among suppliers, ensuring their alignment and adherence to shared ethical, labour, health and safety, human rights and environmental standards of conduct and the fair and respectful treatment of employees. MSC integrates these standards into our procurement practices including the vendor screening process, requiring vendors to comply as part of MSC's terms and conditions.

In 2024 MSC continued efforts towards a centralized and automated vendor portal system for supplier onboarding and assessment, facilitating supplier registration and taking into consideration factors such as environmental, ethics, social and human rights. We focused on engaging critical high-risk suppliers in specific geographical areas and new suppliers on their commitment to the MSC Supplier Code of Conduct. Our aim is to achieve the target of 70% of suppliers in scope committing to the MSC Supplier Code of Conduct by 2026, and the target of 95% of new suppliers screened using ESG criteria by 2026.[89]

In parallel, and to enhance our engagement with supply chain partners, we have adopted Ecovadis as MSC's platform for assessing MSC's suppliers based on a detailed questionnaire covering areas such as environment, labour and human rights, ethics and sustainable procurement. Ecovadis' independent assessments facilitate the identification, prioritization and management of risks. As part of our ongoing human rights due diligence framework and to mitigate risk, our supply chain was further analysed using questionnaires and prioritizing risks across diverse geographies and procurement activities.

ENGAGING OUR SUPPLIERS TO PROTECT VALUE CHAIN WORKERS

Engaging with our suppliers fosters a collaborative environment where we can work together on solutions to address common social challenges. For this reason, MSC encourages business relationships with this spirit in mind.

Engagement starts from the supplier onboarding process through registration on our vendor portal. MSC is investing in awareness-raising activities among suppliers of the new system, including the roll-out of training sessions aimed at supporting the registration and completion of the onboarding process. Engagement and collaboration are part of the process to identify and tackle risks arising from second tier suppliers. We expect our direct suppliers to play a role in raising awareness and engaging with them on human rights due diligence-related topics and actions. Our contracts include contractual clauses aimed at reflecting these human rights due diligence principles.

Launched in 2023, Log-In Logistica's Conscious Partner Programme 'Parceiro Consciente', promotes ESG best practices and engagement with suppliers, including regular meetings.

MSC's whistleblowing systems are open to use by all stakeholders including value chain workers, for raising issues confidentially and, where requested, anonymously reporting any human rights concerns.

[89] For both targets, suppliers' scope considers vendor category, spend materiality, and MSC processes maturity level.

2024 NUMBER OF EMPLOYEES BY GENDER

S1-6
Characteristics of the undertaking's employees

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Number of employees: male	headcount	Cargo Division	82,380
▶	Number of employees: female	headcount	Cargo Division	21,321
▶	Number of employees: other	headcount	Cargo Division	69
▶	Number of employees: not reported	headcount	Cargo Division	53
▶	**Total number of employees**	headcount	Cargo Division	103,823

2024 NUMBER OF EMPLOYEES BY COUNTRY WITH SIGNIFICANT EMPLOYMENT

S1-6
Characteristics of the undertaking's employees

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Number of employees - Cyprus	headcount	Cargo Division	25,898
▶	Number of employees - Italy	headcount	Cargo Division	10,449

2024 NUMBER OF EMPLOYEES BY CONTRACT TYPE AND BY GENDER

S1-6
Characteristics of the undertaking's employees

A*	METRICS	UNIT	SCOPE & NOTES	MALE	FEMALE	OTHER	NOT REPORTED	TOTAL
▶	Number of employees	headcount	Cargo Division	82,380	21,321	69	53	103,823
▶	Number of permanent employees	headcount	Cargo Division	48,528	19,448	38	37	68,051
▶	Number of temporary employees	headcount	Cargo Division	33,597	1,833	31	16	35,477
▶	Number of non-guaranteed hours employees	headcount	Cargo Division (excl. AGL, TiL)	255	40	0	0	295

2024 NUMBER OF EMPLOYEES BY CONTRACT TYPE AND BY REGION

S1-6
Characteristics of the undertaking's employees

A*	METRICS	UNIT	SCOPE & NOTES	AFRICA & MIDDLE EAST	AMERICAS	ASIA & OCEANIA	EUROPE	TOTAL
▶	Number of employees	headcount	Cargo Division	27,473	13,026	8,720	54,604	103,823
▶	Number of permanent employees	headcount	Cargo Division	23,806	12,523	8,225	23,497	68,051
▶	Number of temporary employees	headcount	Cargo Division	3,481	461	481	31,054	35,477
▶	Number of non-guaranteed hours employees	headcount	Cargo Division (excl. AGL, TiL)	186	42	14	53	295

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

2024 EMPLOYEE ATTRACTION AND RETENTION

S1-6
Characteristics of the undertaking's employees

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Number of employees who left the company	headcount	Cargo Division	11,576
▶	Turnover rate	%	Cargo Division	11%
	New employees hires (proprietary metrics)	headcount	Cargo Division (excl. TiL terminals)	18,821

2024 NON-EMPLOYEES WORKERS IN OUR WORKFORCE

S1-7
Characteristics of non-employees in the undertaking's own workforce

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Number of non-employees workers	headcount	Cargo Division	12,036
▶	Number of employees provided by undertakings primarily engaged in employment activities	headcount	Cargo Division	10,080
▶	Number of self-employed people	headcount	Cargo Division (excl. AGL, TiL)	1,956

2024 COLLECTIVE BARGAINING COVERAGE & SOCIAL DIALOGUE

S1-8
Collective bargaining coverage and social dialogue

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Percentage of total employees covered by collective bargaining agreements	%	Cargo Division	67%

A*	COVERAGE RATE	SCOPE & NOTES	COLLECTIVE BARGAINING COVERAGE		SOCIAL DIALOGUE
▶	**Coverage Rate**	Cargo Division	**Employees - EEA** (countries where company has significant employment)	**Employees - Non-EEA regions** (where company has significant employment)	**Workplace representation - EEA** (countries where company has significant employment)
▶	0-19%				
▶	20-39%				
▶	40-59%			Americas	
▶	60-79%			Africa & Middle East	Italy
▶	80-100%		Cyprus Italy		Cyprus

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

OUR PERFORMANCE

2024 DIVERSITY OF OUR EMPLOYEES

S1-9
Diversity metrics

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Number of top management employees: male	headcount	Cargo Division (excl. AGL)	661
▶	Number of top management employees: female	headcount		57
▶	Percentage of top management employees: male	%		92%
▶	Percentage of top management employees: female	%		8%
▶	Number of employees under 30	headcount	Cargo Division	24,800
▶	Percentage of employees under 30	%	Cargo Division	24%
▶	Number of employees between 30 and 50	headcount	Cargo Division	61,483
▶	Percentage of employees between 30 and 50	%	Cargo Division	59%
▶	Number of employees over 50	headcount	Cargo Division	17,428
▶	Percentage of employees over 50	%	Cargo Division	17%

2024 TRAINING & PEOPLE PERFORMANCE

S1-13
Training and skills development metrics

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Average hours of training per year per employee	hours	Cargo Division	26
▶	Male employee average hours of training per employee	hours	Cargo Division	26
▶	Female employee average hours of training per employee	hours	Cargo Division	28
▶	Percentage of employees that participated in regular performance and career development reviews	%	Cargo Division	74%
▶	Percentage of male employees that participated in regular performance and career development reviews	%	Cargo Division (excl. AGL)	77%
▶	Percentage of female employees that participated in regular performance and career development reviews	%		74%

2024 HEALTH & SAFETY

S1-14
Health & safety metrics

A*	METRICS	UNIT	SCOPE & NOTES	2024
▶	Percentage of people in our workforce (employees and non-employees workers) who are covered by the undertaking's health and safety management system	%	Cargo Division	100%
▶	Number of fatalities of people in our workforce (employees and non-employees workers) as a result of work-related injuries and work-related ill health	number	Cargo Division	6
▶	Number of fatalities of other workers working on the undertaking's sites as a result of work-related injuries and work-related ill health	number	Cargo Division	4
▶	Number of recordable work-related accidents of people in our own workforce (employees and non-employees workers)	number	Cargo Division (incl. value chain workers at TiL terminals)	1,308
▶	Rate of recordable work-related accidents of people in our workforce (employees and non-employees workers)	number		4.32
▶	Number of lost time incidents of people in our workforce (employees and non-employees workers)	number		820
	Number of near misses in our workforce (employees and non-employees workers)	number		2,900
	Number of cases of recordable work-related ill health in our own workforce (employees and non-employees workers)	number		113
▶	Number of days lost to work-related injuries and fatalities from work-related accidents in our own workforce (employees and non-employees workers)	number	Cargo Division (excl. TiL terminals)	11,696

Information on the scope and consolidation and data is available in the Methodology Note on page 122.
* Ernst & Young Ltd provided limited assurance on datapoints marked with ▶ (see independent assurance report on page 136).

ESRS CONTENT INDEX

During the period of MSC's transition to the ESRS, this ESRS Content Index aims to guide readers by mapping sections with corresponding ESRS disclosures.

DISCLOSURE REQUIREMENT		SECTION	PAGE
ESRS 2 - GENERAL DISCLOSURES			
BP-1	General basis for preparation of sustainability statements	METHODOLOGY NOTE	122
BP-2	Disclosures in relation to specific circumstances	METHODOLOGY NOTE	122
GOV-1	The role of the administrative, management and supervisory bodies	OUR GOVERNANCE AND MANAGEMENT FRAMEWORK	24
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	OUR GOVERNANCE AND MANAGEMENT FRAMEWORK	24
GOV-5	Risk management and internal controls over sustainability reporting	AN INTEGRATED FRAMEWORK FOR MANAGING RISKS	27
SBM-1	Strategy, business model and value chain	MSC CARGO DIVISION; OUR PURPOSE; CONNECTING THE WORLD; HOW WE CREATE VALUE; ADVANCING OUR SUSTAINABILITY STRATEGY	8; 8; 10; 12; 22
SBM-2	Interests and views of stakeholders	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ADDRESSING WHAT MATTERS	20
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	ESRS CONTENT INDEX	120
E1 - CLIMATE CHANGE			
E1.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	CLIMATE CHANGE: A TRANSFORMATIONAL CHALLENGE	30
E1.IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
E1-3	Actions and resources in relation to climate change policies	OUR DECARBONIZATION PATHWAY TOWARDS NET-ZERO SHIPPING; DECARBONIZING THE GATEWAY BETWEEN LAND AND SEA; OUR ROLE IN THE DECARBONIZATION OF INLAND LOGISTICS; INCORPORATING AIR FREIGHT INTO OUR JOURNEY	37; 42; 45; 47
E1-4	Targets related to climate change mitigation and adaptation	OUR DECARBONIZATION PATHWAY TOWARDS NET-ZERO SHIPPING	37
E1-5	Energy consumption and mix	OUR PERFORMANCE	48
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	OUR PERFORMANCE	48
E2 - POLLUTION			
E2.IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
E2-2	Actions and resources related to pollution	REDUCING AIR AND WATER POLLUTION	55
E2-3	Targets related to pollution	REDUCING AIR AND WATER POLLUTION	55
E2-4	Pollution of air, water and soil	OUR PERFORMANCE	72
E3 - WATER AND MARINE RESOURCES			
IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
E3-2	Actions and resources related to water and marine resources policies	CONSERVING WATER RESOURCES	59
E4 - BIODIVERSITY AND ECOSYSTEMS			
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	CONTRIBUTING TO HEALTHY AND PRODUCTIVE ECOSYSTEMS	60
IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
E4-3	Actions and resources related to biodiversity and ecosystems	CONTRIBUTING TO HEALTHY AND PRODUCTIVE ECOSYSTEMS	60
E4-4	Targets related to biodiversity and ecosystems	CONTRIBUTING TO HEALTHY AND PRODUCTIVE ECOSYSTEMS	60
E4-5	Impact metrics related to biodiversity and ecosystems change	OUR PERFORMANCE	72
IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
E5-1	Policies related to resource use and circular economy	RESPONSIBLE SHIP RECYCLING	71
E5-2	Actions and resources related to resource use and circular economy	ENSURING EFFICIENT AND CIRCULAR RESOURCE MANAGEMENT	68
E5-5	Resource outflows	OUR PERFORMANCE	72
S1 - OWN WORKFORCE			
SBM-2	Interests and views of stakeholders	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	EMBRACING THE NEW WORLD OF WORK; MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH	92; 94
S1-1	Policies related to own workforce	RESPONSIBLE BUSINESS; MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH; PROMOTING A HEALTH, SAFETY AND SECURITY CULTURE ACROSS OUR BUSINESS	26; 94
S1-2	Processes for engaging with own workers and workers' representatives about impacts	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS; MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH	17; 94
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	RESPONSIBLE BUSINESS; MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH	26; 94
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH	94
S1-6	Characteristics of the undertaking's employees	OUR PERFORMANCE	114
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	OUR PERFORMANCE	114
S1-8	Collective bargaining coverage and social dialogue	OUR PERFORMANCE	114
S1-9	Diversity metrics	OUR PERFORMANCE	114
S1-13	Training and skills development metrics	OUR PERFORMANCE	114
S1-14	Health and safety metrics	OUR PERFORMANCE	114
S2 - WORKERS IN THE VALUE CHAIN			
SBM-2	Interests and views of stakeholders	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
S2-1	Policies related to value chain workers	RESPONSIBLE BUSINESS; WORKING RESPONSIBLY ACROSS OUR VALUE CHAIN	26; 112
S2-2	Processes for engaging with value chain workers about impacts	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	RESPONSIBLE BUSINESS; MSC PEOPLE: OUR PRECIOUS ASSET GROWING FROM STRENGTH TO STRENGTH; WORKING RESPONSIBLY ACROSS OUR VALUE CHAIN	26; 94; 112
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	WORKING RESPONSIBLY ACROSS OUR VALUE CHAIN	112
S3 - AFFECTED COMMUNITIES			
SBM-2	Interests and views of stakeholders	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
S3-2	Processes for engaging with affected communities about impacts	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	RESPONSIBLE BUSINESS	26
S4 - CONSUMERS AND END-USERS			
SBM-2	Interests and views of stakeholders	ENGAGING OUR GROWING COMMUNITY OF STAKEHOLDERS	17
G1 - BUSINESS CONDUCT			
GOV-1	The role of the administrative, supervisory and management bodies	OUR GOVERNANCE AND MANAGEMENT FRAMEWORK	24
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	ADDRESSING WHAT MATTERS	20
G1-1	Corporate culture and Business conduct policies and corporate culture	RESPONSIBLE BUSINESS	26
G1-2	Management of relationships with suppliers	WORKING RESPONSIBLY ACROSS OUR VALUE CHAIN	112
G1-3	Prevention and detection of corruption and bribery	RESPONSIBLE BUSINESS	26

METHODOLOGY NOTE

OUR APPROACH TO SUSTAINABILITYREPORTING

MSC Mediterranean Shipping Company SA is a privately owned company located at Chemin Rieu 12-14, 1208 Geneva, Switzerland.

2024 marked the migration from the **Global Reporting Initiative** (GRI) **Sustainability Reporting Standards** to the **European Sustainability Reporting Standards** (ESRS). We initiated the adoption of ESRS in the framework of the **Corporate Sustainability Reporting Directive** (EU CSRD). The 2024 Report includes disclosures based on the results of our double materiality assessment (see page 20). The ESRS Content Index (see page 120) sets out the location of each disclosure within the 2024 Sustainability Report.

In 2024 we further progressed on our sustainability reporting journey, aligning new entities with our sustainability data management system and reporting processes, integrating entities' data as well as expanding and improving the quality and granularity of data across the Cargo Division. Updates on MSC certifications and assessments available at www.msc.com/sustainability/certifications.

REPORTING PERIOD

MSC's 2024 Sustainability Report refers to the reporting period 1 January - 31 December 2024, unless otherwise indicated. It was published on 31 July 2025 and is available at www.msc.com/sustainability.

SCOPE AND CONSOLIDATION

The reporting scope of the 2024 Report includes the following MSC Cargo Division entities including their parent companies and subsidiaries across our maritime, inland logistics, terminal operations and air freight:

- MSC Mediterranean Shipping Company (MSC)[90]
- Africa Global Logistics (AGL)
- Atlantic Forwarding
- Log-In Logistica
- MARINVEST Holding
- MEDLOG[91]
- MSC Air Cargo
- MSC Air
- Terminal Investment Limited (TiL)
- WEC Lines

Disclosures in the 2024 Report are based on the same consolidation scope as MSC's financial reporting, across environmental (ESRS E4, E5), social (ESRS S1) and governance (ESRS G1 and ESRS 2) related disclosures. In relation to energy, climate and pollution disclosures (ESRS E1, E2) minority-owned entities under MSC's full operational control were also included into the scope as per ESRS requirements. Data related to the relevant Company's owned, leased and chartered assets are included.

Acquisitions are included in the scope of the Sustainability Report published in the year of completion of the acquisition process. Gram Car Carriers, Renfe Mercanías and Rimorchiatori Mediterranei are not accounted for in the 2024 Report due to their immaterial impacts during the reporting year, and the process to align them with MSC sustainability reporting is ongoing.

[90] MSC Mediterranean Shipping Company includes the following entities: MSC headquarters; MSC country offices and facilities; MSC Shipmanagement Cyprus; MSC Shared Service Centres; MSC Technology; Engine Deck Repair (EDR)

[91] MEDLOG includes MEDWAY

DATA

Data for all entities were collected and consolidated in a data management system. The data collection process was conducted in coordination with MSC departments, entities and offices in more than 150 countries in line with the MSC ESG Reporting Manual, supported by training to ensure data consistency and accuracy.

Performance tables include 2024 data only. Data from previous years (available in previous MSC Sustainability Reports[92]) was excluded due to the transition to the ESRS, bringing new and different disclosure requirements and methodologies to those of previous indicators and resulting in incomparable data. Qualitative data on our progress and performance are integrated within the narrative, while quantitative data appear in the performance tables at the end of each chapter.

2024 saw an expansion in the breadth of reporting and disclosures that obtained limited assurance (indicated with the symbol ▸ in the performance tables) and as specified in the independent assurance report provided by Ernst & Young on page 136.

This section provides information related to the performance tables appearing at the end of each chapter of this report.

ENABLING LOGISTICS DECARBONIZATION

ESRS E1 – CLIMATE CHANGE

Data reported relates to own operations including parent companies and subsidiaries; and associates and joint ventures under operational control.

ESRS E1-5 – ENERGY CONSUMPTION AND MIX

The energy section below contains background information on the disclosure requirement E1-5 and on to the datapoints covered under §37, 38 and 39.

Total energy consumption related to own operations

Sum of energy consumption was calculated as 'Total energy consumption from fossil sources + Total energy consumption from nuclear sources + Total energy consumption from renewable sources'.

Total energy consumption from fossil sources

Sum energy consumption from fossil sources was calculated as 'Fuel consumption from coal and coal products + Fuel consumption from crude oil and petroleum products + Fuel consumption from natural gas + Fuel consumption from other fossil sources + Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources + Non-renewable energy production - Non-renewable energy sold'.

Total energy consumption from nuclear sources

Sum energy consumption from nuclear sources was calculated as the sum of the electricity consumption in each country multiplied by the share of nuclear sources in the energy mix of the given country based on Ember (2024); Energy Institute - Statistical Review of World Energy (2024) - with major processing by Our World in Data.[93]

Percentage of energy consumption from nuclear sources

The proportion of energy consumption from nuclear sources was calculated as 'Total energy consumption from nuclear sources * 100 / Total energy consumption related to own operations'.

Total energy consumption from renewable sources

Sum of energy consumption from renewable sources was calculated as 'Fuel consumption from renewable sources + Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources + Consumption of self-generated non-fuel renewable energy'.

[92] https://www.msc.com/en/sustainability

[93] https://ourworldindata.org/grapher/electricity-fossil-renewables-nuclear-line

Fuel consumption from renewable sources
Sum of energy consumption from the following fuel categories: Biodiesel (mobile), Bioethanol (mobile), Biodiesel (stationary), Bioethanol (stationary), Hydrotreated Vegetable Oil (HVO), Marine biofuel (mobile), Sustainable Aviation Fuel (SAF) (mobile), Wood or wood waste (stationary).

Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources
Sum of energy consumption from the following categories: Electricity purchased - Renewable, District heating - Renewable, Cooling consumption - Renewable, Steam for processes - Renewable.

Consumption of self-generated non-fuel renewable energy
Sum of energy consumption from the following categories: Self-generated electricity produced - Renewable, Self-generated Heating produced - Renewable, Self-generated Steam produced - Renewable, Self-generated Cooling produced - Renewable; from which the following categories are subtracted: Self-generated electricity sold - Renewable, Self-generated Heating sold - Renewable, Self-generated Steam sold - Renewable, Self-generated Cooling sold- Renewable.

Percentage of renewable sources in total energy consumption
Proportion of energy consumption from nuclear sources was calculated as 'Total energy consumption from renewable sources * 100 / Total energy consumption related to own operations'.

Fuel consumption from coal and coal products
Sum of energy consumption from the following fuel category: Coking coal (stationary)

Fuel consumption from crude oil and petroleum products
Sum of energy consumption from the following fuel categories: Gasoline/Petrol (mobile/stationary), Diesel (mobile/stationary), Fuel oil (stationary), Jet Fuel A (mobile), Jet Fuel A-1 (mobile), Jet Fuel B (mobile), Heavy Fuel Oil (HFO) (mobile), Low Sulphur Fuel Oil (LSFO) (mobile), Very Low Sulphur Fuel Oil (VLSFO) (mobile), Ultra Low Sulphur Fuel Oil (ULSFO) (mobile), Liquid Petroleum Gas (LPG) (mobile).

Fuel consumption from natural gas
Sum of energy consumption from the following fuel categories: Compressed Natural Gas (CNG) (mobile), Liquified Natural Gas (LNG) (mobile), Natural Gas (stationary).

Fuel consumption from other fossil sources
Sum of energy consumption from the following fuel categories: Hydrogen - Gas (mobile), Hydrogen - Liquide (mobile), Methanol (mobile), Ammonia (mobile).

Consumption of refrigerants with climate altering potential
Amounts of refrigerants with climate altering potential consumed/purchased during the reporting period were collected. These contribute to Scope 1 GHG emissions.

Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources
Sum of energy consumption from the following categories: Electricity purchased - Non-renewable, District heating - Non-renewable, Cooling consumption - Non-renewable, Steam for processes - Non-renewable. A proxy was used for the electricity consumption across a number of local offices, shared service centres and technology centres based on the following pro-rata approach: the average electricity consumption per headcount was calculated for offices and this average was multiplied by the headcount for a given office whose electricity data was not available. The cumulated proxy values used were contained within the reference materiality threshold of 5%.

Percentage of fossil sources in total energy consumption
Proportion of energy consumption from nuclear sources was calculated as 'Total energy consumption from fossil sources * 100 / Total energy consumption related to own operations'.

Non-renewable energy production
Sum of energy production from the following categories: Self-generated electricity - Non-renewable, Self-generated heating - Non-renewable, Self-generated cooling - Non-renewable, Self-generated steam - Non-renewable.

Renewable energy production
Sum of energy production from the following categories: Self-generated electricity - Renewable (fuels), Self-generated electricity - Renewable (wind or solar), Self-generated heating - Renewable, Self-generated cooling - Renewable, Self-generated steam - Renewable.

ESRS E1-6 – GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

The GHG section below contains background information on the disclosure requirement E1-6 and on to the datapoints covered under §44, 45, 48, 49 and 51.

Gross Total GHG emissions
Total GHG emissions in accordance with the GHG Protocol, including gross Scope 1-2-3 GHG emissions (in the sum 'location-based' Scope 2 emissions were considered).

Gross Scope 1 GHG emissions
Direct total GHG emissions are calculated in accordance with the GHG Protocol, including GHG emissions resulting from the consumption of fuels. Scope 1 emissions are calculated from stationary combustion, mobile combustion, process emissions and fugitive emissions based on the amounts of consumed fuels multiplied by the corresponding emission factors. Removals, purchased, sold or transferred carbon credits or GHG allowances are not included in the calculation of Scope 1 GHG emissions. For activities reporting under the EU ETS, we report on Scope 1 emissions following the EU ETS methodology. The global warming potential for non-CO_2 GHGs is based on the **5th Assessment Report** (AR5) of the **Intergovernmental Panel on Climate Change** (IPCC). Emissions associated with refrigerants with global warming potential are also estimated based on emission factors from the UK **Department of Environment, Food and Rural Affairs** (DEFRA). For vessels only, relevant emission factors are based on IMO's sectoral guidance. For EFs related to refrigerants the DEFRA Database utilizes the IPCC Annual Reports (ARs) as a source. Refrigerant data which is not present in any of the reports is substituted by Annex IV of the **EU F gas regulation**.

Gross Scope 2 GHG emissions
Indirect total GHG emissions are calculated in accordance with the GHG Protocol, including GHG emissions resulting from the consumption of electricity.
Scope 2 location-based emissions related to electricity consumption estimated according to the location-based approach are calculated using country-specific emission factors from the **International Energy Agency** (IEA). In cases where factors are unavailable, conservative estimates from the same database are applied. IEA provides the world's most authoritative and comprehensive global energy data thereby sufficiently and accurately capturing the global scope of MSC's operations.
Scope 2 market-based emissions are estimated using a hierarchical approach as per the GHG Protocol. The first-priority emission factors are supplier-specific emission factors. These are derived from different contractual instruments, which in turn are prioritized by level of precision. Energy attribute certificates provide the higher precision, followed by electricity contracts and supplier or utility emission rates. In the absence of such factors, activity data is paired with residual mix factors from the **Association of Issuing Bodies** (AIB). These represent the emissions related to the untracked or unclaimed energy consumption in a country or region. Finally, whenever supplier-specific and residual mix factors are not available, the location-based emission factors are applied as per the previous paragraph.

Gross Scope 3 GHG emissions
Total GHG emissions in accordance with the GHG Protocol, including GHG emissions resulting from Categories 1, 2, 3 and 15 as defined by the GHG Protocol.

Scope 3 categories attribution
- Outsourced inland logistics services throughout MSC network as part of pre-carriage and on-carriage of cargo are considered to be part of Category 1 (as opposed to Categories 4 or 9).
- Because chartered vessels from other owners are fuelled by MSC, related emissions are calculated as part of MSC's Scope 1 emissions and not Scope 3 emissions.
- Similarly, MEDLOG's long-leased mobile assets (truck, trains, barges) are calculated as part of MSC's Scope 1 emissions and not Scope 3 emissions.
- MSC Air Cargo aircraft being leased on a long-term lease contract as financially owned and operationally controlled assets. According to GHG Protocol, emissions related to such aircraft are therefore calculated as part MSC's Scope 1 emissions and not Scope 3 emissions.

Scope 3 categories relevance assessment
For the purpose of Scope 3 emissions calculation, MSC refers to the Corporate Value Chain (Scope 3) Accounting & Reporting Standard. An analysis of the GHG Protocol Scope 3 categories relevance to MSC business was carried out considering MSC's various logistics compartments: deep-sea maritime freight, short-sea maritime freight, intermodal

and inland logistics, container terminal operations, RoRo and RoPax maritime transportation. The categories below have been deemed relevant because they are thought to cause a non-negligible carbon footprint across MSC's value chain,[94] also in light of their estimated relevance for Scope 3 resulting from a benchmark against industry peers. In each category, coverage across business units in the ESG reporting boundary differs based on the size and scope of operations of each business unit. Note: in 2024 we covered Scope 3 GHG emissions for Categories 1 and 2 related to the most significant Business Units across the Cargo Division.

Category 1 – Purchased goods and services:
This category relates to repair and maintenance of mobile and stationary assets, including regular purchase of spare parts and consumables. In addition, MSC's business model involves outsourcing of inland transport services upon customers' request. Category 1 includes outsourced inland transport services in the reporting year (contracted to third parties by MSC Intermodal and MEDLOG) and vessels, trucks, infrastructures and containers spare parts and consumables acquired in the reporting year. In 2024 data refers to spare parts and consumables of trucks only.

Category 2 – Capital goods:
This category relates to mobile and stationary assets being acquired or revamped every year. The most important part of our assets both weight-wise and spend-wise are MSC's newbuild vessels. A major retrofit program is underway, involving new and existing vessels as well as efficiency-related measures and conversion towards multi-fuel vessel capability. Category 2 includes new-build vessels, vessel retrofits, trucks, trains (limited to locomotives; wagons are planned to be covered in future years), inland and terminal infrastructures, containers acquired during the reporting year.

Category 3 – Fuel and energy related activities:
Category 3 relates to the upstream segment of the energy value chain. Category 3 includes:
- Upstream fuel production
- Upstream electricity production + T&D losses

Categories 4 to 14:
Were assessed as either immaterial (Cat. 5, 6, 7) or not relevant (Cat. 4, 8 to 14 due to the absence of sold products, leased assets or franchises in the business model) based on the materiality assessment. In future years categories 5 and 6 are planned to be added.

Category 15 – Investments:
(Based on the consolidated Cargo Division's Financial Statements - scope: All entities in ESG reporting scope): this category includes affiliates, joint ventures and investments without operational control based on equity share owned by our Company.

Sources of activity data for Scope 3 categories
Category 1 – Purchased goods and services:
Outsourced inland transport services in the reporting year: primary data was collected for both outsourced inland transport contracted by MEDLOG and MSC (through worldwide agencies acting on behalf of MSC Intermodal) according to the respective areas of trade, expressed by the following factors: distance travelled, number of trips, weight transported, average weight per trip, haulage in kg.km. These cover trucking, railroad as well as barge haulage.
In general, the approach adopted throughout this category was the following: an inventory of spare parts and consumables and related annual purchased quantities was obtained. Primary data on carbon equivalent emissions (cradle-to-gate scope) was obtained from selected representative vendors, when available. As a second-best option spend and/or quantities related to the purchases in the reporting year were used, associating spend-based and/or quantity-based emission factors by industrial sector. Spend data was collected at the level of categories (industry sector) or commodities, the latter being the preferred option when available.
Vessels spare parts and consumables purchased in the reporting year: for 2024, 68% of the emissions are associated with direct emission data from vendors, 29% with quantity data and the remainder with spend data.
Mobile assets (trucks, trains and barges) and fixed assets (infrastructures and lifting/moving equipment at inland facilities) spare parts and consumables acquired in the reporting year: this sub-category was not covered in 2024 due to the highly fragmented procurement process across countries. The plan for 2025 is to obtain an inventory of spare parts and consumables and related annual purchased quantities and then apply the above-mentioned general approach.
Fixed assets - infrastructures and moving/lifting equipment (at terminals) spare parts and consumables purchased in the reporting year: for 2024, only spend data could be obtained.
Containers spare parts and consumables purchased in the reporting year: an inventory of spare parts and consumables and related annual purchased quantities was obtained from MSC Intermodal's technical purchasing department. For 2024, only spend data could be obtained.

Category 2 – Capital goods:
Newbuild vessels acquired in the reporting year: primary data on spend as well as quantities (numbers) divided by vessel class was used. The spend and the quantities refer to newbuild vessels added to the fleet (having become operational) in the reporting year. In 2024, the number of vessels acquired from each class (expressed in TEUs) was used as activity data.
Second-hand vessels were not accounted for under Scope 3, in accordance with relevant requirements from 'Buildings Sector Science-Based Target-Setting Criteria'.
In general, the approach adopted throughout this category was the following: an inventory of the acquired capital assets was compiled. Primary data on carbon equivalent emissions (cradle-to-gate scope) was obtained from selected representative vendors, when available. As a second-best option spend and/or quantities related to the acquisitions in the reporting year were used, associating spend-based and/or quantity-based emission factors by industrial sector. Spend data was collected at the level of categories (industry sector) or commodities, the latter being the preferred option when available.
Retrofits (implying substitution of major components or installation of main devices) carried out in the reporting year: an inventory of the retrofits and related purchased quantities was obtained from Shipmanagement for the entire fleet. Both activity and financial data were used in the calculations.
Mobile assets - trucks, trains and barges acquired within the respective fleets (having become operational) in the reporting year: an inventory of the trucks and related annual purchased quantities was obtained. The aforementioned approach was then followed. For 2024, only spend data was used. Also, only data related to locomotives and trucks was collected, representing the more material mobile assets, while no data for barges and wagons could be collected.
Fixed assets - infrastructures and moving/lifting equipment (at inland facilities) acquired and having become operational in the reporting year: this category was not collected in 2024 due to the highly fragmented procurement process across countries.
Fixed assets - infrastructures and moving/lifting equipment (at terminals) purchased and having become operational in the reporting year. For 2024, spend data related to acquired capital assets was used in the calculations.
Containers acquired in the reporting year: an inventory of the containers and related annual acquired quantities was obtained from the procurement department. The aforementioned approach was then followed. For 2024, data related to quantities of materials in the acquired containers were collected and used in the calculation of emissions.

Category 3 – Fuel and energy related activities:
Primary data on consumption of electricity and fuels was collected from MSC's owned facilities and mobile assets.

Category 15 – Investments:
Primary data including revenues and equity share values was obtained for all minority owned non-joint ventures entities included in MSC Cargo Division's consolidated General Accounting/Financial Statements for the reporting year. Affiliates were accounted under scope 1&2 when the operational control assessment could not show a clear result.

Emission factors used for Scope 3 emissions
Categories 1 and 2 – Purchased (capital) goods and services:
The rationale to identify applicable emission factors across Categories 1 and 2 follows a descending order of priority:
1. Primary emission data from manufacturers (MSC's vendors), based on a cradle-to-gate approach, if available.
2. Emission factors from relevant available databases, with factors being referred to physical quantities (units of volume, mass or energy) of the activity data (quantity-based emission factors).
3. Emission factors from relevant available databases, with factors being referred to monetary quantities (e.g. USD, CHF, Euros) of MSC's purchased goods and services or capital assets (spend-based emission factors).

Within the above categories, preference is given to country

[94] The value chain for MSC's Cargo Division comprises an interconnected set of upstream and downstream activities in addition to those of our own operations across business segments.

or region-specific emission factors over global emission factors, if applicable and of course based on availability and the qualities described hereafter. Relevant emission factors for each of the above types are selected based on their quality and relevance, including geographical, temporal and technological representativeness, as well as transparency about data scope and product attributes. The following impact profile libraries were used:

- DEFRA v.13 release 09/2024
- EPA v.6 release 10/2024
- GHG Protocol v.20 release 07/2024
- IEA static (IEA 2024) v.4 release 11/2024
- MLC v.17 release 01/2025
- MLC extended v.1 release 03/2024
- Residual Mixes v.13 release AIB 2023
- US EEIO spend-based emissions v.1 release 06/2024
- IPPC (GHG Protocol) v.1 release 07/2024

Specific emission factors included:

- Emissions from purchased (capital) goods are estimated based on the hybrid- and spend-based methods. Cradle-to-gate GHG inventory is collected directly from suppliers whenever possible and secondary data is used to fill the gaps.

The average-data method is used as a primary fallback option whenever supplier-specific information is not provided. Emissions are estimated using cradle-to-gate factors from the **MLC-database**.[95]

- As a final alternative, whenever data on the mass of purchased (capital) goods is not available, Category 1 and 2 emissions are estimated using the spend-based method. Spend-based factors are sourced from the **US-EEIO** database provided by the US Environmental Protection Agency (EPA).

Category 3 – Fuel and energy-related activities:
The rationale to identify applicable emission factors for Category 3 covers quality and relevance, including geographical, temporal and technological representativeness. Specific emission factors used include:

- For estimating upstream (i.e. WTT) emissions from fuel consumption, MSC utilizes the **DEFRA** database, aligning with the emission factors applied for Scope 1 to maintain consistency.
- In the case of MSC's containerized fleet, emissionfactors for WTT emissions are based on **IMO** guidance.
- Subsequently, upstream emissions related to electricity use are calculated based on average-data method. Location-specific cradle-to-gate emission factors were applied. These were created by based on data from **IEA**, aligning with the emission factors used for Scope 2 to maintain consistency. The emission factors reflect emissions from electricity production as well as T&D losses and is applied to total electricity purchased.

Category 15 – Investments:
The rationale to identify applicable emission factors for Category 15 follows a descending order of priority:

1. ***Investment-specific method:*** Scope 1 and Scope 2 emissions from the investee company allocated based upon share of investment.

2. ***Average-data method:*** Revenue data is paired with emission factors from the US Environmentally Extended Input-Output (US-EEIO) database allocated based upon share of investment.

Whenever emissions from investments are estimated using the average-data method, an inflation adjustment is applied to convert 2022 USD into 2024 USD.
Investee companies were distributed into categories based on their sectors to assign emission factors.
For diverse businesses the highest applicable EF was selected. Hence, it is assumed that MSC's entire revenue from this investment is based on the most polluting activity.

Percentage of Scope 1 GHG emissions from regulated emission trading schemes
Proportion of Scope 1 GHG emissions from regulated emission trading schemes calculated as 'Gross Scope 1 GHG emissions from regulated emission trading schemes * 100 / Gross Scope 1 GHG emissions', considering GHG emissions installations that are subject to regulated Emission Trading Schemes (ETS), including the EU-ETS, national ETS and non-EU ETS.
Biogenic emissions: Emissions of CO_2 from the combustion or biodegradation of biomass not included in Scope 1 GHG emissions.

[95] https://lcadatabase.sphera.com/

PROPRIETARY METRICS

- **EEOI:** IMO's Energy Efficiency Operational Indicator (EEOI) related to our cargo maritime fleet, expressed as grams of CO_2 (direct emissions) per unit of transport work (tonnes of cargo times miles travelled). The following formula shall be applied: EEOI = CO_2 TTW / Transport work [Cargo Miles].
- **Number and type of retrofits regarding energy-saving measures** (vessels only): describe number and type of retrofits performed on existing vessels during the reporting year e.g. bulbous bow reconfiguration; aft waterline extension, shaft power limitation systems, hull coatings or air lubrication systems, superstructure aerodynamics, wake-equalizing ducts, waste heat recovery systems, electrification or wind- assisted propulsion.
- **Number and type of retrofits regarding conversion of propulsion system to alternative fuels** (vessels only): conversion of propulsion system to alternative fuels may include LNG, ammonia, methanol etc.

PROTECTING OUR BLUE PLANET

ESRS E2 – POLLUTION
ESRS E2-4 – POLLUTION OF AIR, WATER AND SOIL

The pollution section below contains background information on the disclosure requirement E2-4 and on the datapoints covered under §28, 29.
Data reported are related to own operations including parent companies and subsidiaries; and associates and joint ventures under operational control. We only covered the material air pollutants based on the materiality assessment which mainly derive from maritime transport, terminal activities and inland logistics, with maritime operations driving the trend.

Sulphur dioxides (SOx)
SOx emissions from owned and chartered vessels are calculated based on the methodology described in Documentation v.4.0 | PI009 | Emitted mass of SOx[96] (taking account of scrubbers installed on board).
SOx emissions from owned truck, trains and barges were calculated according to the formula: diesel consumption * content in sulphur * stoichiometric ratio for SO_2/S [64/32]. N.B. as this formula only depends on the content in sulphur in the diesel (which is considered to be country-specific) and not on specific emissions per unit of distance or haulage, it does not depend on the type of vehicle.
The same formula was applied to SOx emissions from stationary sources at all office and facility locations (associated with power self-generation).
The content in sulphur in the various countries was inferred from the below table, with assumptions made relating to comparable countries and regions of operation.

Nitrogen oxides (NOx)
NOx emissions from owned and chartered vessels were calculated based on fuel consumption and emission factors as per the methodology described in IMO's Fourth IMO GHG Study 2020.[97]
NOx emissions from owned trucks were calculated according to the formula: haulage (ton-km) by truck * emission factor.[98]
NOx emissions from owned diesel-powered trains were calculated according to the formula: haulage (ton-km) by diesel train * emission factor.[99] N.B. Haulage for diesel trains was determined directly from MEDWAY's sources referring to the overall business.
NOx emissions from barges were not covered as considered not material.

[96] https://ship-pi.bimco.org/documentation/4.0/definition/pi/pi009-emitted-mass-of-sox
[97] https://www.imo.org/en/OurWork/Environment/Pages/Fourth-IMO-Greenhouse-Gas-Study-2020.aspx
[98] European Environment Agency, Specific emissions for road transport per unit of haulage (ton-km), 2024' adopting an emission factor from a 2009 analysis
[99] A Practical Guide for Business, Stockholm Environment Institute, 2022' using Tier 1 emission factors for railways, source: EMEP/EEA, 2019

COUNTRY	SULPHUR CONTENT (PPM)	NOTES
EU	10 ppm	
Japan	50 ppm	
China	2000 ppm	
Indonesia, Pakistan	5000 ppm	
Singapore	50 ppm	
India, Philippines, Thailand	500 ppm	
Australia	50 ppm	
Latin America (general)	2500 ppm	
Brazil	10ppm	
USA	15 ppm	
Canada	15 ppm	
South Africa	50 ppm	
Saudi Arabia	50 ppm	
Other Arab Countries	11000 ppm	
UAE, Qatar, Kuwait	50 ppm	Comparable to Saudi Arabia
Africa	5000 ppm	Comparable to Indonesia, Pakistan
Rest of Asia	5000 ppm	Comparable to Indonesia, Pakistan
Caribbean	2500 ppm	Comparable to Latin America
New Zealand	50 ppm	Comparable to Australia
Hong Kong	2000 ppm	Comparable to China
South Korea	50 ppm	Comparable to Japan
Taiwan	2000 ppm	Comparable to China
EEA, Switzerland	10 ppm	Comparable to EU
Europe outside of EU and EEA	50 ppm	Comparable to Australia
Russia, Ukraine, Georgia, Turkey	50 ppm	Comparable to Australia
Israel	50 ppm	Comparable to Australia

Fine particulate matter (PM 2.5)

PM 2.5 emissions from owned and chartered vessels were calculated based on fuel consumption and emission factors as per the methodology described in the Fourth IMO GHG Study 2020.

PM 2.5 emissions from owned trucks were calculated according to the formula: distance (km) by truck x emission factor.[100] Gasoline may also be associated with the emission of PM 2.5, however due to the very small quantities involved in haulage its contribution was disregarded in the calculations.

PM 2.5 emissions from owned diesel-powered trains were calculated according to the formula: haulage (ton-km) by diesel train x emission factor.[101] N.B. haulage for diesel trains was determined directly from MEDWAY's sources referring to the overall business.

PM 2.5 emissions from barges were not covered as considered not material.

Emissions of ozone-depleting substances (Montreal Protocol)

The amounts of refrigerants with ozone-depleting potential consumed/purchased during the reporting period is collected using MSC's data management system. The ozone-depleting potential (ODP) of each substance is calculated based on the UN Environment Programme OzonAction GWP-ODP Calculator[102] (2024).

[100] EMEP/EEA air pollutant emission inventory guidebook 2023, Technical guidance to prepare national emission inventories, 1.A.3.b.i-iv Road Transport Appendix 4 Emission Factors 2024 => emission factor used relates to Diesel-powered Heavy Duty Truck, Segment: Rigid >32 t, Euro Standard: Euro IV, Road slope: 0, Load: 1 (full load), Speed 12-60 km/h] (this truck is representative of a single-trailer truck commonly used for the haulage of containers, with full load. The slope was assumed to be zero as this represents the most common operating condition)

[101] "CCAC SEI - A Practical Guide For Business - Updated_Final 2023" using Tier 1 emission factors for railways, source: EMEP/EEA, 2019

[102] https://www.unep.org/ozonaction/gwp-odp-calculator

PROPRIETARY METRICS

- **Scrubbers exhaust gas cleaning systems** (vessels only): Total number of vessels operating with scrubbers exhaust gas cleaning systems (EGCS) by the end of the reporting period.
- **Number of LNG vessels** (vessels only): Number of vessels in the fleet that are able to operate using liquefied natural gas (LNG).
- **Number of major accidental spills**: Major accidental spills (>1.000 litres) of oil, fuel and other polluting substances into the environment occurred during the reporting period with a description including substance, estimate amount, circumstances and remedial actions.
- **Number of vessels that use non-harmful paint** (vessels only): Total number of vessels that use non-harmful anti-fouling coating by the end of the reporting period (according to AFS Convention).
- **Number of containers lost at sea (direct/indirect)** (cargo vessels only): Number of containers lost at sea during the reporting year separately for containers transported directly (loss of containers overboard from MSC own operated vessels) and indirectly (loss of MSC containers overboard from MSC partners' vessels).

ESRS E4 – BIODIVERSITY AND ECOSYSTEMS

ESRS E4-5 – IMPACT METRICS RELATED TO BIODIVERSITY AND ECOSYSTEMS CHANGE

All data reported are related to own operations including parent companies and subsidiaries; and associates and joint ventures under financial control. We are working towards including minority-owned entities under operational control in 2025.

Biodiversity sensitivity analysis

The Biodiversity Sensitivity Analysis section contains background information on the disclosure requirement E4-5 and more specifically to the datapoints covered under §35. MSC performed a biodiversity sensitivity analysis to better understand MSC's material site-level impacts and dependencies. This is a key step towards future ESRS-aligned and TNFD-aligned reporting by MSC. For 2024 the biodiversity sensitivity analysis performed was focused primarily on MSC's ESRS E4-5-35 disclosure while partially covering related ESRS E4 disclosure as well as TNFD's recommended Strategy D and Locate phase disclosure.

Sites were clustered in four categories, based on the activities conducted at each site and their potential impacts and dependencies. The four categories of sites identified are office, inland logistics facility, terminal, ship repair and maintenance facility. The four categories of sites identified are defined as:

- Office: Location where administrative, managerial, and clerical work is conducted. These sites are typically found in urban or suburban areas and are designed to support various business operations.
- Inland logistics facility: Temporary storage or logistic sites such as warehouses, container depots, yards and intermodal hubs; sites may also include minor repair/cleaning facilities and workshops.
- Terminal: Including mainly cargo but also passenger and RoRo terminals for shipping and logistics; sites may also include repair/cleaning facilities and workshops as well as warehouses and container depots.
- Ship repair and maintenance facilities: Although the first two categories often include minor repair/clean facilities and workshops, ship repair and maintenance facilities, typically perform repair and maintenance activities as their primary activity and at a larger scale.

All sites - with the exception of offices - were considered as material. Officies were excluded from the subsequent analysis as they typically have minimal direct impacts or dependencies with biodiversity and ecosystems and are often located in urban environments within pre-existing buildings with multiple owners and functions. The biodiversity sensitivity analysis was conducted in two steps:

Step 1 – Proximity analysis:

Material sites were classified into different distance categories based on the overlap of their buffer or area of influence with Protected Areas or Key Biodiversity Areas in

the IBAT datasets (WDPA and WDKBA). The WDPA dataset includes Natura 2000 network of protected areas, UNESCO World Heritage sites, as well as other protected areas, as referred to in Appendix D of Annex II to Commission Delegated Regulation (EU) 2021/2139 (8) and is therefore aligned with the definition of biodiversity sensitive areas as per ESRS E4 Biodiversity and Ecosystems.

Step 2 – Potential biodiversity significance analysis:
Material site located in or near protected areas and other important biodiversity areas were assigned a significance score to facilitate the prioritization of sites. Scores of high, medium and low were assigned based on the proximity of the site to a protected area or key biodiversity area and the type of operation. The number and area of sites for which a potential biodiversity significance was calculated and are considered as the ESRS E4-5-35 related disclosure on the number and area (in hectares) of sites owned, leased or managed in or near protected areas or key biodiversity areas.

Number of sites and total area owned, leased or managed in different land use and biome
The analysis contains background information on the disclosure requirement E4-5 and on the datapoints covered under §41a. The land use of each material site was calculated based on ESRI global 10m resolution land use dataset ESA Sentinel-2, 10m Land Use/Land Cover[103] (2023). The biome was also identified for each site based on WWF's Terrestrial Ecoregions of the World.[104]

PROPRIETARY METRICS

- **Number of ballast water treatment systems** (vessels only): Total number of vessels that have a ballast water treatment system by the end of the reporting period (according to BWTS Convention).
- **Number of collisions with whales** (vessels only): Known collision of vessels with whales during the reporting year.

ESRS E5 – CIRCULAR ECONOMY
ESRS E5-5 – RESOURCE OUTFLOWS

The circular economy section below contains background information on the disclosure requirement E5-5 and on the datapoints covered under §37, 38, 39, 40.
Data reported are related to own operations including parent companies and subsidiaries.

Total waste generated
Total weight of waste from vessels and containers calculated as 'Total amount of non-hazardous waste diverted from disposal + Total amount of non-hazardous waste directed to disposal + Total amount of hazardous waste diverted from disposal + Total amount of hazardous waste directed to disposal'.

Total amount of non-recycled waste
Total weight of non-recycled waste from vessels and containers calculated as 'Total amount of non-hazardous waste directed to disposal + Total amount of hazardous waste directed to disposal'.

Percentage of non-recycled waste
Proportion of non-recycled waste from vessels and containers calculated as 'Total amount of non-recycled waste * 100 / Total waste generated'.

Total amount of hazardous waste
Total weight of non-recycled waste from vessels and containers calculated as 'Total amount of hazardous waste diverted from disposal + Total amount of hazardous waste directed to disposal'.

Total amount of non-hazardous and hazardous waste diverted from disposal or directed to disposal
Total weight of waste from vessels and containers with a breakdown by material (paper, cardboard, wood, plastic, metal, biomass, mixed/residual non-hazardous and hazardous waste) and recovery operations (preparation for reuse; recycling; and other recovery operations) or waste treatments (incineration, landfill; and other disposal operations) is calculated:

For vessels:
Waste deriving from vessel recycling was calculated based on actual quantity of material disposed or diverted form disposal by ship recycling facility approved by local authorities against receipt of material disposed or diverted from disposal. All such receipts are integral part of the ship recycling completion report.

For containers:
The quantity of waste generated from the 'Number of containers sent or sold for recycling' is based on primary data. This data provides the breakdown of waste by material. Additionally, primary data on quantity of material disposed or diverted from disposal was available for 29% of the total containers sent or sold for recycling in 2024. For the remaining containers, material disposed or diverted from disposal was approximated using average waste end of life data based on the Advancing Sustainable Materials Management: Facts and Figures Report[105] (US Environmental Protection Agency, 2018). This approach is in accordance with the methodology proposed by the GHG Protocol for estimating emissions related to end-of-life treatment.

ADDRESSING SOCIAL CHALLENGES

ESRS S1 – OWN WORKFORCE
Data reported are related to own operations including parent companies and subsidiaries.
General Criteria
Number of employees and workers who are not employees are reported in headcount as at the end of the reporting period (31 December 2024).
In accordance with ESRS S1, countries with significant employment are countries in which the company has more than 50 employees, representing at least 10% of the total number of employees as of 31 December 2024.
For MSC applicability, Regions refer to Africa & Middle East; Americas; Asia & Oceania; Europe.
The percentages reported in the social performance tables information are rounded to the integer.

ESRS S1-6 – EMPLOYEES BREAKDOWN BY GENDER, COUNTRY, REGION, AND CONTRACT TYPE
The employee section below contains background information on the disclosure requirement S1-6 and on the datapoints covered under §50, 51.
'Employee' is defined as an individual with an employment contract with an MSC Cargo Division entity according to national law or practice. This includes full-time and part-time employees; permanent contract or fixed-term contract employees; blue-collar and white-collar employees; and apprenticeship/trainees/work experience employees.
We have disclosed the number of employees recorded as male, female, other, and not reported. Employees recorded as other refer to employees with a third gender category. Employees recorded as not reported refer to cases of employees where it was not possible to report the gender.
The number of employees by country is the number of employees in countries where the company has significant employment.
The number of employees (headcount) by contract type is the number of permanent, temporary and non-guaranteed hours employees in the total number of employees at 31 December 2024. For the purpose of this disclosure:

Permanent employee
Employee with a contract for an indeterminate period (i.e. indefinite contract).

Temporary employee
Employee with a contract with a limited period (i.e. fixed term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed (e.g. the end of a project or return of replaced employees). The number reported in the social performance tables also reflects the engagement of seafarers, characterized by assignments that are typically aligned with voyage durations.

[103] https://www.arcgis.com/home/item.html?id=cfcb7609de5f478eb7666240902d4d3d
[104] https://www.worldwildlife.org/publications/terrestrial-ecoregions-of-the-world
[105] https://www.epa.gov/sites/default/files/2021-01/documents/2018_tables_and_figures_dec_2020_fnl_508.pdf

Non-guaranteed hours employee
Employed by the company without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

ESRS S1-6 – EMPLOYEE ATTRACTION AND RETENTION

The employee attraction and retention section below contains background information on the disclosure requirement S1-6 and on the datapoints covered under §50 (c).
The number of employees who left the company is the number of employees who left the organisation voluntarily or due to dismissal, retirement or death while employed by the company during the year.

PROPRIETARY METRICS

- **New employee hires:** We report the number of new employee hires reflecting our organization's growth.

ESRS S1-7 – NON-EMPLOYEE WORKERS IN OUR WORKFORCE

The non-employee section below contains background information on the disclosure requirement S1-7 and on the datapoints covered under §55.
Workers who are not employees (indirect, contractor or outsourced workers) include: individual contractors supplying labour to MSC Cargo Division entities (self-employed workers) and workers provided to MSC Cargo Division entities, through organizations primarily engaged in employment activities, including but not limited to registered pools of dockers, labour unions, port authorities, temporary employment agencies, labour placement agencies and other employment agencies (regardless of the entity).

ESRS S1-8 – COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

The collective bargaining section below contains background information on the disclosure requirement S1-8 and on the datapoints covered under §60, 63.

Collective bargaining
Is defined as negotiations which take place between an MSC Cargo Division entity and its employees' representatives (such as trade unions) duly elected and authorised in accordance with national laws and regulations for: determining working conditions and terms of employment; and/or regulating relations between employers and employees or between employers' organizations and employees' organizations.

Workers representatives
Refer to trade unions representatives designated or elected by trade unions in accordance with national legislation and practice; and other representatives who are freely elected by the employees of an MSC Cargo Division entity in line with national laws or collective agreements and whose roles do not include activities exclusive to trade unions and should not undermine the trade unions' position.

In accordance with ESRS S1-8 the company has calculated respectively the percentage of total employees covered by collective bargaining agreements; the percentage of employees covered by collective bargaining agreements and covered by workers' representatives reported at the country level for each European Economic Area (EEA) country in which the company has significant employment; and the percentage of the employees covered by collective bargaining agreements by region.

ESRS S1-9 – DIVERSITY OF OUR EMPLOYEES

The diversity section below contains background information on the disclosure requirement S1-9 and on the datapoints covered under §66. This indicator reports the age distribution of employees categorized into three age groups: under 30 years old; between 30 and 50 years old; and over 50 years old. It also includes the gender distribution in number and percentage at top management level.

ESRS S1-13 – TRAINING AND PEOPLE PERFORMANCES

The training and people performances section below contains background information on the disclosure requirement S1-13 and on the datapoints covered under §83.
MSC training for employees ashore comprise a mix of mandatory and recommended courses including onboarding for newcomers; internal learning focusing on leadership and people management, technical, functional and soft skills; mentoring programmes; and external learning platforms. Employees at sea use an online learning system for vessel- and equipment-specific trainings as well as a 360° bridge simulator replicating real-life scenarios to enhance navigation, emergency situations and decision-making skills. Trainings are delivered in person by way of classroom and information sessions; live and on-demand webinars; on-the-job training via secondments/placements; and online learning.
The average number of training hours per employee and by gender is calculated using the following formula: total number of training hours offered to and completed by employees per gender divided by the total number of employees per gender.
Performance and career development reviews comprise an evaluation of employees' performance on a regular basis (at a minimum annually), conducted by their direct manager, taking into account the employee's career development and future growth.

ESRS S1-14 – HEALTH AND SAFETY

The health and safety section below contains background information on the disclosure requirement S1-14 and on the datapoints covered under §88 (a, b, c, e). Reported health and safety indicators refer to our total workforce (including employees and non-employee workers). Fatalities are also reported for the value chain (and third-party) workers. In the case of TiL, all statistics refer to both own workforce and third-party workers operating at terminals. Indicators include the following:

Fatalities
Number of deaths that occur as a result of work-related incidents.

Total Recordable Work-Related Accidents
Number of recordable work-related accidents including incidents resulting in death, loss of consciousness, days away from work, restricted work, medical treatment beyond first aid or transfer to another job.

Total Recordable Case Frequency
Frequency of total recordable work-related accidents calculated according to the following formula: number of total work-related accidents divided by total number of hours worked by the involved workforce times a standard factor (1,000,000).

Lost Time Incidents
Number of incidents resulting in employees being unable to work for a period of time due to work-related injuries.

Near Misses
Number of incidents that could have resulted in injury or damage but did not.

Total Recordable Work-Related Ill Health Cases
Number of cases of work-related ill health recordable according to ILO categorization of occupational diseases.

Days Lost
Number of days employees are unable to work due to work-related injuries including days away from work.

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To the Management of

MSC Mediterranean Shipping Company SA, Geneva

Geneva, 28 July 2025

Independent Assurance Report on selected indicators in MSC Mediterranean Shipping Company's Sustainability Report 2024

We have been engaged to perform assurance procedures to provide limited assurance on selected indicators (including GHG emissions) included in MSC Mediterranean Shipping Company SA and its consolidated subsidiaries' (the Group) Sustainability Report 2024 (the Report) for the reporting period from 1 January 2024 to 31 December 2024.

Our limited assurance engagement focused on selected indicators (including GHG emissions) presented in the performance tables in the respective sections of the Report on pages 48-49, 72-73 and 114-119 as indicated with the tick mark ▶ (the Indicators).

We did not perform assurance procedures on other information included in the Report, other than as described in the preceding paragraph, and accordingly, we do not express a conclusion on that information.

Applicable criteria
The Group defined as applicable criteria (the Applicable Criteria):

- European Sustainability Reporting Standards (ESRS). A summary of the standards is presented on the EFRAG website.

The methodology note on pages 122 to 135 of the Report outlines the application of ESRS.

Inherent limitations
The accuracy and completeness of selected indicators (including GHG emissions) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the indicators (including GHG emissions) is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the emissions factors and the values needed to combine e.g. emissions of different gases. Our assurance report should therefore be read in connection with the Group's methodology note of the Report, its definitions and procedures on non-financial matters reporting therein.

Responsibility of the Management
The Management is responsible for the selection of the Applicable Criteria and for the preparation and presentation, in all material respects, of the selected indicators (including GHG emissions) in accordance with the Applicable Criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of indicators (including GHG emissions) that are free from material misstatement, whether due to fraud or error.

Independence and quality control
We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies *International Standard on Quality Management 1*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility
Our responsibility is to express a conclusion on the selected indicators (including GHG emissions) based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected indicators (including GHG emissions) are free from material misstatement, whether due to fraud or error.

Summary of work performed
Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Our limited assurance procedures included, amongst others, the following work:

- Assessment of the suitability of the Applicable Criteria and their consistent application
- Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- Interviews with the Group's key personnel to understand the non-financial reporting system during the reporting period, including the process for collecting, collating and reporting the indicators
- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Applicable Criteria

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- Analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to check the accuracy of the data.

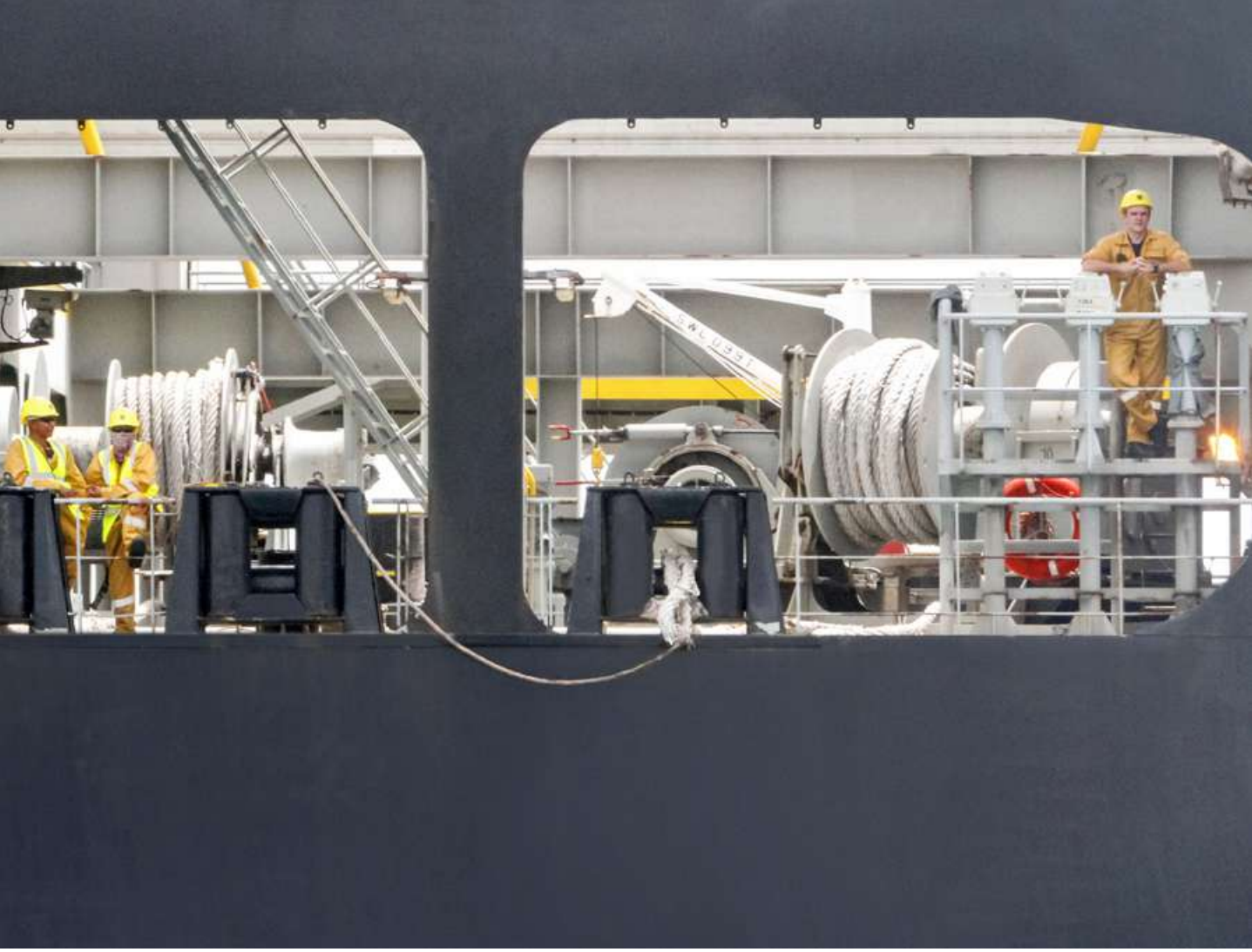
We have not carried out any work on data other than outlined in the paragraph above. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusions.

Conclusion
Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected indicators (including GHG emissions) in the Report of the Group have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Ernst & Young Ltd

Laura Meadwell
Executive in charge

Raphael Rutishauser
Partner



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