



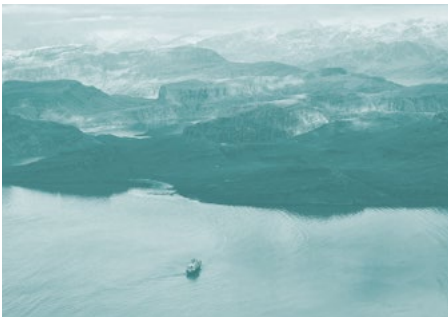
SUSTAINABILITY REPORT 2025



WE SAIL FOR
THE NEXT GENERATION



ARMATEURS



A CLEAR COURSE
FOR LDA

1

LDA AT
A GLANCE

2

A global solutions provider for the maritime industry

3

Our CSR approach

4

PROTECTING THE MARINE
ENVIRONMENT

6

LDA's next-generation fleet

7

Innovating for the future of sustainability

8

Decreasing our footprint on board and on shore

9

Optimizing our logistics infrastructure

10

Demonstrating our environmental commitments

11

SAFEGUARDING HEALTH, SAFETY,
AND SECURITY

12

Building a strong health and safety culture

13

Improving conditions on board and on land

14

Exchanging expertise at sea and ashore

15

PROVIDING OPTIMAL SOCIAL
CONDITIONS

16

Investing in our employees' careers

17

Creating the conditions for success

18

Fostering the next generation of maritime excellence

20

MAINTAINING HIGH ETHICAL STANDARDS
THROUGH SOUND GOVERNANCE

22

Strengthening our ethical foundations

23

Enhancing our procurement & software systems

24

APPENDIX

25

2025 objectives

25

Table of key performance indicators

26

2025: A LANDMARK YEAR FOR LDA

In 2025, we took our strong sustainability progress even further. We announced our ambition to double our fleet, advance technological innovation, and design the vessels and maritime services of the future. After our founding as a family-owned business over 170 years ago, we welcomed InfraVia, a leading independent private equity company, as a majority shareholder.



Samira Draoua
CEO, LD Armateurs

A LEADER FOR THE MARINE ENVIRONMENT

At LDA, we pride ourselves on being pioneers for the maritime energy transition. This drives our teams to innovate, test, and implement sustainable solutions for shipping – from studies and wind tunnel tests of new types of sails to developing an ammonia storage and cracking vessel to produce green hydrogen. Our role is to proactively propose solutions to our clients and help them make the right choices for their decarbonization needs.

In 2025, we advanced construction of a new generation of vessels, designed for environmental performance from the outset. This includes three ro-ro vessels for Airbus and two service operation vessels (SOVs) for Vattenfall.

PEOPLE AT THE CENTER OF OUR STRATEGY

Our people power our business, and it is our responsibility to give them the means to flourish in safe conditions. In 2025, we launched thematic committees covering people and talent, innovation, risk, and more. We led campaigns centered around behavior-based safety, and an anti-discrimination plan including specialized training.

One of our top priorities is to encourage more women to consider a career in shipping, both on and off shore, and to ensure that working conditions enable them to thrive. We collaborate with schools and universities to engage with young women about maritime career opportunities.

As part of our growth strategy, we are launching a large-scale recruitment of 400 new seafarers by 2027. We are equally proud to be a top employer of French officers and continue to promote French maritime savoir-faire.

DYNAMIC GOVERNANCE FOR ACCELERATED GROWTH

As a long-term investor, InfraVia supports companies that embed sustainability in their value creation strategy, making it an ideal partner as we continue on our journey.

Our partnership fuels our dynamic growth – both internal and external. We are ready to deliver on our new strategy and position ourselves as a solutions provider higher up the value chain. We also plan to enter new markets as we go beyond our role as a shipowner.

In 2025, we also took the opportunity to strengthen our governance structure. Our four business lines now form part of our Executive Committee, ensuring closer alignment with client expectations and enabling us to tackle business challenges directly and collaboratively.

Since joining LDA midway through 2025, I've witnessed firsthand our teams' commitment to sustainable growth. We have the chance to steer change and take the shipping sector into the future. I'm honored to be at the helm of LDA as we sail for the next generation.



LDA AT A GLANCE

OUR VISION

Long-term vision is integral to our DNA. We build on the legacy of previous generations to shape the future. Providing innovative maritime solutions is at the heart of everything we do. It is how we create value for our clients, for our people, and for maritime ecosystems.

OUR MISSION

“We sail for the next generation” means that we are committed to building a positive future for the maritime industry. We aim to deliver best-in-class maritime services, grounded in our significant industry expertise, while advancing the energy transition.

OUR VALUES

At LDA, we have four defining ‘spirits’ that encapsulate our company’s culture and motivations. These four spirits energize our teams and guide all of our company actions.

» **FAMILY SPIRIT**

We remain deeply rooted in our origins and committed to the family values that have shaped us. Thanks to our family spirit, we create a supportive environment for all stakeholders, valuing their unique talents and personalities.

» **DRIVING SPIRIT**

We set ourselves the highest standards of excellence in our work, our partnerships, our responsibilities, and our industry as a whole. Our driving spirit is the cornerstone of our commitment to our employees, our clients, and the environment.

» **TEAM SPIRIT**

Even the most sophisticated vessel is only as strong as its crew. We recognize that together we are more effective, more resilient, and better equipped to exceed expectations while achieving our long-term vision.

» **PIONEERING SPIRIT**

Since its creation nearly two centuries ago, LDA has cultivated a pioneering and innovative mindset. This drives us to seek out and implement new ideas, striving for a better, more efficient, and more sustainable maritime industry.

OUR HISTORY

Since LDA was founded in 1851, we have been committed to shaping a more sustainable maritime industry for future generations.

- **1851**
The Louis Dreyfus Group is founded by Léopold Louis-Dreyfus
- **1903**
The Group charts its first newbuilding cargo vessel, the Carol 1^{er}
- **1996**
Philippe Louis-Dreyfus becomes the head of LDA
- **1998**
LDA acquires LD TravOcean (submarine cable installations)
- **2000**
LDA partners with Alcatel Submarine Network
- **2002**
LDA partners with Airbus
- **2007**
Philippe Louis-Dreyfus and his family acquire LDA
- **2015**
Édouard Louis-Dreyfus becomes President of LDA
- **2017**
LDA partners with Ørsted
- **2020**
LDA partners with GE Renewable Energy
- **2021**
LDA partners with EDF Renewables
- **2023**
LDA partners with Siemens Gamesa
- **2024**
LDA partners with Vattenfall
- **2025**
InfraVia becomes the majority shareholder of the Group, and Samira Draoua is appointed CEO

A GLOBAL SOLUTIONS PROVIDER FOR THE MARITIME INDUSTRY

At LDA, our expertise spans four core business lines.

OVER 1,800
EMPLOYEES

175
YEARS OF MARITIME EXPERTISE

40+
VESSELS IN OUR FLEET

6 RO-RO SHIPS
9 CARGO SHIPS,
FLOATING CRANES, TUGS,
AND CREW BOATS
98% ON-TIME DELIVERY



1. LOGISTICS AND TRANSPORT

More than 90% of global goods are transported by sea. At LDA, we support our customers with their logistics and transport needs. Our services cover the transportation of heavy and specialized cargo, 3PL logistics, forwarding services, logistics engineering, and project cargo solutions.

6 CABLE-LAYING VESSELS
6 MAINTENANCE VESSELS
700,000+ KILOMETERS
OF CABLE LAID



2. TELECOMMUNICATION CABLES

99% of global connectivity relies on telecommunications cables crisscrossing the oceans. Thanks to our technical expertise and experience, we support our clients and partners with submarine cable laying and maintenance, as well as submarine surveys.

5 SERVICE OPERATION
VESSELS
7 CREW TRANSFER
VESSELS
23,000 SAFE TRANSFERS



3. OFFSHORE WIND

Our commitment to enabling the energy transition runs deep. We support our clients with operating and maintaining offshore wind turbines. We continue to pioneer innovative, low-carbon vessel designs for SOVs and CTVs to further minimize our environmental impact.

100+ SHORE-END
OPERATIONS IN
THE TELECOMS INDUSTRY
30% OF EU OFFSHORE
WIND INTER-ARRAY
CABLES LAID & PROTECTED
40+ YEARS
OF EXPERIENCE



4. SUBSEA

We are experts in installing and protecting submarine cables covering all types of seabed, as well as in designing and manufacturing subsea equipment. Partners and clients trust our subsidiary LD TravOcean to deliver on essential turnkey projects covering offshore wind, power cables, and telecommunications cables worldwide.

OUR CSR APPROACH

Corporate social responsibility (CSR) is a core part of LDA’s ethos. Our bold CSR ambitions are backed by a strategic roadmap and concrete target actions, enabling us to stay accountable for achieving our goals. This builds on our strong sustainability progress in recent years thanks to our committed teams.

PROTECTING THE MARINE ENVIRONMENT

- » Net Zero GHG emission by 2050 in line with IMO objectives
- » 100% of environmental incidents treated, monitored, and reported in line with MARPOL requirements
- » At least two environmental awareness campaigns per year
- » Deployment of a biodiversity strategy

We are accelerating our fleet modernization and retrofit efforts, and continue to optimize operations by focusing on routing, energy efficiency, fuel monitoring, and speed optimization. We are tracking progress by improving the accuracy of our carbon footprint measuring for Scope 1, 2, and 3 emissions. And we continue to strengthen client collaboration to drive progress on low-carbon solutions.



We are reinforcing deficiency tracking and root cause analysis across the fleet to pinpoint where further action can be taken to limit any issues related to pollution. We are also conducting regular internal audits and targeted inspections on MARPOL compliance to ensure the highest standards.

We are integrating environmental campaigns into our annual communication and events plan. We have defined themes aligned with key environmental priorities to reinforce our goals throughout the year.

We are working to formalize and roll out a biodiversity strategy for the LDA Group covering the short-, medium-, and long-term horizons. Building on this strategy, we are structuring our priority actions based on the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) framework. Finally, we have defined and are monitoring dedicated biodiversity key performance indicators (KPIs) to track progress.



PROVIDING OPTIMAL SOCIAL CONDITIONS

- » 90% retention rate for seafarers
- » 100% of shore-based employees trained every two years
- » Equal pay for equivalent experience and role
- » Group gender equality index at $\geq 80/100$
- » 30% women in leadership positions by 2030 among shore-based personnel

We are formalizing a retention and engagement plan, and reinforce sourcing and recruitment of officers to ensure we are hiring people who are aligned with our direction as a company.

As part of our zero-tolerance approach, we are deploying a dedicated action plan on harassment. We have established a Psychosocial Risks Committee to identify any gaps we may have and develop a plan to address them.

We are implementing an annual training plan to ensure our shore-based employees have a clear roadmap for their careers. And we are reviewing training needs during annual performance reviews.

As part of our commitment to promote an inclusive and respectful work environment, we are developing and implementing a Group diversity and gender equality action plan.

We are working to prevent discrimination and ensure equal opportunities. To foster women in management, we will support our female employees’ career development and provide opportunities to access leadership. Finally, we will monitor progress through dedicated KPIs.



ENSURING HEALTH, SAFETY, AND SECURITY

- » Zero fatal accidents
- » Zero tolerance for harassment
- » Lost-time injury frequency rate under 0.5
- » Total recordable case frequency rate under 1.5

We are deploying our behavior-based safety (BBS) program to strengthen proactive leadership, risk awareness, and open dialogue among our seafarers and onshore employees. Additionally, we are implementing and enforcing Life-Saving Rules (LSR) across all operations to further develop our safety culture.

We are working to promote a strong safety culture at every level of our organization, driven by our leaders.



MAINTAINING HIGH ETHICAL STANDARDS THROUGH SOUND GOVERNANCE

- » Zero tolerance for any form of corruption
- » 100% of new employees trained on risk and ethics best practices
- » 100% of high-risk new suppliers screened for compliance each year
- » 100% of high-risk customers screened for compliance each year

We are ensuring all employees receive dedicated training on best practices pertaining to risk and ethics to ensure zero corruption across our business.

We hold our suppliers and customers to the same ethical standards as we hold our business. We have established a Risk Committee to strengthen risk assessments for our suppliers and customers, ensure proper risk mitigation, and guarantee compliance with applicable regulations.



OUR 2026 TARGETED KPIS

OUR 2026 TARGETED KPIS

PROTECTING THE MARINE ENVIRONMENT



Our environmental commitments guide all of our work at LDA. We are proactive in developing and testing sustainable solutions and helping our clients make informed choices to tackle their business challenges. As part of that mission, we are building modern and innovative ships, installing new technologies, and retrofitting existing vessels. In 2025, we also launched our carbon footprint assessment, demonstrating our dedication to advancing environmental progress at LDA.

LDA'S NEXT-GENERATION FLEET

Our business is always looking to the future, which is why we are investing in new, cutting-edge vessels that will help us achieve our environmental performance goals in the years ahead.

CONSTRUCTING THE RO-ROS OF THE FUTURE

Following the construction kick-off of our three new ro-ro vessels in 2024, work continued in 2025 with the fabrication of the hulls and the installation of all main equipment on board. The three ro-ros will each be equipped with six Norsepower Rotor Sails™ and dual-fuel engines capable of running on e-/bio-methanol or marine diesel oil. The sails will minimize fuel consumption and lower emissions and costs.

These ships, the first of which is expected to enter into service in 2026, will transport aircraft components between production facilities in Europe and the United States for Airbus. When combined with voyage optimization software, we expect these groundbreaking ro-ros to cut emissions by up to 70% annually, compared to the previous generation of vessels.

SUPPORTING THE OFFSHORE WIND INDUSTRY

In 2025, two new crew transfer vessels (CTVs) joined the LD Tide fleet. The vessels' StratCat27 design combines reliable and efficient propulsion technology with unparalleled safety and performance. One of these vessels was selected to service the Éoliennes en Mer des Îles d'Yeu et de Noirmoutier offshore wind farm off the west coast of France under long-term contract.

In parallel, LD TravOcean has been integral in the construction of the wind farm, completing its installation of more than 90 km of inter-array submarine cables in July 2025.

Construction also started on two hybrid service operation vessels (SOVs) for Vattenfall in 2025. These vessels will be at the cutting edge of performance and power efficiency in the harsh North Sea environment, and minimize environmental impact throughout their operations. The SOVs will feature a symmetric hull form with two azimuth thrusters at each end, allowing enhanced maneuverability and an optimized propulsion line, including a larger battery pack.



When we work on new ship designs at LDA, the focus is always on reducing emissions and improving operational performance. We are committed to building the fleet of the future, making use of innovations like alternative fuels, positioning and environmental measurement systems, electrification, digitalization, wind-assisted propulsion, and energy recovery."

Joséphine Moisson de Vaux
Innovation Coordinator,
Marine Engineer



INNOVATING FOR THE FUTURE OF SUSTAINABILITY

LDA is committed to a more sustainable shipping industry. We go above and beyond in innovation across our operations and ship designs to enhance performance and reduce emissions.



ADVANCING ALTERNATIVE FUELS AND PROPULSION TECHNOLOGIES

We have already developed designs for methanol-fueled, liquid hydrogen-fueled, and fully electric SOVs. All of these vessels would drastically cut emissions compared to standard SOV designs. Yet the use of alternative fuels relies on having the necessary infrastructure and logistics in place. That's why we are developing FRESH – a floating renewable energy solution for hydrogen and its derivatives. It includes floating storage solutions, terminals, and coastal and first/last mile delivery systems. With FRESH, we aim to enable cost-effective, flexible, and scalable logistics for ammonia, methanol, and hydrogen supply chains, supporting the maritime energy transition.

We are also working to advance alternative propulsion technology. In 2025, our team carried out wind tunnel tests to assess how different

sails perform under different conditions and how they interact. We also ran tests in the Netherlands on a new type of propeller for trochoidal propulsion where the blades rotate around the vertical rather than horizontal axis.

OPTIMIZING OPERATIONAL MEASURES

One of the maritime industry's strongest levers to cut emissions and meet climate goals is operational measures. In 2025, we concluded our long testing campaign on different voyage optimization software, with a focus on wind-powered vessels, choosing Ascenz Marorka's solution. This software was installed on the Ville de Bordeaux in early 2025 and is currently being tested in real-world conditions. This software has the potential to dramatically increase the performance of wind-propelled vessels, as it optimizes voyage routes for the best weather

conditions. It will also be rolled out on our three new ro-ros that are currently under construction. Also in 2025, we installed another routing software on our cable-laying vessels to similarly optimize voyage routing.

In 2025, we rolled out a new vessel performance management system that will help our vessels make better use of data to further optimize performance. The system will provide standardized data collection across different vessel types, allowing us to better plan our operations and make them more efficient.

EQUIPPING OUR VESSELS FOR TOP ENVIRONMENTAL PERFORMANCE

Energy-saving devices can also make a big difference when it comes to reducing emissions and pollution. We made improvements to our anti-fouling systems for our vessel hulls, minimizing the environmental impact of runoff, reducing the spread of invasive species, and improving performance. In 2025, we continued carrying out tests on new graphene-based and biocide-free hull coatings, with a view to finding more efficient materials that minimize biodiversity impacts.

We also purchased new oily water evaporators that clean bilge water and reduce the quantity of oil that enters the sea from the current regulatory standard of 15 ppm to around only 5 ppm. We have already fitted two of our cable-laying vessels with these systems and they will be installed on one additional vessel in 2026.

DECREASING OUR FOOTPRINT ON BOARD AND ON SHORE

At LDA, we take a holistic view of environmental responsibility. That means that while we always emphasize emissions reduction, we know that we can also limit our impact in other ways at sea and onshore.

IMPROVING ENERGY EFFICIENCY ON BOARD

Along with lower-carbon designs, we are also committed to reducing our energy consumption where possible on our vessels. In 2025, we introduced a guide promoting good practices on how to optimize consumption on board – from turning off the lights where possible to installing heat-recovery systems that capture heat from the engine and use it to heat the vessel.

BETTER WASTE MANAGEMENT

We made a concerted effort to improve our garbage management system in 2025 to further reduce our environmental impact. The new system replaces waste purifiers with filters, improving their efficiency and making the waste management process easier.

We also offer solutions to our clients related to compacting and dehydrating waste to optimize garbage volume. These new systems were successfully installed on two vessels in 2025. We are also continually working to reduce the total amount of waste we produce throughout our operations, including by switching to recycled materials when constructing the equipment used to load cables into cable-laying vessels.

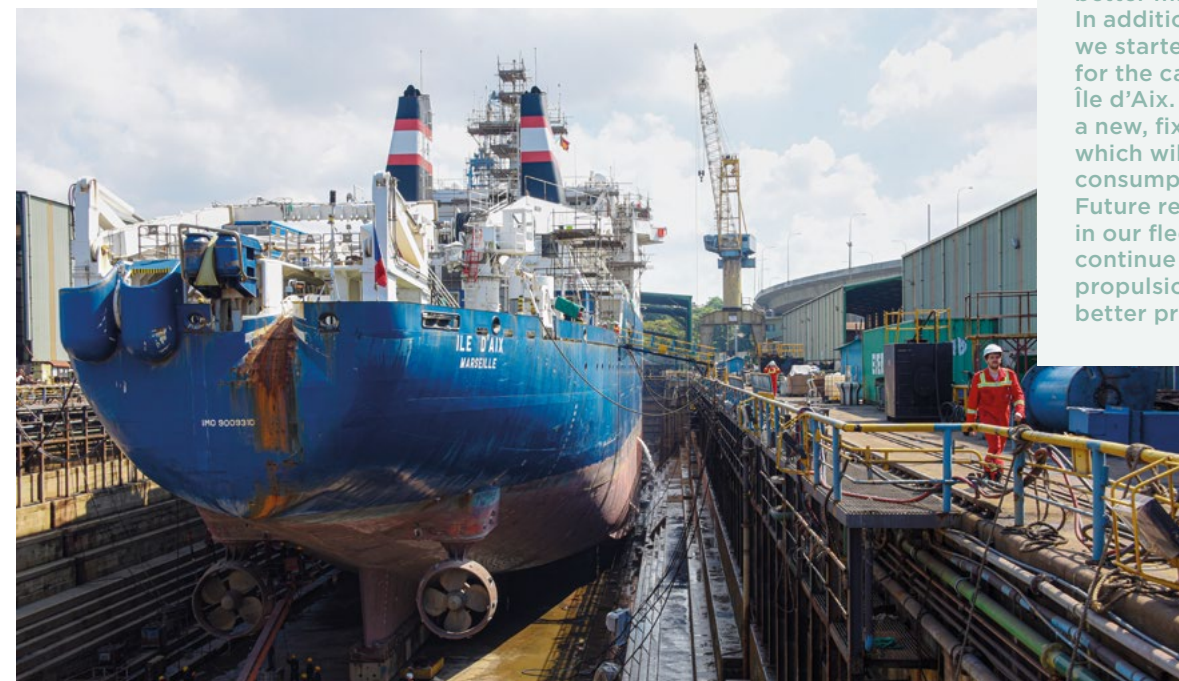
SUSTAINABLE BUILDINGS

At LD TravOcean's offices in Dunkirk, we have invested in newer, more efficient workspaces. In particular, the office features high-performance insulation, significantly enhancing its thermal efficiency and reducing our overall environmental footprint.

Other work is ongoing to further decrease energy consumption. In addition, LD TravOcean abides by a "repair not replace" philosophy for our equipment and machinery. This allows us to extend the lifespan of our tools, ultimately reducing the amount of waste we produce.

FUTURE-PROOFING OUR EXISTING FLEET

At the same time that we are welcoming innovative, new ships to the LDA fleet, we have also been undertaking the work to retrofit existing vessels to improve performance and reduce emissions. Following the installation of sails on the Ville de Bordeaux in 2024, we continued to upgrade the vessel by installing new routing software to better make use of the sails. In addition, in 2025, we started the retrofit process for the cable-laying ship Île d'Aix. We are installing a new, fixed-pitch propeller, which will reduce oil consumption by 20%. Future retrofits of vessels in our fleet will largely continue to focus on propulsion upgrades through better propellers.



OPTIMIZING OUR LOGISTICS INFRASTRUCTURE

Another key way that LDA is looking to reduce our environmental impact is by streamlining our logistics operations to limit waste and minimize transport emissions.

RETHINKING OUR ORDERS

We are focusing on minimizing packaging waste and the number of purchase orders we place overall. Our goal is to achieve an eventual 20% reduction in the total number of purchasing orders. Additionally, we are working to better group purchase orders to lower the overall amount of transport needed for our equipment.

To further improve this process, we are also working on an initiative to create an equipment catalogue. This would allow us to standardize some categories of products that our teams need. In this way, we can make the purchasing process smoother, reduce the total number of purchase orders, and help our teams get the equipment they need more quickly.

CREATING EQUIPMENT HUBS

To further optimize our logistics infrastructure, we are developing a hub system for storing equipment. From central storage locations, we can better organize transportation to different projects' final destinations, increasing efficiency and cutting transport emissions. We first rolled out this new process in 2025 and saw immediate value, but we will continue to refine it moving forward.

We are also using the hubs to store spare parts that are common to LDA vessels of the same type, making it easier and less expensive to replace parts and do repairs.



BUYING LOCAL

Another way to reduce the impact of our purchasing is by buying local where possible. For our vessels that regularly call at certain ports around the world, we are working to develop an ecosystem of local suppliers for technical repairs and equipment.

For example, we are looking to buy equipment in Asia for our cable-laying vessels and in Europe for some of our offshore wind vessels that are stationed there. We had good success in increasing local repair purchases in Asia in 2025.

DEMONSTRATING OUR ENVIRONMENTAL COMMITMENTS

In addition to our internal initiatives to improve environmental performance, we also seek to align with independent certification schemes, as well as international standards for carbon tracking and biodiversity.

SUSTAINABLY CERTIFIED

Green Marine Europe seeks to spur the European maritime industry to maintain the highest environmental standards through indicators addressing issues specific to maritime transport, such as biodiversity protection, air, water, and soil quality. LDA has been certified under the Green Marine Europe scheme since 2022. The label requires external auditing every two years, but since 2023, we have proactively opted to undergo auditing annually. In 2025, we successfully renewed the label with a strong overall score of 3.88 out of 5.

FOCUSING ON BIODIVERSITY

Protecting marine biodiversity is one of our top priorities. In 2025, we launched a dedicated biodiversity strategy covering the short, medium, and long terms. The strategy lays out a clear plan of action and a mechanism for future performance monitoring.

The plan aligns with the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) and sets out a number of concrete actions that LDA is in the process of taking. These actions include testing low-friction, biocide-free hull coatings, slow steaming, and subsea cable encapsulation, which helps protect cables while limiting the dispersion of particles or substances into the marine environment.

We are also working to integrate sensitive areas and marine sanctuaries into voyage planning. Looking ahead, we will continue to collaborate with clients on biodiversity initiatives.

LAUNCHING OUR CARBON FOOTPRINT ASSESSMENT

We took further action on our emissions strategy in 2025 with the formal deployment of our carbon footprint assessment, covering scopes 1, 2, and 3. The assessment is based on the Greenhouse Gas Protocol Corporate Standard. It showed that most of our greenhouse gas emissions come from vessel operations. These results confirm the importance of the actions already underway to reduce our environmental impact, including the retrofit of existing vessels and the construction of next-generation vessels with improved environmental performance. Our 2025 Environment Week and its related initiatives helped raise awareness about this new assessment. Specifically, we hosted an interactive "My CO₂" conference, that allowed employees to calculate their personal carbon footprint.



12,987 tCO_{2e}
SCOPE 1 CO₂ EMISSIONS

63 tCO_{2e}
SCOPE 2 CO₂ EMISSIONS

177,949 tCO_{2e} excluding
ship management activities
which represent 246,129 tCO_{2e}
SCOPE 3 CO₂ EMISSIONS



AN OUTSTANDING MARITIME LEGACY

Following the sad passing of Philippe Louis-Dreyfus, he was posthumously granted a special Blue Charter award acknowledging his life-long contributions to creating a more sustainable maritime industry. The award specifically recognizes his advocacy for reducing vessel speeds, one of the key operational measures that can drastically reduce greenhouse gas emissions. Philippe Louis-Dreyfus initiated the Blue Charter in 2003 and he served as a sterling example of LDA's values and ambitions in promoting responsible shipping.

SAFEGUARDING HEALTH, SAFETY, AND SECURITY

Our approach to HSEQ is centered around behavior-based safety. This means working to promote proactive leadership, open dialogue, and strong risk awareness to remain agile, while looking out for each other to ensure collective well-being. We support our people to grow through targeted action plans and knowledge exchanges. We also look to outside expertise to assess where we can level up our practices even further.



BUILDING A STRONG HEALTH AND SAFETY CULTURE

In our industry, a commitment to health, safety, and security is absolutely vital to mitigate the dangers we face. By setting high standards for everyone at LDA, we can ensure that our people are safe at sea and on land.

0.69
LOST-TIME INJURY
FREQUENCY RATE

1.60
TOTAL RECORDABLE CASE
FREQUENCY RATE

TARGETED HEALTH AND SAFETY CAMPAIGNS

In 2025, we continued to strengthen our annual safety campaigns, which follow a behavior-based safety approach. This enables everyone at the company to be informed and accountable for their actions. Through this year's campaign theme of "Hands-On Safety," we shared practical tips that we can all take to ensure the safety of ourselves and those around us. During the year, we developed a specific campaign on behavior-based safety and Life Saving Rules tailored to our operations, to be launched in 2026. We also hosted our annual seminars with all of our captains and chief engineers, featuring new workshops to give them the tools to spearhead safety best practices on board and guide their crews.

PROMOTING A SAFE AND INCLUSIVE ENVIRONMENT

Health and safety are not just about the physical risks of being at sea. Respect for others is absolutely integral to our HSEQ work at LDA. We maintain a zero-tolerance policy when it comes to harassment and discrimination, and remain vigilant about enforcing it. As a result, we continued our anti-harassment campaign through a series of actions, including posters, targeted announcements, and bulletins.



INNOVATING FOR SAFETY

In 2025, LD TravOcean developed and deployed a new safety resource. Since the team was regularly sending materials all over the world for projects, they decided to take advantage of that infrastructure to create a complete safety container. This container includes necessary preventative materials and an emergency kit, so that we can guarantee that our teams have the highest-standard equipment and stay safe wherever they are in the world.

In 2025, LD TravOcean also launched a tailored training on countering harassment and discrimination for employees, as well as a specific alert system to ensure any potential incidents are fully investigated.

In 2025, we continued to develop our family of HSE newsletters, including a bulletin focusing specifically on mental health. With this effort, we aim to challenge stigma around the topic of mental health and ensure that our seafarers are aware of the resources available to them.

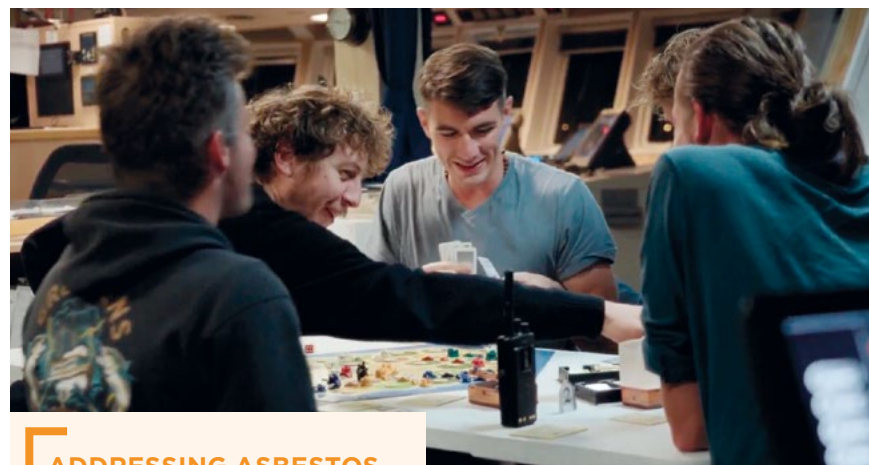
PREPARING OUR CREWS FOR THE FUTURE

Technological progress is rapidly advancing in the maritime industry and will change what our fleet looks like in the years to come. To prepare our crews for these ships of the future, we organize in-depth theoretical and practical trainings on the safe use of new maritime technologies. In 2025, we implemented one module focused

on gas propulsion, in line with the International Code of Safety for Ship Using Gases or Other Low-flashpoint Fuels. The module focused specifically on methanol, as we are adding dual-fuel methanol vessels to our fleet. Around 50 of our crew members completed the theoretical part of this training module in 2025, and the hands-on-practical part is ongoing. Other trainings covered the shifting landscape of international regulation and the implications on board our vessels.

IMPROVING CONDITIONS ON BOARD AND ON LAND

Life at sea can take a toll on our seafarers, which is why we are committed to improving conditions wherever we can. We're holistically reviewing all aspects of life on board to create a targeted plan to boost quality of life for our people.



ADDRESSING ASBESTOS CONCERNS

Asbestos is a serious health concern that must be treated with care and attention. In 2025, we made further progress on the review of our asbestos management system. This revision aims to reinforce the knowledge of all crew members and head office personnel about the best practices for handling or treating asbestos throughout its life cycle, from identification to disposal.

SHORTER PERIODS AT SEA

In 2025, we took the pivotal step of reducing the duration of seafarers' time at sea on offshore wind vessels. For crew transfer vessels (CTVs), we reduced the rotations to two weeks on, two weeks off, where the industry standard is generally a four-week rotation. For seafarers working on service operation vessels (SOVs), we lowered rotation lengths from eight weeks down to six weeks. This puts us ahead of industry standards for time spent at sea.

These changes have enabled our seafarers to spend more time ashore, boosting morale. At the same time, it is also now easier to schedule crew shifts, since ships are back to port more often. These regular intervals facilitate our ability to plan our workforce allocation, as well as any necessary maintenance or repair work on the vessels.



LDA's new schedules for SOVs have significantly improved my quality of life as a crew member. Getting to spend more regular time on shore means getting to spend more time with my family and friends, which is invaluable."

François Boquet
DPO Officer on board SOVs

ASSESSING QUALITY OF LIFE

Following the launch of our quality of life and working conditions survey for all seafarers in 2024, we created an action plan based on the results in 2025. The plan is organized into several thematic sections, ranging from life on board and work-life balance to work resources and relations with onshore counterparts. While work on this plan is ongoing, we carried out a number of specific actions in 2025. These included steps to address onboard noise and vibrations, further develop exchanges between seafarers and employees ashore, and decrease our work with freelance seafarers.

EXCHANGING EXPERTISE AT SEA AND ASHORE

Expertise comes in many different forms and we know that each person who works at LDA has something valuable to bring to the table. That's why we promote opportunities to exchange HSEQ knowledge and learn best practices from each other and from outside sources.

SUPPORTING KNOWLEDGE EXCHANGE

We have a strong tradition at LDA of encouraging seafarers to spend time ashore to share their experiences with our land-bound teams, and 2025 was no exception. This year, one commanding officer was seconded to our Crew team on shore. At the same time, we had several seafarers placed with some of our clients directly. One of our chief engineers spent time with the newbuild construction team, while another officer went to our Cables Business Line to help with a specific project.

The feedback on this program continues to be uniformly excellent. Our colleagues on shore and at sea always have valuable insights to

share with each other, shaping understanding across business operations and improving collaboration.

LEARNING FROM OUR FRENCH NAVY PARTNERS

We are proud of our long history in and deep connection to France. That's why we were delighted with the opportunity to engage with the French government in 2025. Our cable ship Île de Sein took part in a maritime security coordination exercise organized by the French Navy, focused on strengthening cooperation between the Navy and commercial shipping operators. This offered an excellent opportunity for exchange with French naval experts.

In 2025, we were also able to carry out fire safety exercises with local firefighters in Calais. We aim to further develop collaboration with French firefighters, as it offers an occasion for us to learn best fire practices, while also offering the firefighters practical experience on vessels at sea. Through these exchanges, we are ensuring that our crew is well prepared for any incidents.



Getting the chance to serve on board our vessels, alongside my seafaring colleagues, is a valuable opportunity to exchange knowledge and best practices. I always learn something from them, and I know they appreciate our HSE expertise and support to ensure everything is ship shape on board."

Gil Le Soudier
Senior HSE Officer

PROVIDING OPTIMAL SOCIAL CONDITIONS

At LDA, our people are the foundation of our business. We engage our employees with tailored training, providing them with the tools they need to succeed in their roles and take their careers to the next level. We offer a range of wellness activities to foster a positive company culture where our people can feel supported. And we are preparing for future maritime challenges by recruiting skilled professionals and attracting diverse profiles to bring new perspectives to our industry.



INVESTING IN OUR EMPLOYEES' CAREERS

At LDA, we know that our future success hinges on our employees. We are committed to fostering their development by promoting skills development and engaging them in our long-term strategy.

INNOVATIVE TRAINING PLATFORMS AND FACILITIES

In 2025, we finished the successful deployment of our new e-learning platform, following its initial launch in 2024. Existing modules cover a wide range of topics. Initial feedback has been generally positive, especially about the expert-level material in the modules. Our employees appreciate that we are providing the resources for them to develop their already considerable knowledge even further. New modules are currently under development.

In addition, LD TravOcean's offices in La Ciotat host an innovative training center, initially inaugurated in 2024. The center delivers both professional development and advanced technical training covering the full range of expertise required for subsea equipment operations. The technical platform enables hands-on learning for all of our subsea machinery and related equipment. The center is also

equipped with a state-of-the-art virtual reality simulator. To date, four different types of machines can be operated in highly realistic simulation conditions. This simulator and our other trainings have accelerated the onboarding process significantly, providing tangible efficiency gains.

BUILDING A LONG-TERM VISION

At LDA in 2025, we defined our five-year business plan. This initiative provides a clear sense of direction for the company, enabling us to plan for the future in concrete terms. With this vision, we can better optimize how we develop the people side of our organization.

With added clarity on the delivery of new vessels, we can refine our recruitment plan and determine any impacts on hiring and new job opportunities. Additionally, our business plan entails a new ambitious and attractive employee value proposition, making us a more competitive employer.

ENGAGING OUR EMPLOYEES IN THE BUSINESS

We want our people to see a future with us at LDA. That's why we are making a proactive effort to involve our employees in our new business plan. In 2025, we hosted our first town hall, open to all employees, including seafarers and all members of our subsidiaries. The event served as an occasion to fully explain our strategy, providing clarity on our future ambitions and getting our people on board. Following the success of this first town hall, we are committed to holding them regularly to continue engaging our employees in LDA's mission.

These developments are already helping us with retention, thanks to the greater clarity we can now offer our employees. In 2025, we reduced turnover compared to previous years and we are currently formalizing targets to continue building on this work.



CREATING THE CONDITIONS FOR SUCCESS

A good company culture is crucial to the long-term development and well-being of our employees. We offer opportunities for self-care, sports, and community engagement at our offices and are improving connections to shore for our seafarers.

PROMOTING POSITIVE COMPANY CULTURE

To strengthen our commitment to excellence, we provide our employees with an environment in which they can fully thrive. We work to foster a welcoming and positive atmosphere across our teams and offices, as well as a culture of autonomy. This approach enables rapid decision-making and enhances overall efficiency. It is also this mindset that contributes to the quality of our working environment and plays a significant role in fostering employee loyalty at LDA.

SUPPORTING EMPLOYEE WELL-BEING

In 2025, we continued to offer long-standing wellness activities to our employees. At our Head office, employees can benefit from bi-monthly back massages from a trained massage therapist and weekly sports sessions run by professional coaches. During our 2025 quality of life and working conditions week, our HR team also hosted a conference on preventing psychosocial hazards in the workplace and on the right to disconnect, ensuring that all employees feel supported in maintaining a healthy work-life balance.

At LD TravOcean, we support an official sailing club for employees that has notably competed in the French Sailing Cup for Businesses in the "Grand Surprise" category. In addition, we encourage our employees to take advantage of our coastal location for sporting activities by offering surfboards and windsurfing boards onsite. Employees also organize many other athletic initiatives, such as padel, squash, and tennis matches. We aim to strengthen team cohesion within a context that supports both individual balance and collective performance.



LD TravOcean has been a great place to grow my career. Working with the latest industry technologies on challenging and exciting projects, within a supportive and trusting culture, has truly made me feel at home."

Théo Pomet
Industrialization Manager,
LD TravOcean



ENGAGING OUR COMMUNITY THROUGH SPORTS

In addition to our employees' own athletic initiatives, LD TravOcean also sponsors maritime athletic activities for young people. Through this commitment, we aim to play an active role in the community around our offices in La Ciotat. In 2025, one of the young adults we supported won the junior European sailing championship. We also sponsored another young adult who participated in the Mini Transat Race, a transatlantic yacht race that took place in the summer of 2025.

CONNECTING SEAFARERS WITH THOSE ON SHORE

Spending long periods at sea can pose significant social challenges for our seafarers. One such challenge is the difficulty of communicating with family and friends ashore. As part of our effort to continue improving conditions on board, in 2025, LDA deployed Starlink connections aboard our vessels. The technology provides a reliable internet connection via satellites, even when in remote maritime locations. This has enabled our teams at sea to stay connected with loved ones back home, improving onboard morale.



Starlink has made a huge difference for me and my crew mates. Being able to stay connected with our loved ones while away at sea for long periods is really reassuring and a big source of motivation."

Benjamin Lebrun
Cable Officer on the Cable
Vigilance

COMMITTING TO "MADE IN FRANCE"

LD TravOcean operates workshops in La Ciotat and Dunkirk, reflecting its strong operational footprint in France. The location of our main workshop in Dunkirk makes operations more efficient for vessels destined to work in the North Sea, the English Channel, and the Atlantic Ocean. We also work with partner companies and subcontractors based in France, which strengthens the resilience of our value chain and contributes to local economic development.

FOSTERING THE NEXT GENERATION OF MARITIME EXCELLENCE

While we continue to develop our in-house talent at LDA, we are also supporting the next generation of maritime professionals through educational initiatives. With fresh skills and interests, this new generation will shape our industry's future.

PROMOTING MARITIME CAREERS TO YOUNG PEOPLE

Part of our work at LDA is to encourage young people to think about careers in shipping. Especially today, the skills needed for maritime professions are shifting drastically, opening the sector up to a much wider range of profiles.

We undertake this effort through collaboration with universities and maritime academies around France. Representatives from LDA present our work to students to demystify the shipping sector and the wide range of jobs available in it. In 2025, we visited 11 universities and maritime academies, speaking to more than 800 students.

GIVING BACK THROUGH TEACHING

A number of our people go even further in cultivating the next generation of maritime talent. In 2025, many of LDA's employees taught classes at educational institutions throughout France. This offers an opportunity for our seafarers and other professionals to engage directly with students, leading to positive exchanges on both sides. Our employees' engagement with different maritime academies and universities also helps us reach a wider range of student profiles than we might through our usual school visits.

145
CADETS IN TRAINING
ON BOARD LDA VESSELS



HONORING PHILIPPE LOUIS-DREYFUS

In recognition of Philippe Louis-Dreyfus' outsize impact on the French maritime world, the École Nationale Supérieure Maritime announced that its new class of students starting in Marseille in September 2025 would be known as the "promotion Philippe Louis-Dreyfus."

At the opening ceremony of the new school year, Edouard Louis-Dreyfus welcomed these young people just starting out in their maritime careers, who will be accompanied by this symbolic gesture.

97% men • 3% women
GENDER BALANCE
FOR CREW

92% men • 8% women
GENDER BALANCE
FOR FRENCH CREW

74% men • 26% women
GENDER BALANCE FOR
SHORE-BASED PERSONNEL

If we are to truly prepare our fleet for the future, we need a diverse talent pool to make up our next-generation crew. We are dedicated to helping women and young people envision a future for themselves in our industry.

BRINGING MORE WOMEN INTO SHIPPING

At LDA, we work to inspire young women to consider maritime careers. We are proactively developing a strategy to recruit more women to our teams, especially into engineering, technical, and seafarer roles.

Part of that strategy relies on creating a working environment where young women can thrive. At LDA, we have zero tolerance when it comes to discrimination and harassment. Feeling safe at work is paramount to enabling women to envision their long-term futures at our company and in our industry.

LDA is also carrying out specific efforts to increase the number of women in our recruitment pool. One way we are doing so is by building relationships with a wide range of universities and maritime academies. We want to make it extremely clear that young women have a place in our industry, even if they may not have considered it before.

WELCOMING APPRENTICES ON BOARD

As part of our commitment to developing young talent, LDA invites apprentices on board our vessels to learn about our operations and enhance their maritime skills. In 2025, 145 students – both male and female – gained hands-on experience aboard our vessels. We also hosted trainees on shore to offer a holistic overview of our work and the industry overall.

Our engagement with apprentices does not stop with work-study visits. We have a dedicated recruitment officer who focused on follow up with apprentices after their work experiences have concluded, with the aim of recruiting them to our fleet at the end of their studies.

20
NATIONALITIES
FOR CREW

25
NATIONALITIES FOR
SHORE-BASED PERSONNEL

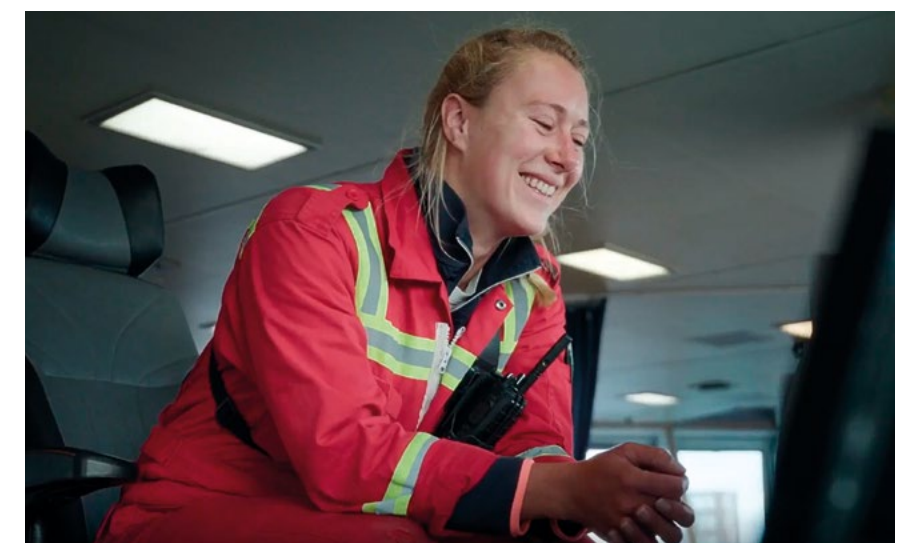
CELEBRATING 400 YEARS OF LA MARINE NATIONALE

In anticipation of the 400th anniversary of the founding of the French Navy in 2026, LDA is proud to be a sponsor of the upcoming festivities. This anniversary is the perfect moment to celebrate France's rich maritime history – a history that is intrinsically linked to our roots as a company. It's also an opportunity to recognize another connection we have to the French Navy: many of our seafarers serve in the navy reserves. These men and women are committed to public service and are a credit to LDA.



Everyone at LDA has been so welcoming. I'm especially grateful to work alongside so many experienced colleagues, who have provided true mentorship to me as I start my career."

Oriane Guérin
Officer Trainee



MAINTAINING HIGH ETHICAL STANDARDS THROUGH SOUND GOVERNANCE



LDA has a long history of good governance and ethical standards. We are committed to building on our strong foundation to take our company even further. We are continually strengthening our ESG governance through increased oversight and monthly reviews, driven by our senior leadership team. These matters now form a core part of the LDA Group's strategy.



STRENGTHENING OUR ETHICAL FOUNDATIONS

We seek to continually build on our existing commitments to good governance and high ethical standards. This includes periodically reviewing our Code of Conduct, processes, and employee engagement measures.

REINFORCING OUR CODE OF CONDUCT

LDA's strong ethical commitments and four defining 'spirits' are embedded in our company culture through our Code of Conduct. The Code covers a comprehensive set of issues, including health, safety, the environment, quality, diversity, privacy, anti-corruption, trade competition, supplier relationships, and external communications. It sets out our principles to always act in a fair, responsible way, always respect laws and regulations, and always ask if in doubt.

However, we know that we can take our values further by setting even higher standards for our company and our people. As a result, we launched a review of the Code of Conduct in 2025 to assess where we can bolster our policies and make them as clear as possible for our employees.

LEVELING UP OUR INTERNAL PROCESSES

In 2025, we further formalized our processes to ensure consistency across the organization. We put measures in place to guarantee that all supplier contracts signed with LDA include a section on CSR obligations.

Additionally, with the implementation of our new governance structure, we have taken the opportunity to review and strengthen our internal financial controls. These improvements enhance transparency, strengthen risk management and foster compliance with relevant regulatory requirements. As part of this work, we are developing a specific anti-corruption training module for our e-learning platform.



1,008 (54%)
SEAFARERS AND SHORE-BASED EMPLOYEES
TRAINED ON RISK AND
ETHICS BEST PRACTICES

0
CORRUPTION INCIDENTS

ENGAGING OUR EMPLOYEES ON KEY ISSUES

At LDA, we recognize that our employees are our strongest asset. To leverage our in-house expertise, we are launching thematic working groups on a number of key topics, including people and talent, innovation, risk, and processes and tools. We are bringing together experts on each subject from across the Group, including seafarers, to foster productive dialogue between all subsidiaries. The necessary preparatory work to make this initiative a success was undertaken in 2025, with the thematic committees formally launching in 2026.



LDA's new thematic committees are a great opportunity to bring together the company's diverse expertise. Each member contributes unique project experience —on my side, EPCI inter-array cable contracts in offshore wind—and I'm excited to collaborate across the company on new ways of working."

Lisa Wartelle
Head of Project, LD TravOcean

ENHANCING OUR PROCUREMENT & SOFTWARE SYSTEMS

We are committed to maintaining strong sustainable procurement standards to ensure that our suppliers align with our principles. Regularly updating our software systems is also a key way that we ensure compliance with our ethical standards.

ENSURING SUPPLIER INTEGRITY AND TRANSPARENCY

We closely monitor our suppliers to ensure that they align with our values. That's why all new and existing suppliers registered to work with LDA must sign our Supplier Code of Conduct before any other steps are taken. We also use a partner screening tool that calculates risk for every supplier, automatically flagging high-risk activity. In 2025, we were able to confirm that all suppliers had acceptable risk levels.

In 2025, we launched our carbon footprint assessment, which integrates emissions associated with our suppliers. We plan to implement more systematic measures to collect supplier emissions moving forward. This process will complement our mapping project and enable us to deepen our understanding of our suppliers' environmental efforts.

We also started the process of mapping our suppliers' CSR commitments and policies. This exercise will serve as part of the evaluation process for deciding to work with a given supplier in the same way that we evaluate risk management.

ALIGNING WITH INTERNATIONAL STANDARDS

In 2025, LDA launched a gap analysis to assess where we do not currently match up to the recommendations in ISO standard 20400 on sustainable procurement. We expect to conclude the gap analysis in 2026.

Following that, we will work on taking the necessary steps to come into full alignment with the standard. Aligning with ISO standard 20400 will not only allow us to advance our CSR goals, but will also contribute to greater cost savings and supply chain resilience.

OPTIMIZING OUR INTERNAL SYSTEMS

Following the successful pilot of our new purchasing system in 2024, this tool was fully rolled out across the company in 2025. The software streamlines the process of matching an invoice to its approved order and verifying it aligns with the assigned budget.

This allows us to track orders more efficiently, improve the traceability and governance of our procurement processes, and reduce the risk of errors while strengthening compliance with internal procedures.

In 2025, we also started the implementation of a new contract management system to file and organize all of LDA's contracts. With this internal tool, our Legal team can more easily ensure that all contracts include the appropriate clauses, including those on ethics, compliance, and respect for the environment. This will improve transparency on CSR matters for all our contracts.



APPENDIX

2025 OBJECTIVES

PROTECTING THE MARINE ENVIRONMENT

OBJECTIVES	STATUS IN 2025	COMMENTS
Net Zero GHG emission by 2050 in line with IMO objectives	ON TRACK	LD Armateurs is committing to a decarbonization pathway. This ambitious roadmap sets clear, time-bound emission reduction targets to ensure the company's operations are aligned with the objectives of the International Maritime Organization. To measure progress effectively, LD Armateurs has completed conducting a comprehensive carbon footprint assessment for 2025, which will serve as the official baseline for tracking future emission reductions.
100% of environmental incidents are treated, monitored, and reported in line with MARPOL requirements	ACHIEVED	100% of environmental incidents are recorded and analyzed. In 2025, 29 incidents were reported, including 17 with no discharge to sea. The remaining 12 resulted in a total release of 560 liters, including 302 liters of environmentally acceptable lubricants (EALs), a 17% decrease compared to 2024.
At least 2 environmental awareness campaigns each year	ACHIEVED	We hosted Environment Week in June and a clean-up day in September.
100% of new buildings managed by EPI subject to a life-cycle assessment	ON HOLD	The required information was not available from the shipyards. Going forward, this requirement will be systematically included in our contracts.

PROVIDING OPTIMAL SOCIAL CONDITIONS

OBJECTIVES	STATUS IN 2025	COMMENTS
90% retention rate for seafarers	ACHIEVED	The retention rate for seafarers reached 93% in 2025, exceeding the 90% target.
Zero tolerance for harassment incidents	ACHIEVED	Three harassment incidents involving seafarers were reported in 2025, leading to an internal investigation. A Group Prevention of Psychosocial Risks Committee covering both shore-based and seafaring staff was established in 2025, and a dedicated action plan was implemented.
100% of shore-based employees trained every 2 years	ACHIEVED	Training coverage for shore-based employees reached 100%.
Ensure equal pay for equivalent experience and role, regardless of gender, in compliance with collective bargaining agreements for seafarers and internal policies for shore-based staff	ACHIEVED	For seafarers, salaries are based on a standardized pay scale depending on the role on board and seniority, without gender distinction. For shore-based employees, equal pay is monitored through the Gender Equality Index, which assesses several aspects of gender equality, including the gender pay gap.

SAFEGUARDING HEALTH, SAFETY AND SECURITY

OBJECTIVES	STATUS IN 2025	COMMENTS
Zero fatal accidents	ACHIEVED	In 2025, no fatal accidents were recorded across the Group.
Lost-time injury frequency rate under 0.5	NOT ACHIEVED	Lost-Time Injury Frequency rate = 0.69 in 2025. A strengthened behavior-based safety (BBS) program, including Life-Saving Rules tailored to our operations, is being deployed in 2026 to improve safety performance.
Total recordable case frequency rate under 1.5	NOT ACHIEVED	Total Recordable Case Frequency rate = 1.60 in 2025. A strengthened BBS program, including Life-Saving Rules tailored to our operations, is being deployed in 2026 to improve safety performance.
100% of Executive or Operational Committee members conducting safety visits submit a report	ACHIEVED	In 2025, the Operational Committee conducted 22 safety visits as part of the BBS program.

MAINTAINING HIGH ETHICAL STANDARDS THROUGH SOUND GOVERNANCE

OBJECTIVES	STATUS IN 2025	COMMENTS
Zero tolerance for any form of corruption	ACHIEVED	No incidents of corruption were reported in 2025. This result reflects the Group's strong commitment to ethics and compliance, as well as the effectiveness of prevention and awareness measures implemented at all levels of the organization.
100% of new employees trained on risk and ethics best practices	ACHIEVED	All new employees complete a dedicated module via the e-learning platform covering best practices in risk management and ethics.
80% of new suppliers screened for compliance each year	ACHIEVED	100% of new suppliers are screened for compliance using internal criteria, in line with our risk analysis matrix.
80% of new customers screened for compliance each year	ACHIEVED	100% of new clients were screened for compliance in 2025.

TABLE OF KEY PERFORMANCE INDICATORS

PROTECTING THE MARINE ENVIRONMENT

» FLEET	2023		2024		2025	
	FLEET	PER VESSEL	FLEET	PER VESSEL	FLEET	PER VESSEL
» EMISSIONS (T)						
CO ₂	249,628	8,053	237,686	7,203	225,295	7,040
SO _x	283	9	275	8	141	4
NO _x	4,328	140	3,909	118	4,611	144
PM	134	4	121	4	100	3
CH ₄	4	0.1	3	0.1	4	0.1
N ₂ O	14	0.5	12	0.4	13	0.4

» FLEET	2023		2024		2025	
	FLEET	PER VESSEL	FLEET	PER VESSEL	FLEET	PER VESSEL

» ACCIDENTAL DISCHARGE						
Experience feedback	36	1	59	2	29	1
Volume to environment (L)	140	5	675	20	560	18

» WASTE (M³)						
A - Plastics	1,535	50	1,576	48	1,464	46
B - Food waste	930	30	846	26	1,038	32
C - Domestic waste	2,467	80	2,384	72	2,304	72
D - Cooking oil	12	0.4	10	0.3	9	0
E - Incinerator ashes	21	1	15	1	8	0
F - Operational waste	1,563	50	1,877	57	1,387	43
H - Fishing gear	1	0.04	32	1	0	0
I - E - Waste	72	2	62	2	51	2
TOTAL	6,602	213	6,803	206	6,261	196

» OILY DISCHARGE (M³)						
Waste oil and sludge	2,359	76	1,994	60	1,969	62
Waste oil sent ashore	181	6	201	6	181	6
Sludge sent ashore	1,593	51	1,412	43	1,443	45
Volume of sludge evaporated	292	9	177	5	262	8
Volume of sludge incinerated	294	9	172	5	122	4
Volume of oily discharge to the sea via 15 ppm	0.01	0.0004	1	0.04	0	0
Bilge water	2,159	70	1,670	51	1,544	48
Bilge water sent ashore	952	31	820	25	758	24
Bilge water evaporated on board	347	11	219	7	228	7
Volume of bilge water processed by oily water separator/oily water evaporator	858	28	649	20	712	22
Volume of bilge water processed by 5 ppm oily water separator/oily water evaporator	3	0.1	0	0	0	0

» OFFICE	2023		2024		2025	
	OFFICE	PER EMPLOYEE	OFFICE	PER EMPLOYEE	OFFICE	PER EMPLOYEE

Electricity (kWh)	990,715	2,670	986,198	2630	1,125,961	3,051
Water (m³)	984*	4.14*	1,550	4	4,339**	4***

**Excluding the office in La Ciotat.*
***Total water consumption at the La Ciotat and Dunkirk facilities amounted to 3,274 m³, of which 85% (2,792 m³) was non-potable water used for green space maintenance.*
****Water consumption per employee is based on potable water only (excluding 2,792 m³).*

» CARBON FOOTPRINT	2025		
	SCOPE 1	SCOPE 2	SCOPE 3

tCO _{2e}	12,987	63	177,949*
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**Excluding ship management activities which represent 246,129 tCO_{2e}.*

PROVIDING OPTIMAL SOCIAL CONDITIONS

» SHORE-BASED PERSONNEL	2023	2024	2025
Total shore-based employees covered by formal collective agreements on working conditions	100%	100%	100%
Employees who received regular appraisal and career review interviews	95%	91%	90%
Retention rate for shore-based employees	84%	86%	86%
Number of shore-based employees	376	410	369
Absenteeism rate	5.43%	2.03%	2.81%
Trial period rate (number of employees who confirmed their trial period/number of new recruits per year)	93%	95%	86%
Average age of shore-based employees	39	38	38
Hours of training completed by shore-based personnel	8,406	11,716	5,278.5*
Training sessions completed by shore-based personnel	651	859	300*

* The decrease is due to a change in scope, since OpenR data—representing over 300 training sessions—is no longer included.

» CREW	2023	2024	2025
Total seafarers covered by collective bargaining agreements	100%	100%	100%
Total seafarers at all sites covered by formally elected employee representatives	100%*	100%*	100%*
Seafarers who received regular appraisal and career review interviews	67%	97%	98%
Number of seafarers	1,357	1,404	1,487
Average age of seafarers	38	39	39
Hours of training completed by seafarers	20,001*	30,857	31,518
Training sessions completed by seafarers	889*	1,725	1,673

*Excluding LD TIDE.

SAFEGUARDING HEALTH, SAFETY AND SECURITY

» GROUP	2023	2024	2025
Fatalities	0	0	0
Lost-time injuries	9**	10	15
Medical treatment cases	20	14***	10
Restricted work cases	5	3	10
Total recordable cases	34	27	35
Worked hours (millions)	4.35	4.64	4.37
LOST-TIME INJURY FREQUENCY RATE*	0.41	0.43	0.69
TOTAL RECORDABLE CASE FREQUENCY RATE*	1.56	1.16	1.60

*Calculation based on 200,000 man-hours.

**A restricted work case and an incident initially considered out of statistics have both been reclassified as lost-time injuries (LTIs).

***The medical treatment case recorded on one of our CTVs was reclassified as a first aid case.



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