

Sustainability REPORT





Introduction

The past year has confirmed the strength and consistency of our commitment: that of a company which acts responsibly at every level – social, environmental and economic. Brittany Ferries has never viewed performance as an end in itself, but as the result of a model based on trust, solidarity and respect for the regions we serve. This consistency is reflected in our crews, the ports we call home, our partners and our customers, all united by the same commitment to sustainability and balance.

Yet our operating environment has become considerably tougher. The ETS (emission trading) system, by including maritime, is adding direct pressure to our operating costs at a time when French and British economies are growing at a sluggish pace. Faced with competition from models that sometimes operate under less stringent employment or fiscal conditions, Brittany Ferries has chosen to remain true to its values whilst, with clear-eyed pragmatism, seeking the competitive advantages necessary for its long-term survival.

This commitment is not without challenges. Preserving what matters most – our jobs, our obligations, our cooperative model – means adapting some practices without abandoning our course. Whether it is optimising our vessels, rethinking our energy supply or innovating in services, every decision aims for the same objective: to reconcile economic rigour with sustainability.

In an uncertain world, this alignment between principles and actions remains our compass. It guides our present and future choices, and it continues to make Brittany Ferries much more than a shipping company: it is a community of men and women sailing together towards a responsible and sustainable future.

Christophe Mathieu, Chairman of the Executive Board

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Presentation of the business model

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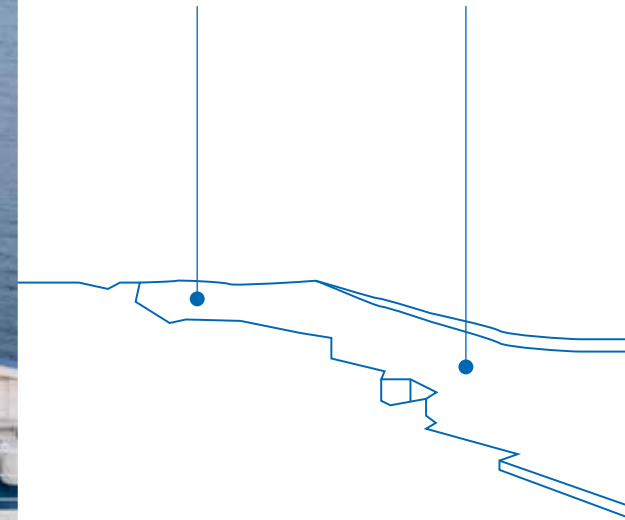
Values and Ambitions

Presentation of the business model



13
ports

4
countries



A company founded and still owned by Breton farmers

A young, visionary farmer with extraordinary determination, Alexis Gourvennec aimed to open up Brittany's economy and tourism sector. He rallied fellow farmers behind four projects: the development of road infrastructure, the improvement of telecommunications links, the construction of a university in Brest, and the creation of a deep-water port in Roscoff - to export Breton vegetable produce directly to the UK.

He was convinced that once built, the port would draw-in shipping companies operating in the market to seize the new commercial opportunity presented by Britain's entry into the European Economic Community.

But his vision was not shared. No ferry company responded to the call. No matter for Alexis: if others were not prepared to act, the farmers would do it themselves.

And so they created B.A.I. [Brittany-England-Ireland]. On 2 January 1973, converted tank-carrier Kerisnel set sail from Roscoff for Plymouth. On board, seven lorries carrying freight. The business was launched. It wasn't long before passengers urged the company to consider them too.

By 1974, passenger services were established. In turn the name and trademark Brittany Ferries was born.

A European leader in transport and tourism

With a fleet of thirteen vessels and as the leading employer of French seafarers, Brittany Ferries holds a leading position on the so-called Atlantic Arc. This plays a key role in supporting the economic and tourism development of the coastal regions in which the company operates.

Our mission

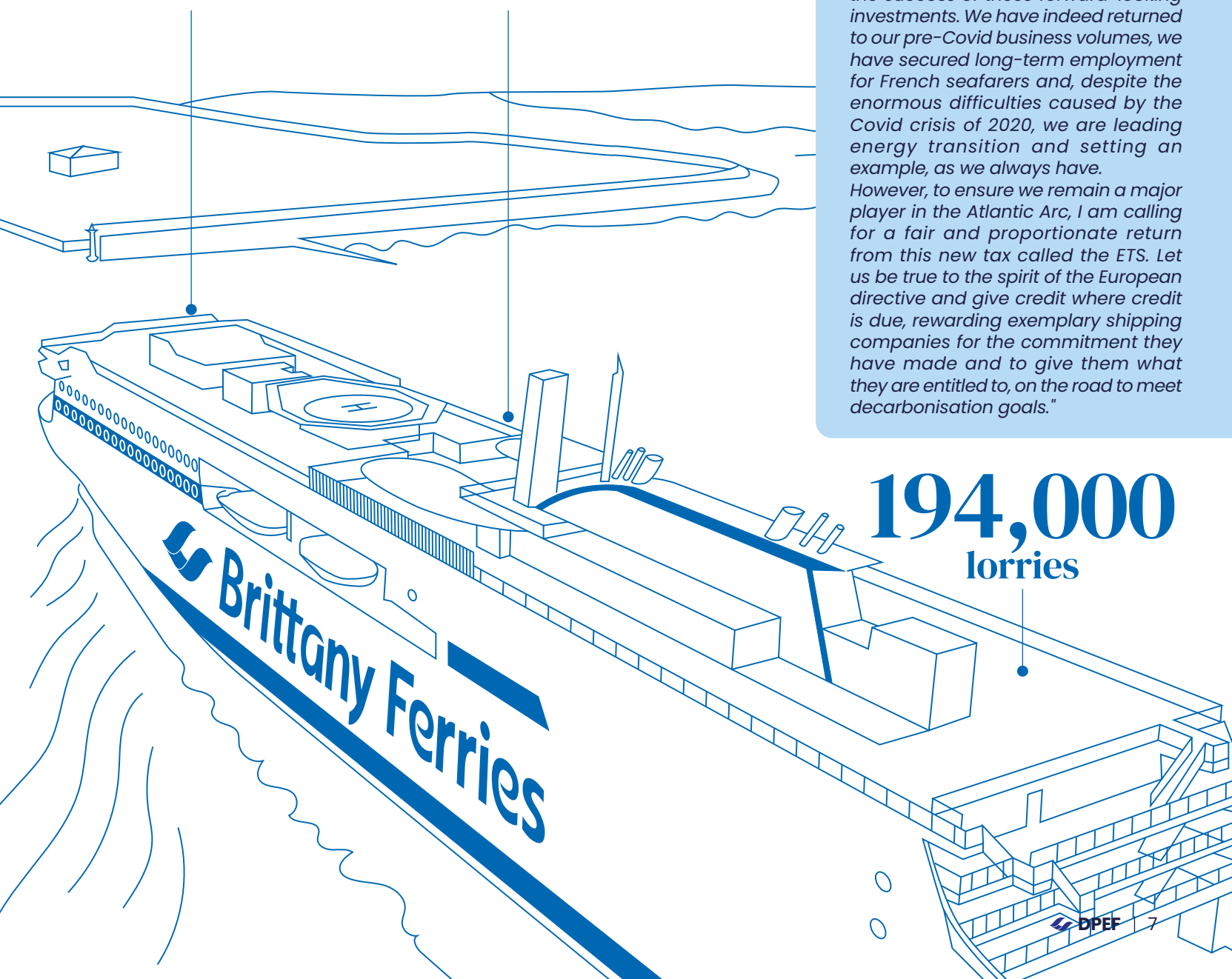
"To contribute to the development of regions through passenger and freight transport"



At the helm since 2007, **Jean-Marc Roué, chairman of the supervisory board**, embodies the same visionary spirit and drive as the company's founder, Alexis Gourvennec. Jean-Marc has grown the network of maritime routes and strengthened the company's leadership:

"As the chief representative of the shareholders, I commend the remarkable work of Christophe Mathieu and the executive board in ensuring the success of these forward-looking investments. We have indeed returned to our pre-Covid business volumes, we have secured long-term employment for French seafarers and, despite the enormous difficulties caused by the Covid crisis of 2020, we are leading energy transition and setting an example, as we always have. However, to ensure we remain a major player in the Atlantic Arc, I am calling for a fair and proportionate return from this new tax called the ETS. Let us be true to the spirit of the European directive and give credit where credit is due, rewarding exemplary shipping companies for the commitment they have made and to give them what they are entitled to, on the road to meet decarbonisation goals."

13 ships
2,430,000 passengers per year



194,000 lorries

1972-2025: the foundation of a sustainable ambition

Presentation of the business model



1972
Establishment of B.A.I.
"Brittany-Angleterre
-Ireland"

1976
Launch of the
St Malo-Portsmouth
route

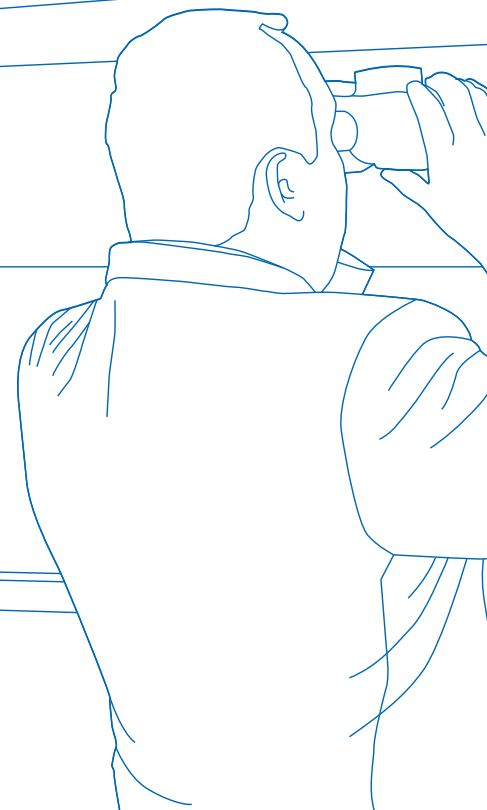
1982
Establishment of the
first SEM⁽²⁾ SABEMEN

1992
Establishment of the
SEM⁽²⁾ SENAMANCHE

1973
Launch of the
Roscoff-Plymouth
route with the
maiden voyage of
Kerisnel on 2 January

1978
Launch of the Roscoff-
Cork and Plymouth-
Santander routes
Launch of tour operating
activities

1986
Establishment of the SEM⁽²⁾
SENACAL
Launch of the Caen/
Ouireham-Portsmouth
and Cherbourg-Poole routes





2011
Launch of the
Portsmouth–Bilbao
route

2015
**Establishment of
the ECA zone in the
English Channel.**
Fleet vessels brought
into compliance
with environmental
standards

2020
Delivery of brand
new ship Galicia.
Santander–Cork
becomes **Bilbao–Rosslare**

2022
Delivery of **Santoña**
with LNG propulsion⁽¹⁾

2025
**B.A.I SA becomes the
sole shareholder of
the Condor Ferries
Group**
Launch of the
Mouguerre–
Cherbourg
intermodal rail link:
unaccompanied
trailers



2007
Jean-Marc Roué appointed
**Chairman of the Supervisory
Board.** He succeeds founding
Chairman Alexis Gourvennec

2013
Launch of the **Le
Havre–Portsmouth**
route

2018
Launch of the **Cork–
Santander** route.
Order for three vessels,
including two powered
by LNG⁽¹⁾

2024
Acquisition of a majority stake in **Condor
Ferries Group**
Delivery of **Saint-Malo and Guillaume de
Normandie** vessels (LNG-hybrids)

2021
Delivery of LNG powered
Salamanca. Opening of
Rosslare–Cherbourg



(1) Liquefied Natural Gas.
(2) Semi-public company.

Governance

Supervisory board



Jean-Marc ROUÉ
Chairman



Pierre BIHAN-POUDEC
Vice-Chairman

Executive board



Christophe MATHIEU
Chairman
Director of the Strategy and
Sales, Administration and
Finance Division



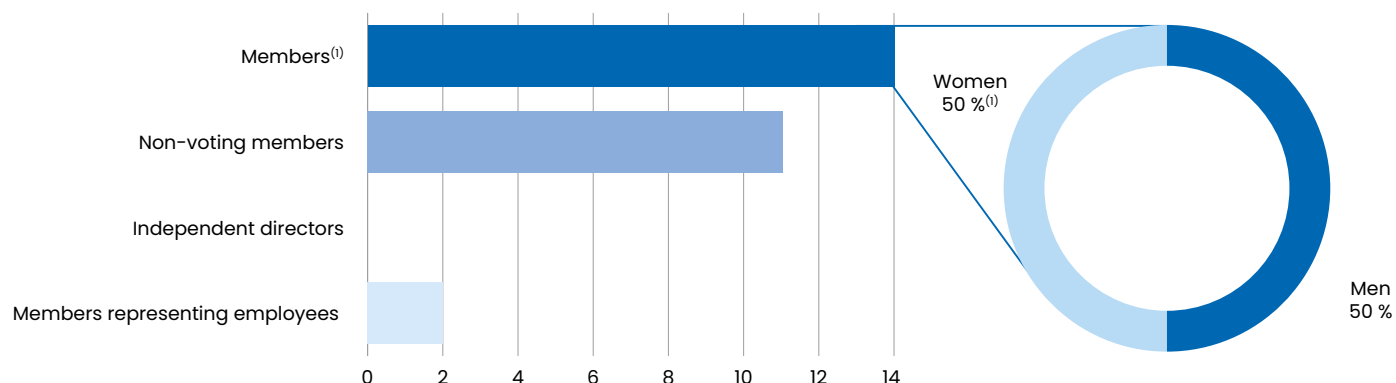
Corinne VINTNER
Member
Director of the Legal Affairs,
Human Resources and
Subsidiaries Division



Frédéric POUGET
Member
Director of the Shipping,
Maritime and Port
Operations Division

Composition, role and functioning of the Supervisory Board

Composition of the Supervisory Board as of 31 October 2025



In accordance with current regulations and, in order to ensure a balanced composition, the supervisory board ensures that the proportion of women and men complies with the requirements of Articles L. 22-10-21 and L. 225-69-1 of the Commercial Code.

The detailed composition of the Supervisory Board is set out in the appendix to this report.

Role and functioning

The supervisory board exercises ongoing oversight of the management board's management of the company and meets as often as the company's interests require.

It is also involved in decisions concerning the company's major strategic direction and ensures that actions are implemented by the Management Board.

Composition, role and functioning of the management board

Composition of the Management Board

The management board currently consists of three members and is chaired by Mr Christophe Mathieu.

Role and functioning of the Management Board

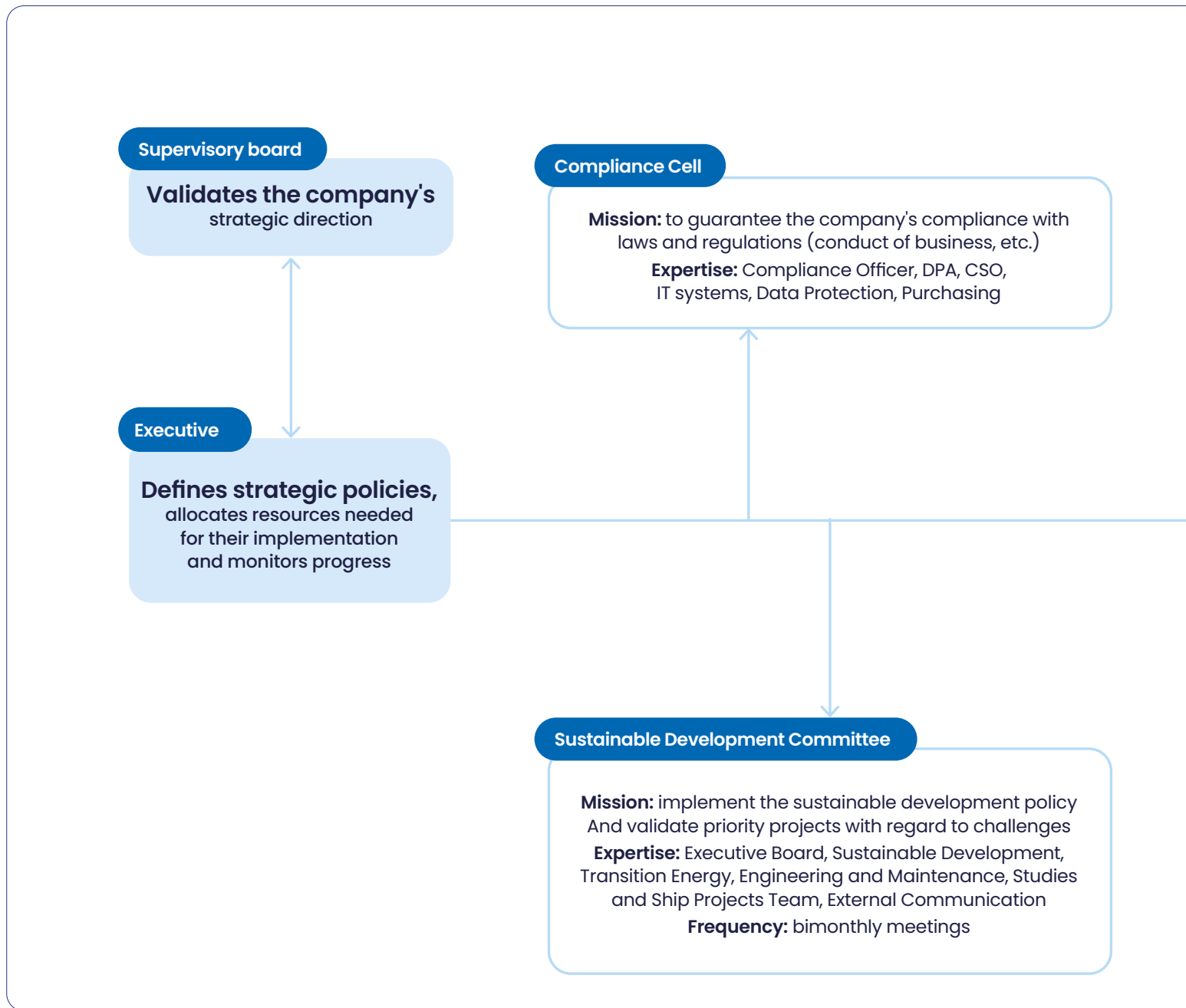
The management board is responsible for the day-to-day decisions of the business and represents the company in dealings with third parties. It collectively defines policies to be implemented in relation to sustainability issues and ensures their application through specific committees tasked with their oversight, monitoring objectives, actions and results, whilst reporting identified risks and opportunities to the management board. This information enables the company to continuously adapt strategic direction, internal policies and decisions.

⁽¹⁾Members representing employees are not included in the calculation of this percentage.

Structured governance to address our challenges

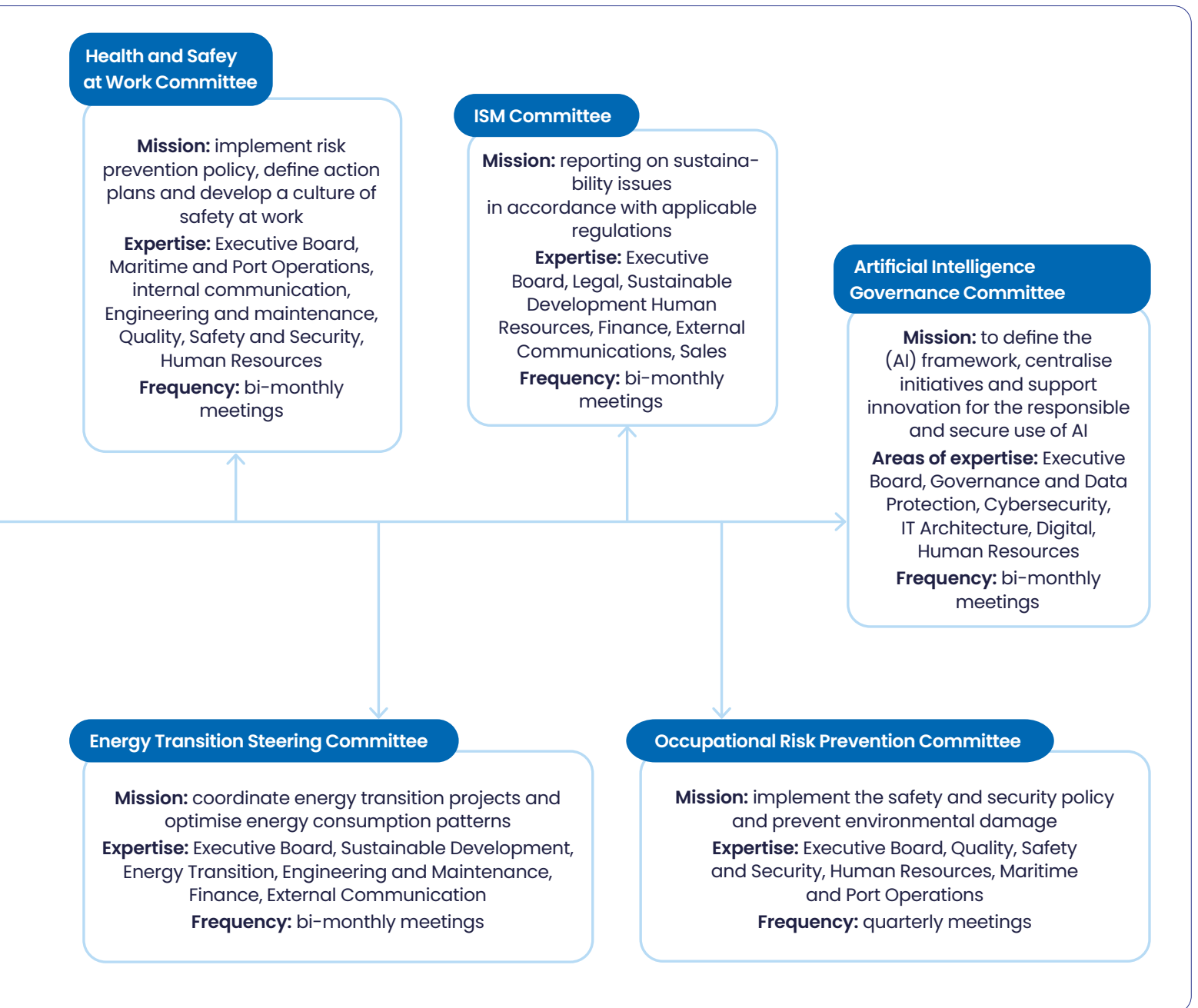
Brittany Ferries is organised to enable a structured approach to its strategic challenges, particularly those related to sustainability and, more recently, the integration of new technologies into the core of its business operations.

Presentation of the business model



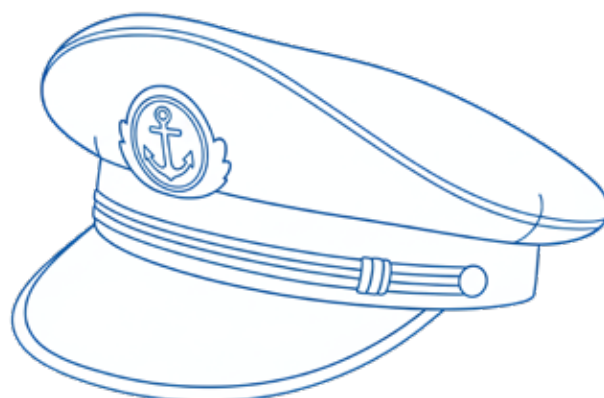
Brittany Ferries is the first French shipping company to sign the European AI Pact.

From 2024, Brittany Ferries has implemented a rigorous governance framework with a dedicated committee, to ensure ethical, secure artificial intelligence and a focus on development of skills in its employees.



¹ DPA : Designated Person Ashore

² CSO : Company Security Officer



Vision and strategic direction

Driven by a unique business model, Brittany Ferries stands out as a committed company, faithful to its roots and its regional ties. Its strategy is not limited to transport; it aims to sustain and build a resilient, socially just and technologically advanced maritime and rail ecosystem.



Defending the employment model: a bulwark against “social dumping”

Brittany Ferries remains the **leading employer of French seafarers**. At the behest of its shareholders, the company defends vigorously the French flag, which upholds the highest standards of safety and protection for sailors. This commitment is reflected in practice across all its routes, including to its new destination. Guernsey crews operate within a strict framework,

complying with the British charter on the prevention of social dumping, as well as French legislation applicable to cross-channel vessels using French ports.



Agricultural shareholding: independence as a guiding principle

Brittany Ferries' strategic vision draws its strength from a unique capital structure: the majority shareholders remain Breton farmers.

This pack of long-standing shareholders, including Breton cooperatives, holds 73% capital, thus guaranteeing decision-making stability.

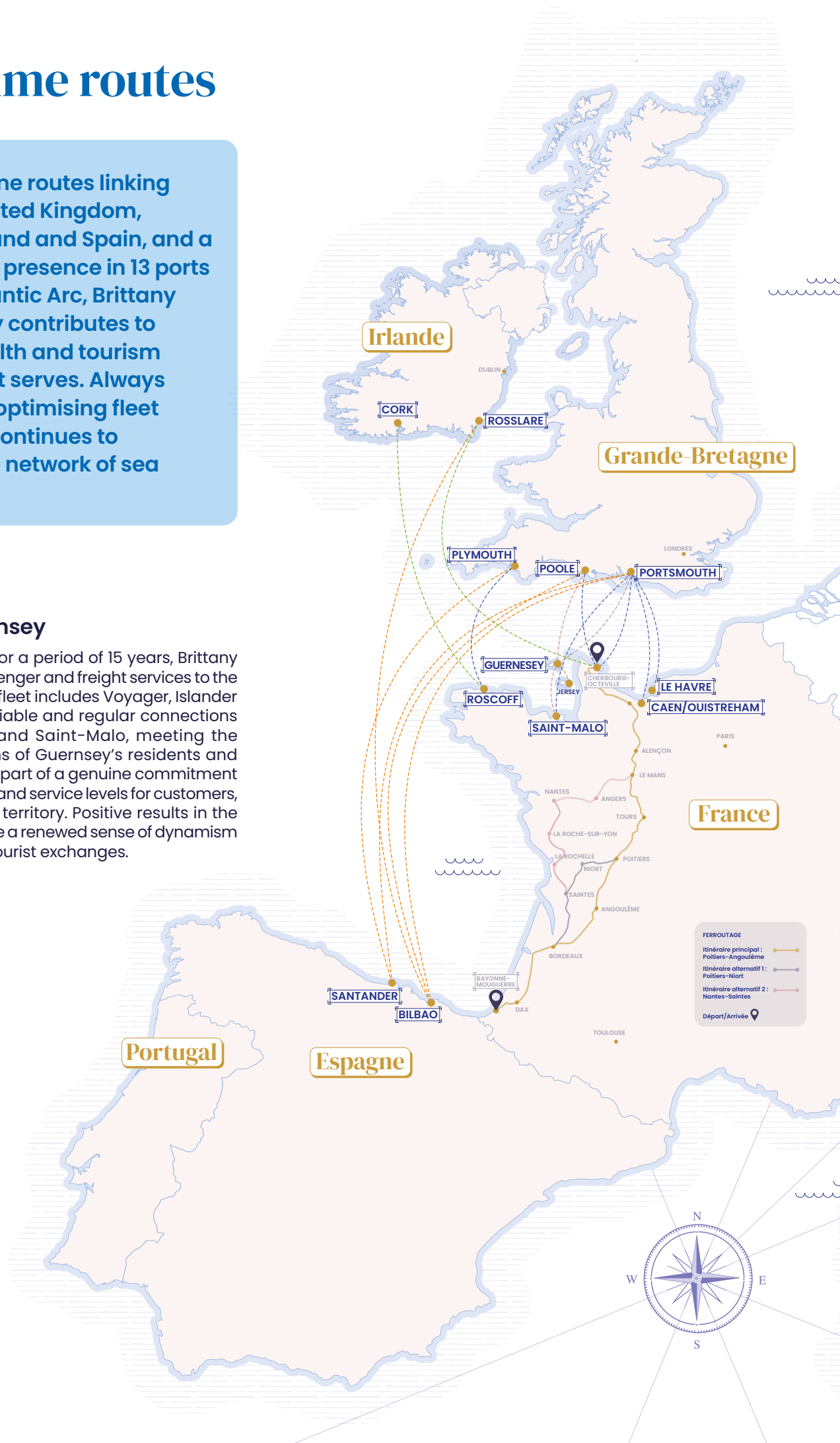
14 maritime routes

With 14 maritime routes linking France, the United Kingdom, Guernsey, Ireland and Spain, and a long-standing presence in 13 ports across the Atlantic Arc, Brittany Ferries actively contributes to economic wealth and tourism in the regions it serves. Always adapting and optimising fleet operations, it continues to strengthen the network of sea routes.

Presentation of the business model

Heading for Guernsey

From March 2025 and for a period of 15 years, Brittany Ferries will operate passenger and freight services to the island of Guernsey. The fleet includes Voyager, Islander and Clipper, serving reliable and regular connections to Poole, Portsmouth and Saint-Malo, meeting the needs and expectations of Guernsey's residents and businesses. It comes as part of a genuine commitment to regional connections and service levels for customers, essential for this island territory. Positive results in the first season demonstrate a renewed sense of dynamism for trade, cultural and tourist exchanges.



Energy transition: fleet renewal



Brittany Ferries is continuing its environmental commitment by placing energy transition at the heart of its sustainable development strategy.

In 2025 hybrid vessels Saint-Malo and Guillaume de Normandie joined the fleet, marking a significant step forward in the fleet renewal programme, driven by the company's goal of operational excellence.

As the first ferries operating on the English Channel to be equipped with a hybrid propulsion system combining Liquefied Natural Gas (LNG) and electric batteries, these vessels are a clear statement that the company walks the talk when it comes to innovation.

Hybrid significantly reduces emissions, in particular local pollutants such as sulphur and nitrogen oxides. On climate change gases there are gains too. Plus ships will automatically improve further as ports install electrification at quay.

Like Salamanca and Santoña, the sisters are designed to operate on more sustainable alternative marine fuels, notably liquefied biomethane, produced from food and agricultural waste.

The tangible impact of biomethane in 2025

*Fleet renewal comes alongside a shift in fuels for propulsion. **The equivalent of 6,000 tonnes of CO₂** has been saved thanks to **1,380 tonnes of liquefied biomethane** supplying Salamanca and Saint-Malo*

- > The figure is equivalent to 23 emission-free crossings between Bilbao and Rosslare,*
- > or 69 between Saint-Malo and Portsmouth.*

Expansion and Multimodal: optimising operations

Presentation of the business model



Ro-Ro Rail: a bridge to the future towards Ireland and the UK

The year 2025 marked a milestone in the company's multimodal strategy. Brittany Ferries opened the Mouguerre-Cherbourg rail motorway, moving from sea to rail. The move created a genuine corridor on a European scale. The opening marked the culmination of several years' work, led by Brittany Ferries in collaboration with its institutional partners and the French rail network.

Multimodal transport at the heart of cross-Channel and trans-Celtic trade

The 970 km rail corridor linking Mouguerre to Cherbourg carries unaccompanied trailers from the Iberian Peninsula (Mouguerre/Bayonne) to the port of Cherbourg. Inaugurated in May 2025, this land bridge (lorries without the driver and cab) is a major logistics advance, for Ireland and the United Kingdom. It offers a high-performance, more sustainable alternative to roads, and a green alternative for British and Irish hauliers and logistics operators.

Increased capacity and frequency

To complement this multimodal system and meet the growing demand for its routes, the company is improving its strategic Cherbourg-Rosslare link thanks to a daily service. Expansion of the maritime offer guarantees its transport partners optimal reliability for their freight flows linking Ireland with France and Spain.

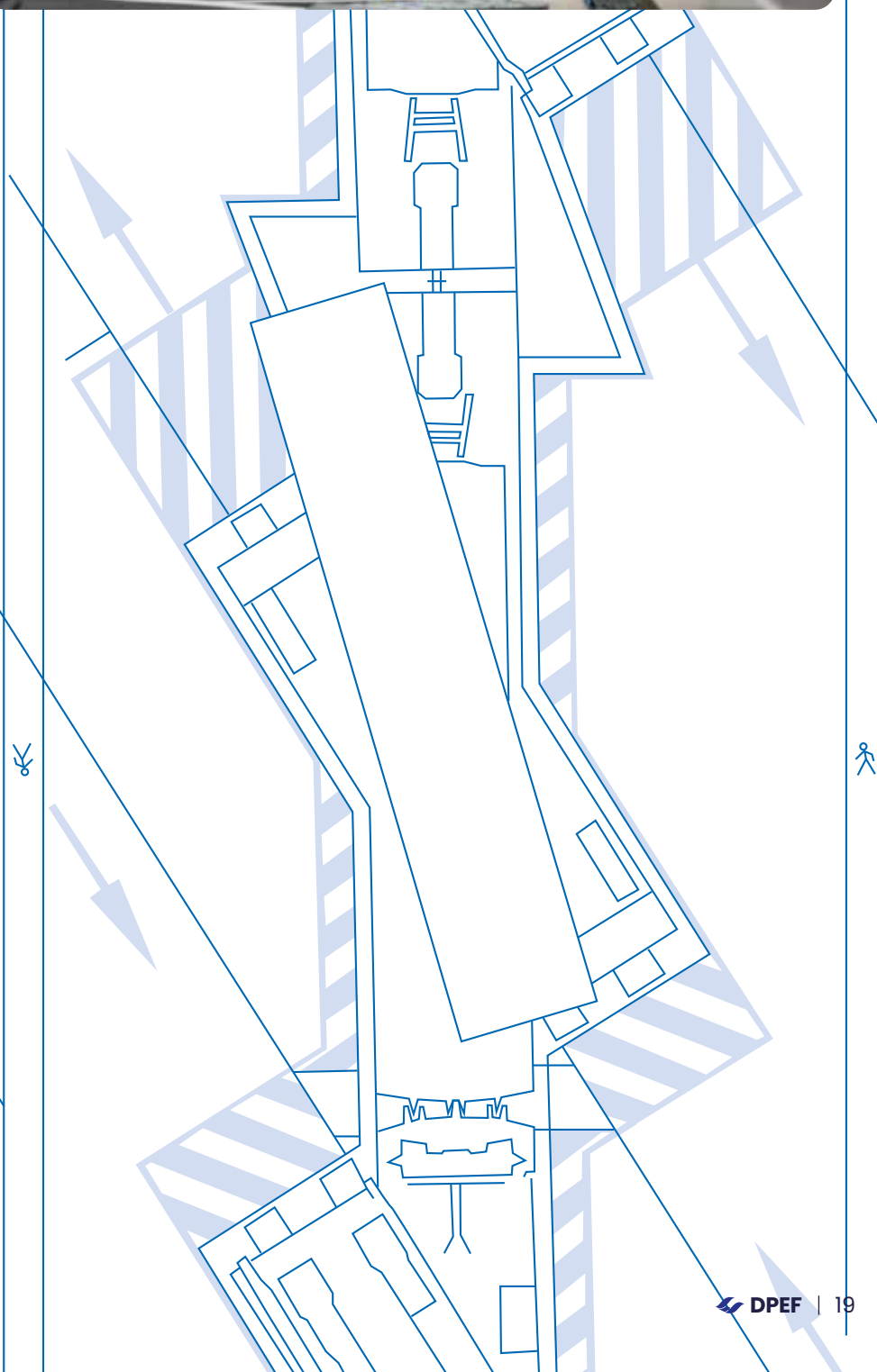
A sustainable and integrated logistics chain

This combined rail-sea service is a driving force behind Brittany Ferries' sustainable mobility strategy. By promoting large-scale modal shift, customers can significantly reduce their carbon footprint whilst securing supply chains through a strengthened territorial network linking the Iberian Peninsula, France, Ireland and the United Kingdom.



The multimodal ambition

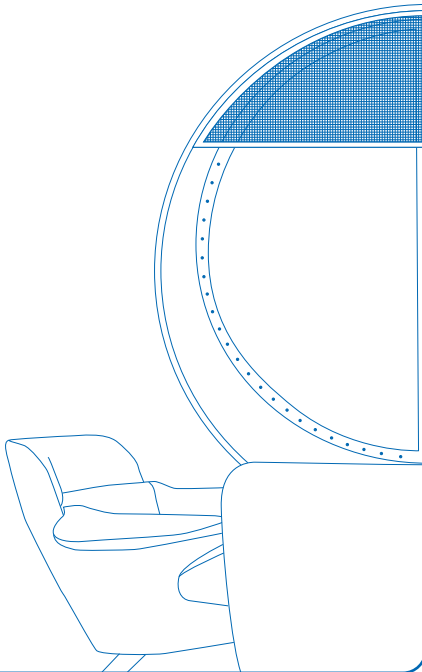
- > **970 km of rail**
- > **Target: 25,000 trailers per year by 2030**
- > **Frequency**
6 return journeys per week by 2025, moving towards a daily service by 2030
- > **Impact**
significant reduction in road mileage on the North-South axis



Our fleet

From economic benefits to the development of maritime links across the Atlantic Arc, Brittany Ferries fleet drives growth and supports regional development.

Presentation of the business model



Armorique

Roscoff - Plymouth / Roscoff - Cork

1,500 passengers, 473 cars or 55 lorries, 247 cabins, 786 berths, 337 reclining seats, restaurant area, bar, tea room, shops, 2 cinemas, video games area, children's playroom, reading room, Wi-Fi.

Built in 2009. L 168 m - w 26.80 m
29,468 GT
Speed 24 knots.



Barfleur

Cherbourg - Poole

1,212 passengers, 547 cars or 75 lorries, 59 cabins, 233 berths, 315 reclining seats, restaurant area, bar, shop, video games area, Wi-Fi.

Built in 1992. L 158 m - w 24 m - 20,133 GT
Speed 19.5 knots.



Clipper

Cherbourg - Rosslare / Le Havre - Portsmouth

300 passengers, 120 cars, 39 cabins, reserved seats, food court, bar, children's playroom, Wi-Fi.

Built in 1999. L 129 m - W 23 m - 13,456 GT
Speed 18,8 knots.



Cotentin

Cherbourg - Rosslare

120 freight units, 120 cabins, restaurant area, bar, shop, video games area, Wi-Fi.

Built in 2007. L 165 m - w 26.8 m - 25,000 GT
Speed 24.5 knots.

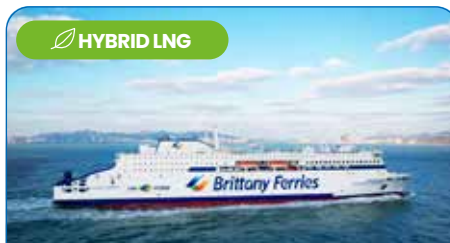


Galicia

Cherbourg - Portsmouth / Portsmouth - Bilbao

1,015 passengers, 139 lorries, 343 cabins, 1,318 berths, 43 reclining seats, restaurant area, tapas bar, bars, shop, children's playroom.

Built in 2019. L 214.5 m - w 28 m - 41,671 GT
Speed 22 knots.



Guillaume de Normandie

Caen / Ouistreham - Portsmouth

1,300 passengers, 476 cars, 222 cabins, 78 couchettes plus, food court, bar, gift shops, cinema, video games area, children's playroom, Wi-Fi.

Built in 2023. L 194 m - W 28 m - 36,668 GT
Speed 23 knots.



Islander

Saint-Malo - Guernsey - Portsmouth

400 passengers, 117 cars or 84 lorries, 53 cabins, 135 berths, restaurant, bar, seating, shop, Wi-Fi.

Built in 2005. L 24.9 m - W 23.4 m
13,906 GT
Speed 18.8 knots.



Mont St Michel

Caen / Ouistreham - Portsmouth

2,120 passengers,
830 cars or 125 lorries, 224 cabins,
812 berths, 410 reclining seats, à la carte
restaurant, self-service restaurant, tea
room, bars, shops, 2 cinemas, video
games area, children's playground, Wi-Fi.
Built in 2002. L 173 m - w 28.5 m - 35,891 GT
Speed 21 knots.



Pont-Aven

Roscoff - Cork / Roscoff - Plymouth - Santander

2,416 passengers,
650 cars or 77 lorries, 650 cabins,
2,012 berths, 47 reclining seats, à la carte
restaurant, self-service restaurant, tea
room, bars, shop, 2 cinemas, video games
area, children's playground, indoor pool.
Built in 2004. L 185 m - w 31 m - 40,859 GT
Speed 27 knots.



Saint-Malo

Portsmouth - St Malo

1,290 passengers,
270 cars and 60 lorries, 387 cabins,
1,399 beds, food court, bar, gift shops,
cinema, video games area, children's
playroom, Wi-Fi.
Built in 2023. L 194.70m - W 27.80m
36,721 GT
Speed 23 knots.



Salamanca

Cherbourg - Rosslare / Rosslare - Bilbao

1,015 passengers,
189 lorries, 341 cabins, 1,225 berths,
43 reclining seats, restaurant area, tapas
bar, bar, shop, children's playground.
Built in 2021. L 214.5 m - w 28 m - 41,716 GT
Speed 23 knots.



Santoña

Cherbourg - Portsmouth / Portsmouth - Santander

1,015 passengers,
189 lorries, 341 cabins, 1,225 berths, 43
reclining seats, restaurant area, tapas bar,
bar, shop, children's playground.
Built in 2021. L 214.5 m - w 28 m - 41,716 GT
Speed 23 knots.



Voyager

Saint-Malo - Poole / Guernesey

850 passengers,
280 cars or 16 lorries, 900 seats, bar, shop,
tea room, Wi-Fi.
Built in 2000. L 98 m - w 26 m - 6,581 GT.
Speed 42 knots.



Bretagne

St Malo - Portsmouth

1,940 passengers,
554 cars or 40 lorries, 362 cabins, 1,168
berths, 319 reclining seats, à la carte
restaurant, self-service restaurant, tea
room, bars, shops, 2 cinemas, video games
area, children's playground, Wi-Fi.
Built in 1989. L 151 m - w 26 m - 24,534 GT
Speed 21 knots.



Normandie

Caen / Ouistreham - Portsmouth

2,123 passengers,
648 cars or 85 lorries,
217 cabins, 774 berths, 322 reclining seats, à
la carte restaurant, self-service restaurant,
tea room, bars, shops, 2 cinemas, video
games area, children's playground, Wi-Fi.
Built in 1992. L 161 m - w 26 m - 27,541 GT
Speed 20,5 knots.



Pélican

Poole - Bilbao

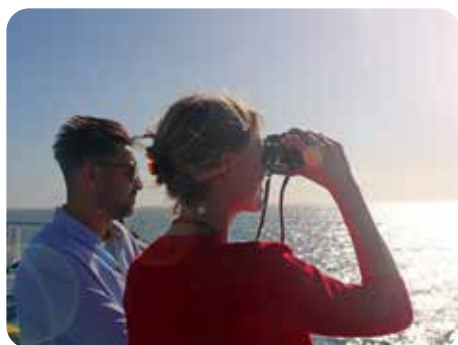
115 freight units,
restaurant area, Wi-Fi.
Built in 1999. L 155.5 m - w 22.7 m - 12,076 GT
Speed 15 - 19 knots.

Our business

A diverse group

Maritime and multimodal operations define a company with regional strength at its heart.

Presentation of the business model



Maritime passenger transport

Passengers and pets
Individual vehicles



Sea transport freight

Trucks and trailers



Saint Peter Port – Guernsey

Tour operating

Sail-and-stay vacations,
accommodations, tours



Dock handling

Roscoff, Ouistreham, Portsmouth



Retail

On-board restaurant, bar, stores



Rail freight transport

Cherbourg–Mouguerre,
Unaccompanied trailers

Employees : the heart of performance and embodiment of commitment

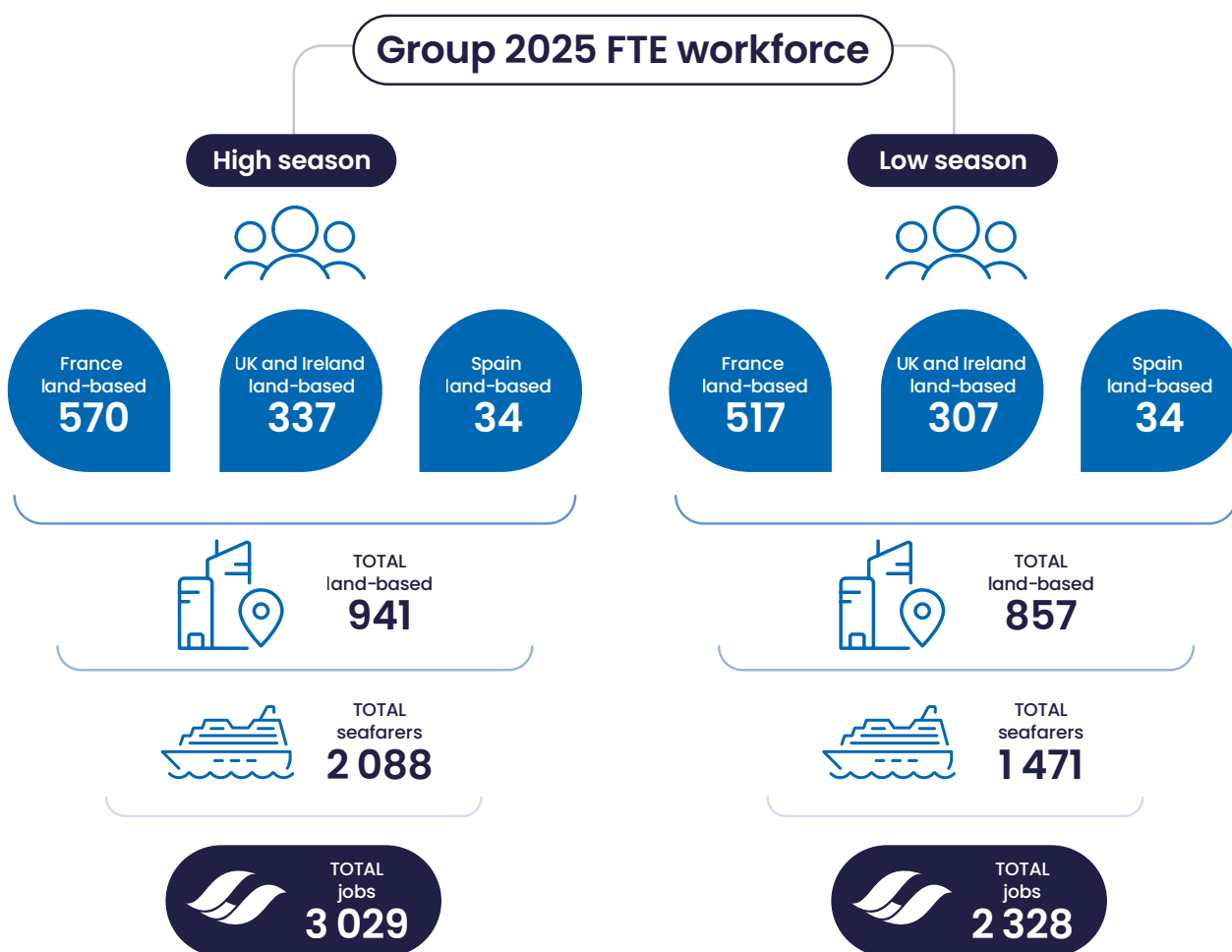
As a Breton shipping operator and the leading employer of French seafarers, the company brings together more than 3,000 men and women, in seafaring and shore-based roles, working in France, UK, Spain and Ireland.

Committed and driven, they work every day to ensure service quality and continuity.

Development, safety and inclusivity are what they can expect from the company.

3 029 men & women including 2,088 sailors in high season

Group workforce (FTE) 2025



2 679 colleagues

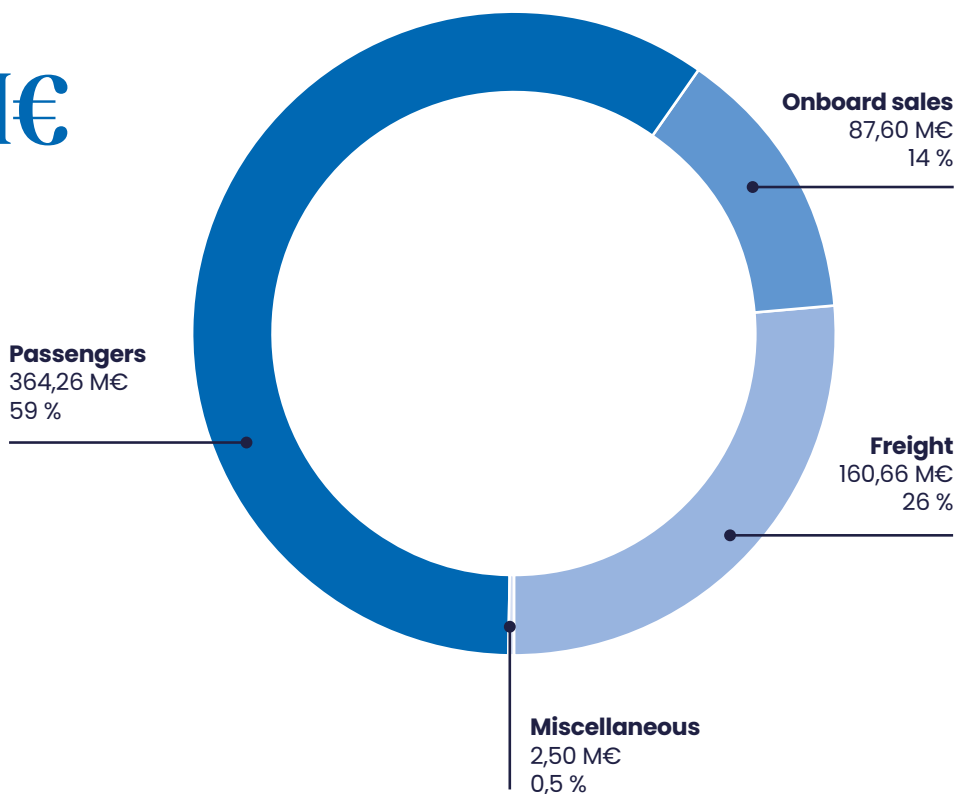
of which 1,780 sailors
Group workforce (FTE) 2025

The Condor Ferries Group's workforce stands at 360 FTEs (Full-Time Equivalents) during the peak season, including 249 seafaring FTEs

Our business

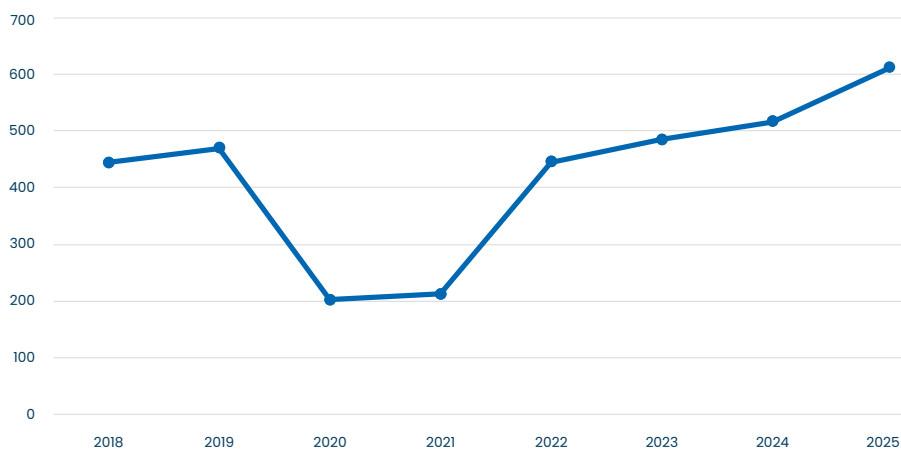
Consolidated turnover*
for 2025:

615,02 M€



Presentation of the business model

Consolidated turnover trend (€m)



Consolidated turnover for 2025 : €615.02 million, up 2.4% year-on-year: (adjusted + €86.2 million to include Condor)

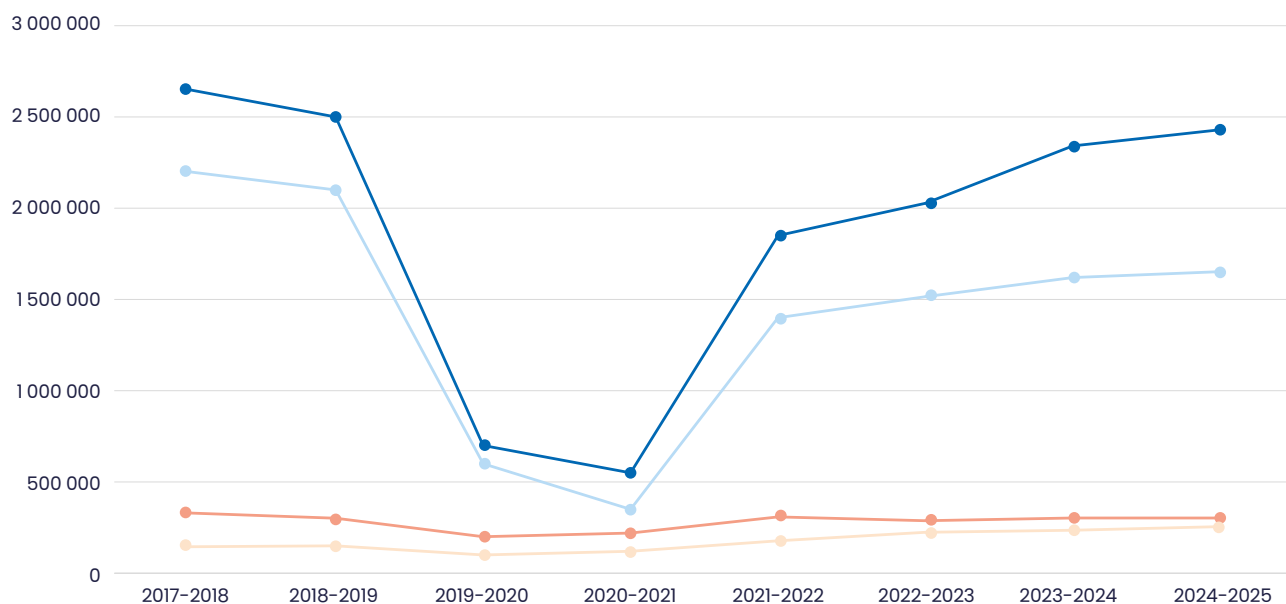
* Consolidated turnover including Condor Ferries in scope; in the 2024/2025 financial year, Condor Ferries operated maritime routes to Jersey and Guernsey

Passenger traffic trends 2018/2025

In its 2025 financial year, Brittany Ferries increased passenger volumes (all passenger volumes) by 4% and its freight volumes by 6%. This marks the third consecutive year of improvement, reinforcing the company's return to growth and its confidence in the future.

An initial review of Brittany Ferries' service to Guernsey.

A satisfactory first season, characterised by a significant 28% increase in passenger traffic from the Saint-Malo, Poole and Portsmouth routes and a 59% rise in passenger traffic from Saint-Malo.



— All routes — France Great Britain — Great Britain/Spain — France/Ireland - Spain/Ireland

Passengers by route

| PASSENGERS (Fare-paying passengers + babies + Drivers) | Number of passengers | | | Number of crossings | |
|---|----------------------|------------------|-----------|---------------------|--------------|
| | 2023-2024 | 2024-2025 | Variation | 2023-2024 | 2024-2025 |
| Roscoff - Plymouth | 263 152 | 249 200 | -5% | 511 | 440 |
| Saint-Malo - Portsmouth (Plymouth/Poole*) | 300 116 | 319 292 | 6% | 509 | 553 |
| Cherbourg - Poole | 162 703 | 165 474 | 2% | 463 | 447 |
| Cherbourg - Portsmouth | 53 879 | 51 447 | -5% | 311 | 246 |
| Caen - Portsmouth | 811 463 | 842 889 | 4% | 2 005 | 2 035 |
| Le Havre - Portsmouth | 28 684 | 24 019 | -16% | 372 | 285 |
| Channel | 1 619 997 | 1 652 321 | 2% | 4 171 | 4 006 |
| Ireland France | 163 849 | 175 022 | 7% | 383 | 595 |
| Ireland Spain | 71 585 | 80 305 | 12% | 190 | 198 |
| Great Britain - Spain | 302 569 | 302 463 | 0% | 619 | 601 |
| TOTAL all routes | 2 158 000 | 2 210 111 | 2% | 5 363 | 5 400 |
| Saint-Malo Guernsey Great Britain | 183 290 | 219 816 | 20% | 1 580 | 1 076 |
| TOTAL GROUP | 2 341 290 | 2 429 927 | 4% | 6 943 | 6 476 |

*Including passengers and vehicles carried by BF Guernsey / Condor Ferries on the St Malo-Poole route (via Guernsey), from April to October

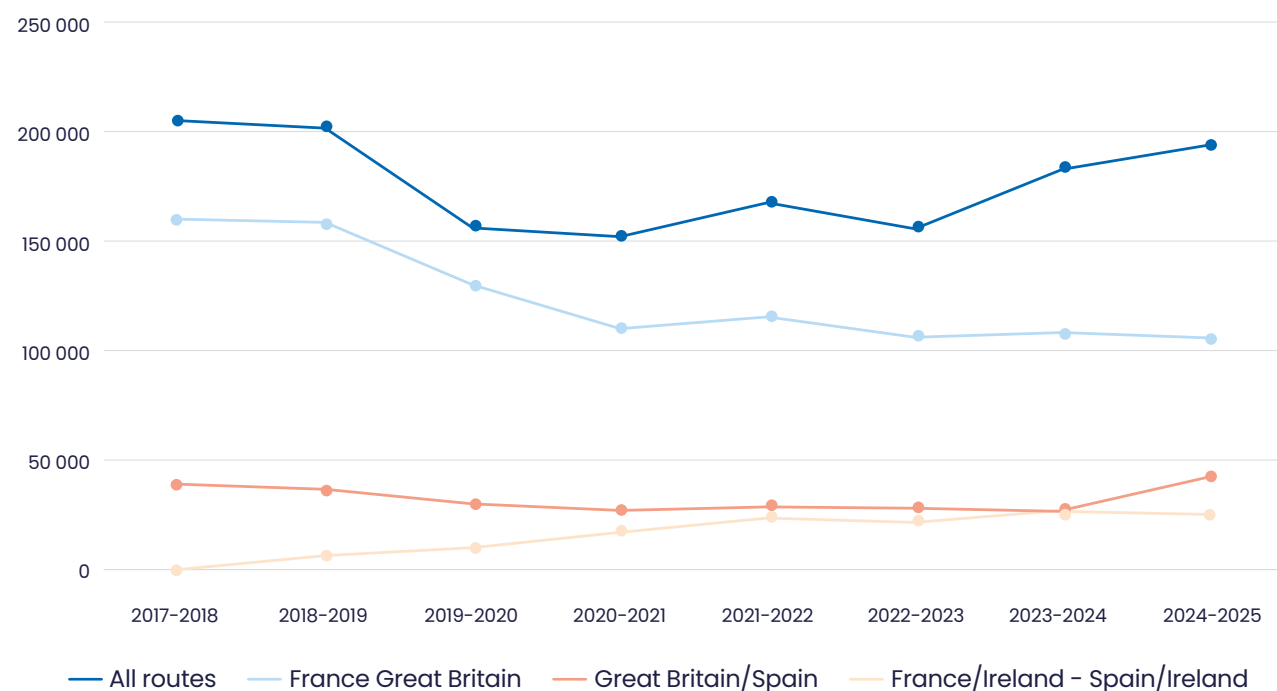
Passenger vehicles

| PASSENGER VEHICLES (All motorised including motor homes) | Number of passenger vehicles | | | Number of crossings | |
|---|------------------------------|----------------|-----------|---------------------|--------------|
| | 2023-2024 | 2024-2025 | Variation | 2023-2024 | 2024-2025 |
| Roscoff - Plymouth | 94 251 | 87 501 | -7% | 511 | 440 |
| Saint-Malo - Portsmouth (Plymouth/Poole*) | 107 023 | 116 173 | 9% | 509 | 553 |
| Cherbourg - Poole | 60 594 | 61 872 | 2% | 463 | 447 |
| Cherbourg - Portsmouth | 22 322 | 20 255 | -9% | 311 | 246 |
| Caen - Portsmouth | 271 264 | 293 093 | 8% | 2 005 | 2 035 |
| Le Havre - Portsmouth | 10 995 | 8 464 | -23% | 372 | 285 |
| Channel | 566 449 | 587 358 | 4% | 4 171 | 4 006 |
| Ireland France | 50 973 | 55 359 | 9% | 383 | 595 |
| Ireland Spain | 29 524 | 33 513 | 14% | 190 | 198 |
| Great Britain - Spain | 144 518 | 147 257 | 2% | 619 | 601 |
| TOTAL across all lines | 791 464 | 823 487 | 4% | 5 363 | 5 400 |
| Saint-Malo, Guernsey, Great Britain | 50 001 | 58 401 | 17% | 1 580 | 1 076 |
| TOTAL GROUP | 841 465 | 881 888 | 5% | 6 943 | 6 476 |

*Including passengers and vehicles carried by BF Guernsey / Condor Ferries on the St Malo-Poole route (via Guernsey), from April to October

Presentation of the business model

Evolution of freight traffic 2018/2025



Freight traffic

| FREIGHT VEHICLES | Number of freight vehicles | | | Number of crossings | |
|---|----------------------------|----------------|------------|---------------------|--------------|
| | 2023-2024 | 2024-2025 | Variation | 2023-2024 | 2024-2025 |
| Roscoff - Plymouth | 1 944 | 1 488 | -23% | 511 | 440 |
| Saint-Malo - Portsmouth (Plymouth/Poole*) | 5 593 | 8 540 | 53% | 509 | 553 |
| Cherbourg - Poole | 5 170 | 4 975 | -4% | 463 | 447 |
| Cherbourg - Portsmouth | 2 647 | 890 | -66% | 311 | 246 |
| Caen - Portsmouth | 83 590 | 84 865 | 2% | 2 005 | 2 035 |
| Le Havre - Portsmouth | 9 288 | 4 998 | -46% | 372 | 285 |
| Channel | 108 232 | 105 756 | -2% | 4 171 | 4 006 |
| Ireland France | 13 337 | 27 794 | 108% | 383 | 595 |
| Ireland Spain | 13 722 | 14 580 | 6% | 190 | 198 |
| Great Britain - Spain | 26 568 | 25 151 | -5% | 619 | 601 |
| TOTAL across all lines | 161 859 | 173 281 | 7% | 5 363 | 5 400 |
| Saint-Malo, Guernsey, Great Britain | 20 895 | 20 622 | -1% | 1 580 | 1 076 |
| TOTAL GROUP | 182 754 | 193 903 | 6% | 6 943 | 6 476 |

*Including passengers and vehicles carried by BF Guernsey / Condor Ferries on the St Malo-Poole route (via Guernsey), from April to October



"Thank you to our passengers for these wonderful awards. I would also like to thank our staff, who are committed to offering passengers the best possible service to create a unique experience of travelling by sea. Winning these awards is a testament to ongoing efforts, and I thank customers for their loyalty and recognition."

Christophe Mathieu,
Chairman of the Board of Brittany Ferries

Brittany Ferries was recognised twice by British travellers at the 2025 **Travel British Awards** for the quality of its services on board and ashore: Best Ferry Operator for routes to and from the UK and Best Large Travel Company for Western Europe and Ireland.

Brittany Ferries also received the **Guernsey Customer Service Award for Most Improved Business** in 2025, recognising the quality of service provided to customers in the Channel Islands.

This award highlights the commitment of the Brittany Ferries teams since the service to the Channel Island began operating at the end of March 2025.



Group Structure

Breakdown by subsidiary

As of 31 October 2025

Presentation of the business model

CONDOR TOPCO LTD

Equity interest: **51%**



Liberation,
Clipper,
Goodwill
Voyager
Islander

B.A.I. UK

Subsidiary: **99,99 %**

Portsmouth
Handling Services
Subsidiary: **100 %**

B.A.I. Ireland

Subsidiary: **100 %**

Brittany Ferries Santander

Subsidiary: **100 %**

Brittany Ferries Bilbao

Subsidiary: **100 %**

B.A.I.

Bretagne Angleterre Irlande

Capital

€26,1 m

Roscoff
Manutention

Subsidiary:
60 %

Channel
Docks
Manutention

Subsidiary:
94,17 %

Société des
dockers
manutention
du calvados

Subsidiary:
54,67 %

B.A.I. RAIL

Subsidiary:
100 %



SOMANOR

Capital **€124.5 m**

Brittany Ferries..... **24.65 %**

Senacal..... **48.55 %**

Senamanche..... **26.80 %**



Barfleur, Cotentin, Mont St Michel,
Normandie and Guillaume de Normandie

SENAMANCHE

Capital **€34.3 m**

Brittany Ferries..... **31.24 %**

Public authorities..... **68.76 %**

26.80 %

48.55 %

SENACAL

Capital **€52.4 m**

Brittany Ferries..... **36.00 %**

Public authorities..... **64.00 %**

31.24 %

24.65 %

36.00 %

Brittany Ferries

Farmer shareholders 73.21%

CMA CGM Participations 12.00%

Breton CCIs 10.52%

Miscellaneous 4.27%



Galicia ⁽¹⁾, Salamanca ⁽¹⁾, Santoña ⁽¹⁾, Normandie Express,
Pélican ⁽¹⁾ and Clipper ⁽¹⁾

SABEMEN

Capital **€83.4 m**

Brittany Ferries..... **34.02 %**

Public authorities..... **65.98 %**

34.02 %

24.98 %

75.02 %

SOMABRET

Capital **€124.1 m**

Brittany Ferries..... **24.98 %**

Sabemen..... **75.02 %**



Armorique, Bretagne, Pont-Aven and Saint-Malo

⁽¹⁾Chartering



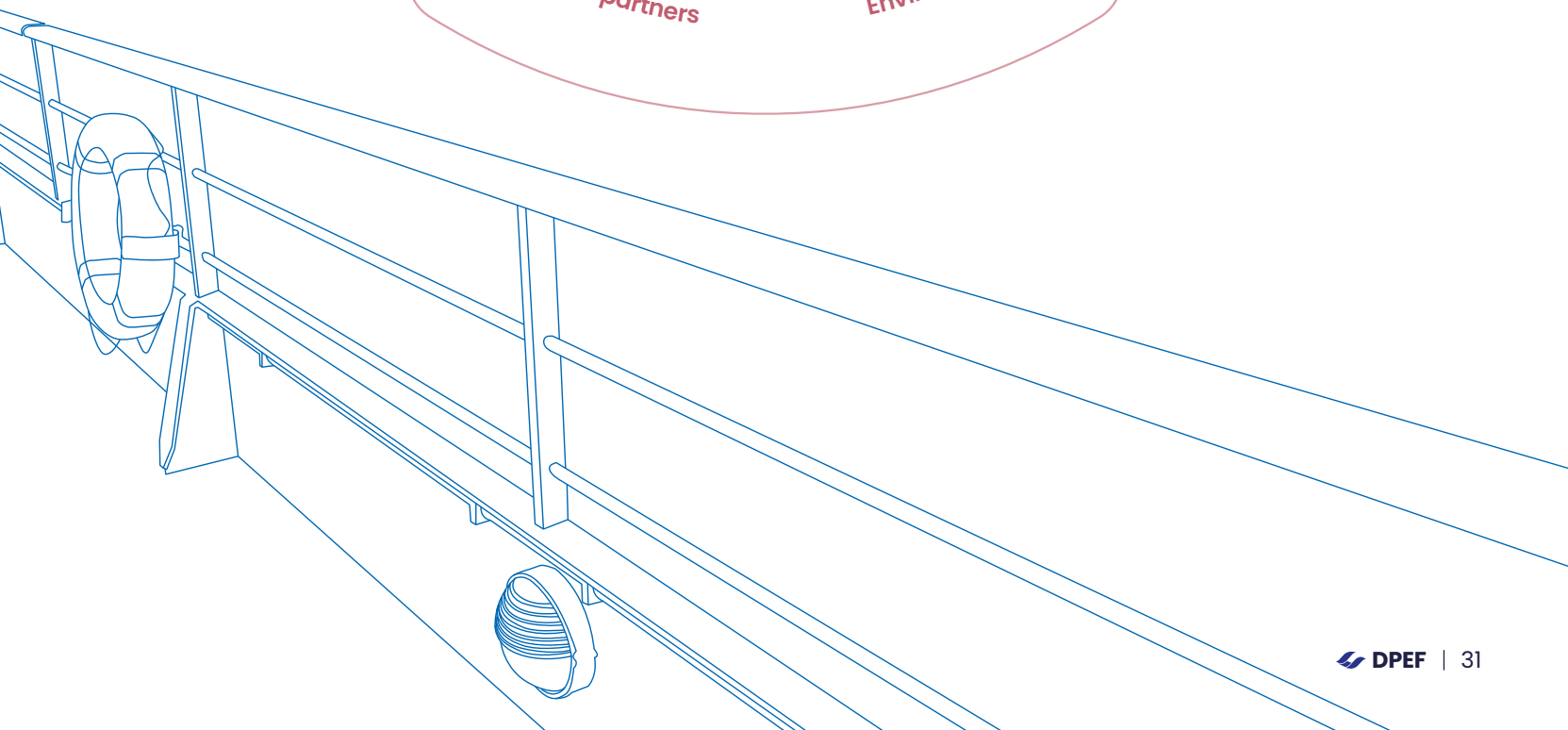
Group ecosystem

Since its creation, Brittany Ferries developed a **unique model**, deeply **rooted in the regions** it serves. Not just a shipping company, Brittany Ferries has established itself as a leading **economic, social and environmental player**, whose operations are based on a rich and interconnected ecosystem of stakeholders. This is a key driver of sustainable performance and shared value.

The positive influence of this ecosystem rests on the quality of relationships forged over time, based on dialogue, cooperation and trust. By working closely with its stakeholders, Brittany Ferries promotes **the economic development of the regions**, supports local employment, encourages responsible innovation and contributes to the **vitality of cultural and tourist exchanges**.

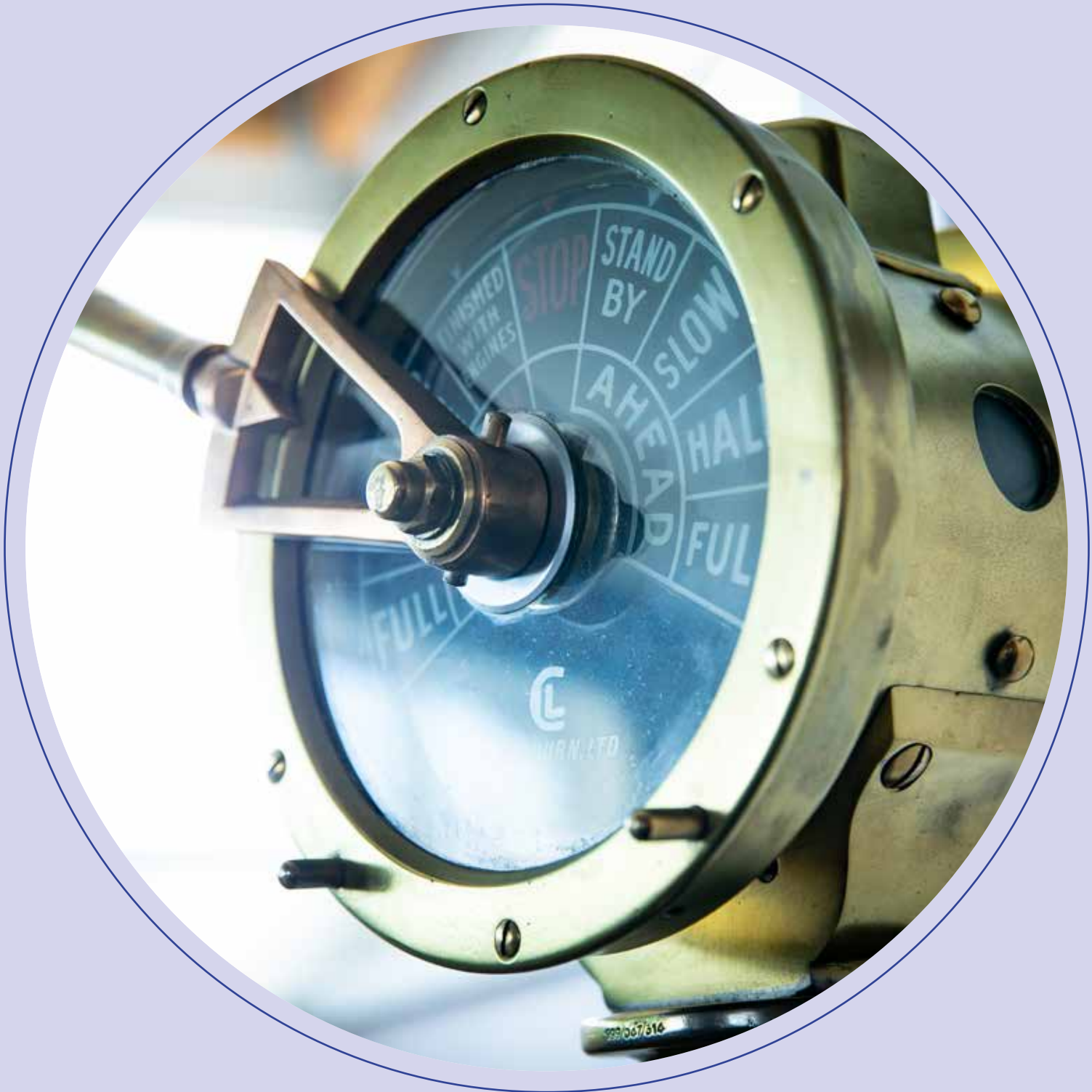
Against a backdrop of **ecological transition** and transformation in maritime transport, stakeholder mapping serves as a tool for steering **Brittany Ferries' approach to sustainability**. It means the company can identify, understand and prioritise relationships and reciprocal impacts affecting it and its ecosystem, to achieve **a model that is more responsible**, resilient and **aligned with stakeholder expectations**.





Identification of non-financial issues

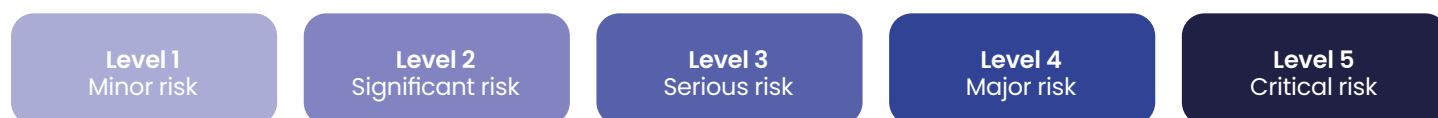
| | |
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| Methodology for developing the risk map..... | 34 |
| Key non-financial challenges..... | 35 |



Developing the risk map

Risk mapping was initiated by the executive board and reviewed in 2025 to take account of changes in the business. Risks identified were assessed and prioritised using a matrix that assesses probability on the one hand and impact on the other.

Cross-referencing factors allows the company to ascribe five levels of risk criticality:



After considering its business activities, the group has thus has identified 22 risks.

Identification of non-financial issues

| | | Severity | | | | |
|--------------------|----------------------|---|---|---|--|---|
| | | 5 | 10 | 15 | 20 | 25 |
| Incidence | Critical Impact 5 | | <ul style="list-style-type: none"> Health and safety of operational activities Sanitation | | | |
| | | 4 | 8 | 12 | 16 | 20 |
| | Major Impact 4 | * Control of ship repair maintenance costs | <ul style="list-style-type: none"> Safety and security of activities Atmospheric emissions Managerial relations Corruption Technical risk analysis | <ul style="list-style-type: none"> Project governance Compliance with GDPR/PCI DSS regulations Protection of the company's confidential data | <ul style="list-style-type: none"> New organisation to cope with the Covid pandemic Fleet renewal Brexit | <ul style="list-style-type: none"> GHG emissions |
| | | 3 | 6 | 9 | 12 | 15 |
| | Severe Impact 3 | <ul style="list-style-type: none"> Initiatives impacting IS change | <ul style="list-style-type: none"> Food shortages during health crisis | <ul style="list-style-type: none"> Project management Talent management | <ul style="list-style-type: none"> Disengagement of seasonal staff Risk measurement Personnel development | |
| | | 2 | 4 | 6 | 8 | 10 |
| | Significant Impact 2 | <ul style="list-style-type: none"> Polluting atmospheric emissions | <ul style="list-style-type: none"> Sustainable development Human risk due to technical stoppage | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| | Minor Impact 1 | <ul style="list-style-type: none"> Budget | | | | |
| | | Very unlikely 1 | Unlikely 2 | Occasional 3 | Likely 4 | Almost certain 5 |
| PROBABILITY | | | | | | |
| | < at 10 % | 10-30 % | 30-60 % | 60-90 % | > 90 % | |

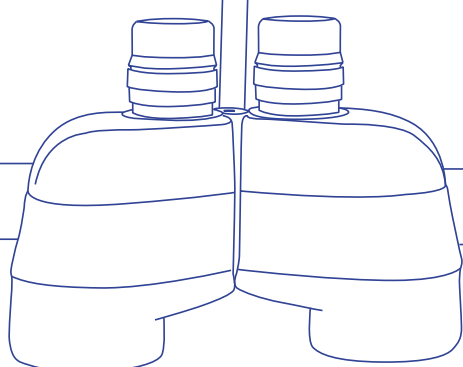
Criticality = Probability x severity

Key non-financial challenges

Each year, the executive board informs shareholders of non-financial challenges, as well as policies and actions implemented to address them. This demonstrates Brittany

Ferries' commitment to responsible performance. In the interests of transparency, the sustainability report is available to all stakeholders on the group's corporate website.

| KEY NON-FINANCIAL ISSUE | AREAS OF COMMITMENT |
|--|--|
| SOCIAL | |
| Developing employees | Boosting expertise and developing skills through training to provide passengers and freight customers with high-quality services. Making safety, on board or on shore, a priority for customers and employees. |
| Health, safety and well-being of our employees and customers | Preventing a deteriorating in working conditions that might increase accidents, physical and/or mental harm. |
| ENVIRONMENT | |
| Sustainable development | Preventing environmental and pollution risk |
| Climate change | Reducing the group's carbon footprint |
| Eco-responsibility | Reducing waste and optimising consumption of water and raw materials |
| SOCIAL | |
| Regional development | Contributing to economic development of the regions we serve |



Commitment to People

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| Equal treatment in people development..... | 39 |
| Training at the heart of performance and safety..... | 40 |
| Improving quality of life and working conditions..... | 44 |



Brittany Ferries' social policy is built on fundamental pillars: operational excellence, fairness and continued investment in skills. As the foundation of corporate culture, this ambition is an essential corollary to what is promised to customers, and the quality of on-board experience.

Excellence at the heart of our business

Working between land and sea - with cutting-edge industrial and commercial tools - whilst strictly adhering to safety standards and legislation, and evolving in harmony with new consumption patterns and communication tools, the company anticipates customer needs by drawing on the expertise of specialists across a wide range of professions.

Strategic departments like HR, Finance, IT and Marketing, pilot the development of the group

Commitment to People



Hotels and catering staff

The face of joy, they deliver customer satisfaction as standard



Officers on board

Highly trained officers and sailors guarantee optimal safety



Commercial and port staff

Client relation experts assure passenger flows



Staff support functions

Strategic departments like HR, Finance, IT and Marketing, pilot the development of the group

Equal treatment

At the heart of personnel development

An action plan focusing on professional equality, quality and working conditions

Upon the expiry of the 2020 agreement on professional equality and to strengthen its commitment to employees, Brittany Ferries has implemented a unilateral action plan. Lasting one year, starting in 2025, the plan is based on the Gender Equality Index and report on professional equality.

The plan's four priorities:

Recruitment and career progression

Actual pay

Work-life balance

Health, safety and working conditions

Promoting maritime careers in over

60 schools

847 hotel nights

funded in 2025 for employees based far from their port of embarkation (contributing to work-life balance)

Draft agreement with AGEFIPH

for a proactive disability policy

Gender balance

36% women

64% men

a constant challenge given the low proportion of women in the merchant navy

Included in the list of the 30 best companies to work for in Brittany

Professional Equality Index

Brittany Ferries achieved a score of 92/100 for 2025 on the Professional Equality Index.

Training: the key to performance and safety

Commitment to People

In a demanding maritime environment, characterised by regulatory change and challenges for safety, service quality and performance, **training is a key strategic lever**. It contributes directly to maintaining a high level of skills. It enables staff to adapt to changes in their roles, technological innovations and international, European and maritime standards. Training is essential to the safe and reliable operation of maritime routes, as well as to passenger satisfaction.

The annual training policy is based on the company's objectives and investments. The strategy focuses on key areas such as risk prevention and safety (employees, passengers and equipment).



Training centre Brittany Ferries – Atalante in Saint-Malo

Number of trainees Group

8 087

(including e-learning in French)

Number of hours of training per group

36 674

(including 3 400 hours of e-learning for B.A.I. SA)



In numbers

- **Atalante Training Centre, part of the Human Resources Department (since 1 February 2025):**
155 sessions, 1,708 trainees
- **28% of activities dedicated to safety training, crisis management and regulatory responsibilities**

Rolling out a group training plan

Each year, the group training department works closely with HRBPs (human resources business partners - representing departments within their remit) to identify training needs. The group skills development plan is thus rolled out annually to support employees across four countries in skills development. In 2025, the focus was on setting up joint internal training courses (heavy goods vehicle guidance, fire safety, PSC) bringing together internal groups (seafarers, SDMC, port staff, etc.) and launching a process to integrate French seafarers from BAI Guernsey into internal training (five-yearly re-certification*).

* Approval by the Maritime Affairs and s (AFM)

Ensuring safety, security and health at sea and on land



SEAFARERS

In the natural environment of Brittany Ferries (the sea), workplace safety must be a priority. Under STCW regulations, five-yearly refresher courses form a significant part of seafarers' training. Courses related to new hybrid vessels (high voltage, Liquefied Natural Gas) or linked to accident prevention (e.g. isocyanate exposure, chemical risks, heavy goods vehicle guidance) help reduce both frequency and severity of accidents.

SHORE-BASED

Onshore roles also require PSC training, CACES certification, driving licences or heavy goods vehicle permits, as well as electrical certificates. To this end, onshore staff are trained according to their specific areas of responsibility.

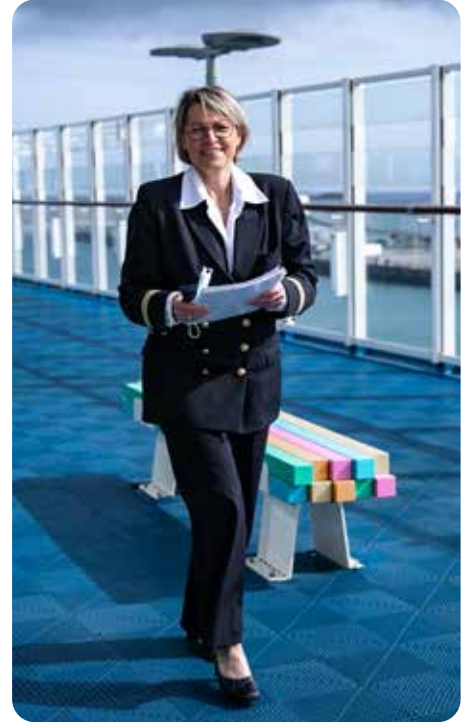
Professional skills driving operational excellence

The company continues to strengthen professional skills, notably through training programmes dedicated to **spa services, perfume sales** and customer relations. These have contributed to the continuous improvement of the passenger experience, as well as for **customer loyalty**.

Fostering **cultural roots and traditions**, a course in **Breton dance** – reflecting the DNA of St Malo – both the ship and its namesake region – was offered to activity leaders.

The company has also delivered training courses addressing major regulatory and societal issues:

- a **French-English training course on immigration procedures and the UK Border Force**, led by customs officials, to ensure regulatory compliance and the smooth running of cross-Channel operations;
- a **B-Freight** training course for 'key users' from the four countries, which enabled the harmonisation of freight operational processes. In 2026, this training will be delivered to 'end users' by managers trained in 2025.



Managerial skills development

Managerial skills development is fully aligned with the company's corporate social responsibility approach. It serves as a key driver for:

- **Supporting organisational changes and business transformation** by boosting managerial agility and adaptability;
- **Strengthening responsible management**, mindful of the balance needed between collective performance, skills development and quality of life at work;
- **Supporting long-term employability**, ensuring alignment between strategic priorities, internal resources and career aspirations.

Within a group characterised by geographical, cultural and professional diversity, management training helps to foster a common culture based on shared values: **boldness, authenticity, high standards and team spirit**.



MANAGERIAL DEVELOPMENT

- **352 employees trained since 2023**
- **2026 target: support 650 managers**

Accelerating digitalisation:

2025 was marked by content creation with an emphasis on social and ethical impact, meaning the protection of personal data, the responsible use of artificial intelligence, the prevention of harassment, as well as content with passenger safety and service in mind. All help foster a safer working environment.

Infographic

- **Creation of an Engineering Training Centre**
- **4,454 hours of e-learning**
- **FR: 1,522 employees**
- **UK: 329 employees**
- **E-learning rolled out across 4 vessels (to be extended to 5 more)**



Passing on knowledge

Welcoming the next generation is a cornerstone of Brittany Ferries' responsibility. We co-innovate with local stakeholders to create bespoke training programmes and secure the jobs of tomorrow.

Challenges for 2026

- Training programme design based on roles and competency frameworks
- Securing Atalante accreditation renewal (SENS, SPECS and IGF), which guarantee the recognition and quality of internal systems
- Integrating BAI Guernsey seafarers into in-house training programmes
- Strengthening partnerships with training organisations and institutions

Infographic

- **Workforce: 116 trainees and 163 cadet officers to be recruited by 2025**
- **Funding: €102,491 in support from Opco Mobilités for work-study schemes**
- **HR innovation: creation of a jointly funded training pathway: France Travail, Brittany Region, CEFCM and OPCO logos for '750 kW Mechanics' professional training contracts, addressing critical recruitment needs**

Improving quality of life and working conditions

The implementation of various prevention policies aims to identify, assess and mitigate risks that threaten the safety of ships and crew. Frameworks such as the IMO's ISM Code, the SOLAS Convention (for the safety of life at sea), French labour law regulations, as well as other national and international standards, these are essential to ensure compliance with safety and risk prevention standards.

Indicators for the company's French operations are updated each month to measure the extent of employees' exposure to occupational risks.

Engagements sociaux

The occupational risk prevention committee implements policy and preventive measures through a multi-year programme.

The four main focus areas are: chemicals, physical activity, psychosocial health and risk prevention.

This programme aims to strengthen and complement prevention initiatives already underway in the field of occupational health and safety, drawing on feedback. All prevention resources are available on the company's dedicated portal, which is accessible to all employees. Among resources, the prevention briefings - regularly distributed on ships and at French sites - provide an opportunity for teams to discuss identified risks and share best practices in prevention.



Occupational risk prevention training

"Health and Safety at Work" training sessions are regularly delivered by the risk prevention and QVCT manager across all the company's sites as well as on board. They aim to foster a genuine culture of prevention and to strengthen management's involvement, as a key player and driving force in occupational risk prevention.

In 2025, 93 employees were trained on board Cotentin, Armorique and Galicia

Initiatives to promote physical activity and sport



A fleet of electric bikes

The provision of electric bikes at the Roscoff head office helps to maintain employees' well-being and reduce greenhouse gas emissions for short journeys.

185
rentals

between November 2024 and October 2025

130
people registered
since the service launched in July 2023

Prevention and social support

Since early 2025, as part of the group personal protection insurance policies taken out by Brittany Ferries, Generali has offered its prevention and social support fund known as BeZen+. The

service, offered by Generali's partners is available to all employees based in France, free of charge and in complete confidence. The programme comprises two components:

SUPPORT THROUGH TOUGH TIMES

Dedicated support to individual employees

PROTECT HEALTH AND WELLBEING

Preventative actions for employees to embrace

- PSYCHOLOGICAL SUPPORT
- HELP WITH FINANCE
- HELP WITH ADMINISTRATIVE CHALLENGES

- STRESS
- NUTRITION
- HEALTH AND ENVIRONMENT
- SPORT





Environmental commitment

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| Preventing environmental risks and pollution..... | 53 |
| Waste reduction, optimisation of consumption | 54 |



Brittany Ferries' **environmental** policy is based on the following **three pillars**:

- Reducing carbon footprint;
- Prevention of environmental risks and pollution;
- Reducing waste and optimising the use of water and raw materials.

An ambitious environmental approach

The company is structured to address environmental challenges and ensure its actions go well beyond mere regulatory requirements. This commitment is reflected in particular by its membership of Armateurs de France: as such, it is a **signatory to the Blue Charter**, through which shipowners undertake to go beyond their regulatory obligations in **efforts to protect the environment and ensure sustainable management of the marine environment**.



In 2025, Brittany Ferries distinguished itself by receiving the Green Marine Europe label for the sixth year in succession. This recognises shipowners for improving one or more of eight environmental pillars. Created in 2020 by the NGO Surfrider Foundation Europe and the Green Alliance, this label is an independent certification programme based on continuous improvement. Brittany Ferries proud to be a founding signatory, adopted this voluntary initiative from the outset.



Label Green Marine Europe

Speaking in Brussels, Christophe Mathieu welcomed the award: "Receiving this label for the sixth year demonstrates that energy transition and sustainability are not an option; they are a path we are following with determination."



Christophe Mathieu, CEO, and Vincent Coquen, head of sustainable development and maritime institutional relations, receive the label certificate from Antidia Citores, managing director of Green Marine Europe



Marine biodiversity

ORCA

The company has provided unwavering support for almost twenty years to ORCA, the marine mammal conservation organisation, which uses Brittany Ferries' vessels as observation stations. Beyond research, ORCA plays a central role in raising awareness among crews and passengers.



- **100 sailors trained** to understand marine mammals and adopt best practices in areas with high whale and dolphin populations
- **168 volunteer** observers for **42 surveys** carried out between March and November
- **19,103, individual animals recorded, including 16 different species** of whales, dolphins, porpoises, seals, sharks and turtles
- **12,810 km covered**, the longest distance covered since the start of the partnership
- **Surveys extended to the Portsmouth-Santander and Portsmouth-Saint-Malo routes**, providing full coverage of the English Channel, essential to help the UK government meet its obligations under the Habitats Directive

GONm (Groupe Ornithologique Normand)

Brittany Ferries also supports research into the Balearic shearwater as part of the National Action Plan for this endangered species. The company has renewed its commitment by collaborating for the second consecutive year with the Normandy Ornithological Group (GONm). This partnership demonstrates Brittany Ferries' determination to take concrete action to preserve marine ecosystems and to contribute actively to scientific research.



- **observers**
- **15 crossings** aboard on the Saint-Malo to Portsmouth route
- **Over 6,000 Balearic shearwaters** spotted
- **Peak numbers in early August: 3,306 individuals**

Greenhouse gas emissions reduction

Climate change is at the heart of Brittany Ferries sustainability strategy. **Carbon footprint is monitored very closely.** This includes carbon dioxide, methane and nitrous oxide and depends on regulated emission factors and fuel consumption.

Consumption is monitored: on the one hand through bunkering voucher recording, relating to fuel purchases, and on the other hand on a voyage-by-voyage basis, for more detailed monitoring. To enhance accuracy, several vessels are equipped with fuel meters and dedicated software, enabling real-time measurement, identifying areas for improvement. This data informs studies and concrete actions aimed at improving the fleet's energy efficiency and sustainably reducing greenhouse gas emissions.

Emissions monitoring and auditing are carried out in accordance with European and international regulations, including the EU-MRV (Monitoring, Reporting & Verification) scheme, which forms the basis of the European Union Emissions Trading System (EU ETS), as well as the SEEMP (Ship Energy Efficiency Management Plan).

Beyond this regulatory monitoring, Brittany Ferries is implementing real-world measures to reduce its carbon footprint, based on **two main areas:**

- **reducing fuel consumption.** Brittany Ferries has developed digital twins for each of its vessels to power two decision-support applications. The first is used to estimate energy expenditure, whilst the second enables improved routing and the running of energy audits for each specific journey.
- **alternative fuels,** notably three options:
 - replacing LNG with biomethane and/or e-methane on new ships equipped with tanks and suitable energy conversion systems;
 - liquid biofuels without modifying engines on traditional vessels;
 - design of hybrid vessels using several different energy sources, such as Saint-Malo and Guillaume de Normandie, which are powered by electricity and LNG combined in a hybrid configuration.



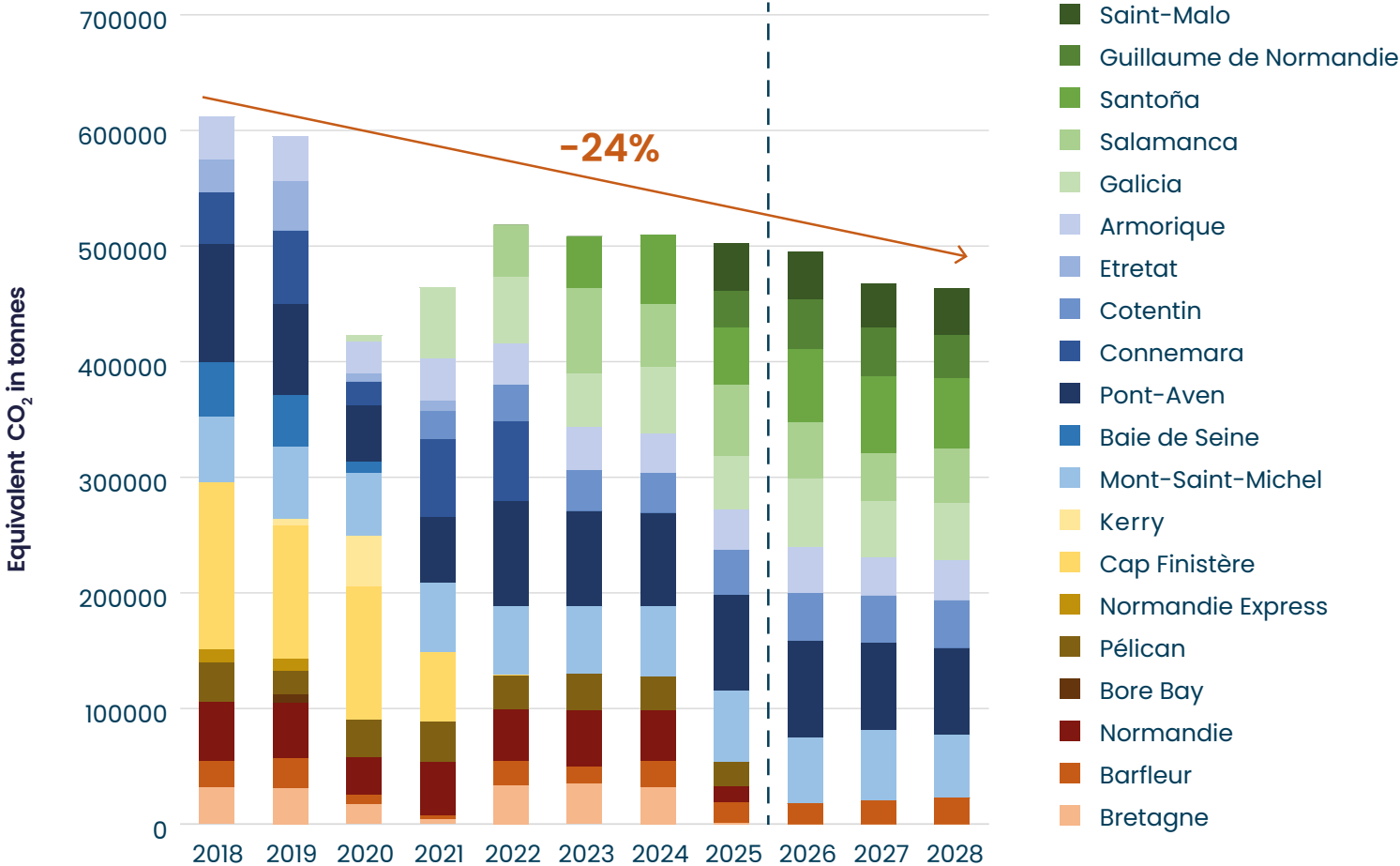
This combination enables Brittany Ferries to ensure a gradual reduction in greenhouse gas emissions.



Bunkering (re-fuelling) with biomethane in 2025 has reduced carbon footprint by 6,000 tCO₂e

A summary of greenhouse gas emissions* from ships** is shown below. It includes verified EU-MRV data up to 2024. Data is currently being verified for 2025, and estimated data from 2026 onwards will be based on the ships' operational schedules.

Greenhouse gas emissions from ships since 2018, with projections for 2026 to 2028



[*] The emission factor used for liquefied natural gas takes into account methane leaks (so-called methane slip) based on actual measurements taken during the EMINAV study; see the section on measures to prevent emissions into the air.
 [**] With the exception of the Commodore Clipper, the Islander and the Voyager

Hybridisation: driving decarbonisation

Saint-Malo and Guillaume de Normandie are the company's first hybrid (LNG-electric) ships. This system, which combines liquefied natural gas (LNG) and electricity, is similar to the operation of a hybrid

car. Battery power enables the vessel to operate with zero emissions thus significantly reducing noise levels in ports. It allows a single engine to directly drive the propeller to which it is coupled and to generate the electricity

needed to simultaneously drive the second propeller using an electric motor. Operation is thus optimised and drag (from non-turning propeller) is prevented.

Three awards for Saint-Malo

RoPax Ferry of the Year 2025 Award at the Ferry Shipping News and Ferry Shipping Summit

This award celebrates maritime excellence at European level, recognising the first LNG/electric hybrid ferry to operate a cross-Channel route.

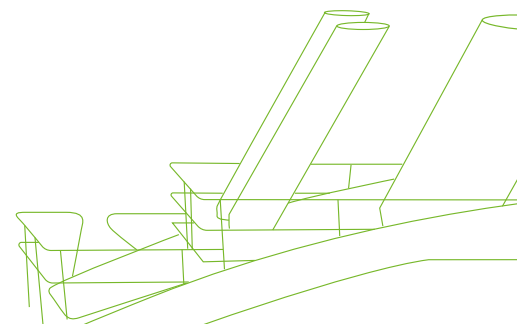
Shippax Awards e 2026

Of all the award-winning vessels, Saint-Malo is the only one to have successfully combined innovative propulsion with a remarkable design.

Grand Prix for Sustainability at the Breton Economic Forum (FEB)

The FEB recognises Breton organisations that excel in terms of sustainability and social responsibility.

- **2 engines,**
power per engine:
13,740 kW
- **Battery power: 11.2 MWh**
- **Electricity storage and propulsion optimisation 15% lower consumption compared to a conventional vessel**



Preventing environmental risks and pollution

The company's general policy on the prevention of environmental risks and pollution centres on personal safety, protection of property, and limiting environment impact.



Pollution prevention measures

All vessels have their own prevention plan (Shipboard Marine Pollution Emergency Plan – SMPEP) and host anti-pollution kits. The purpose of the SMPEP is to provide guidelines to the captain and officers regarding measures to be taken when a pollution incident has occurred – or is likely to occur.

Cutting emissions to air

All Brittany Ferries vessels comply with current environmental regulations regarding air emissions. However, the company shows its clear will to improve through its fleet renewal strategy. The first two vessels powered by Liquefied Natural Gas (LNG) joined the fleet in 2022 (Salamanca) and in 2023 (Santoña). Saint-Malo and Guillaume de Normandie followed. These LNG-electric hybrids, made their debuts in 2025. The use of LNG enables

the company to go beyond current regulations, particularly regarding sulphur oxide and fine particle emissions (soot). Collaboration between Brittany Ferries and ADEME* has validated real-world methane leaks (unintended release of unburnt fuel) from an LNG-powered vessel. These are roughly 50% lower than values currently used in European regulations**.

*French Energy Agency
** EMINAV Study

Optimising consumption and reducing waste



In the context of a suite of environmental challenges, optimising efficiency and waste reduction are essential strings to the bow.

Waste prevention and management measures

Each vessel operates a waste management plan which outlines facilities for collection, storage, treatment and disposal of waste. Each disposal operation ashore is recorded by waste type in a register kept by the second officer.

Onboard Catering

The majority of cooked products come from European countries, with a significant proportion sourced from regions served by the company. Whether local, French or European, suppliers must adhere to responsible practices, favouring certified products that comply with current standards.

Catering Staff

Staff working in ships' catering are all graduates of hospitality schools and, as such, are trained throughout their careers in the management of perishable food stocks. They are also constantly made aware of this on board (application of the FIFO management rule, monitoring use-by dates, etc.). Since 2018, indicators have been put in place to help monitor and improve.

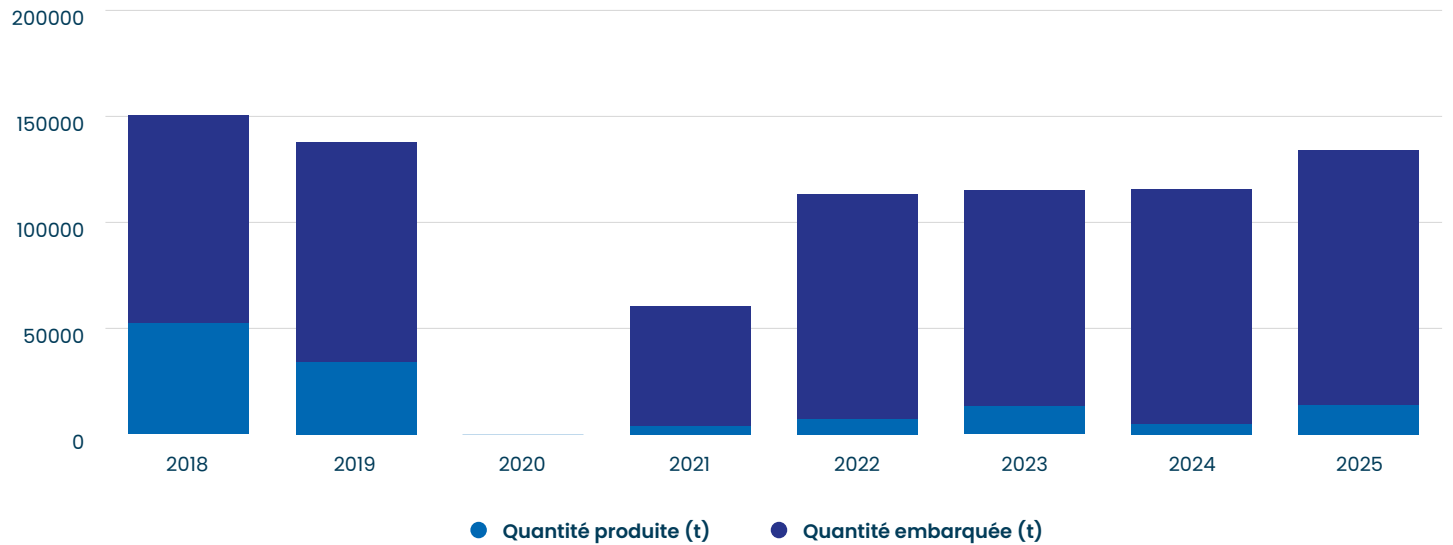
Water consumption and supply

Fresh water is taken on board for every voyage, supplying drinking water. Some vessels, such as the new hybrids, are

also equipped with a device to desalinate seawater to produce fresh water, intended for specific uses such as

cleaning systems and machinery and filling fire-fighting systems.

Boarding and freshwater production



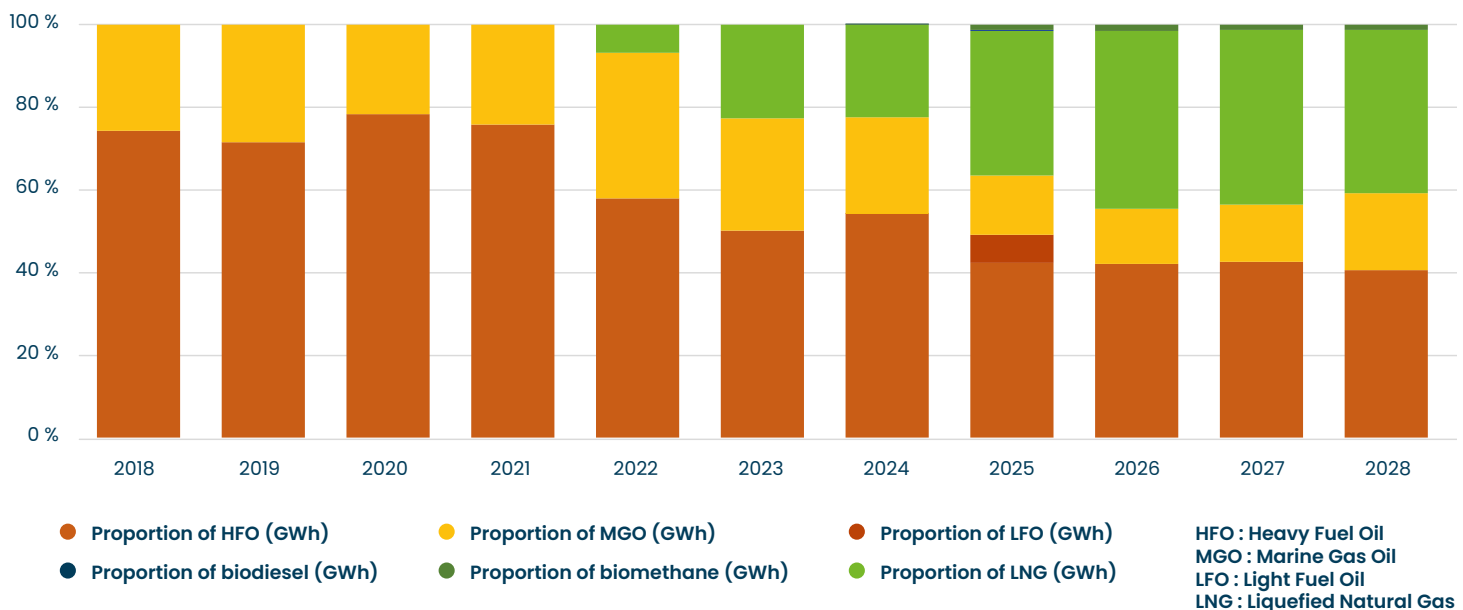
Energy consumption

Energy used to power ships and generate electricity on board has been rigorously monitored for years.

Consumption has been cut significantly thanks to fleet renewal. LNG and hybrid powered ships are now complemented

by a fuel mix that includes alternatives like biomethane and biodiesel, bringing further welcome cuts.

Brittany Ferries fleet energy mix evolution



Our role in society

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Brittany Ferries actively and tangibly contributes to sustainable development and the vitality of the regions where it operates.

Brittany Ferries: facilitating travel

Social responsibility

Every year the company welcomes millions of passengers of various nationalities onto its ferries (86% of whom are British) and offers a wide range of on-board services to make everyone's journey as comfortable as possible. From car drivers to foot passengers, motorcyclists to campervaners, everyone's voyage should be unique.

An ambassador for French excellence, Brittany Ferries offers well-being and quality, combined with a change of scenery and freedom. An heir to the best traditions of excellence in French cruising.

The company offers its passengers accommodation, holiday homes and tours to explore the United Kingdom, Spain, Portugal, Ireland and France. Guernsey was added to holiday destinations in 2025.

Brittany Ferries is now positioned as one of Europe's leading tour operators. In total, 15.9 million overnight stays were reported in 2025, including 8.9 million in France.

Far beyond its role as a maritime transport operator, Brittany Ferries aims to promote exceptional destinations, itineraries, cultural and leisure activities, and has established itself as an essential tour operator for each of its destinations.



92747

pets

transported on our routes in 2025

Brittany Ferries has extended its operating seasons during its years of operation, increasing service frequency, adding destinations and promising more sustainable vessels that come with exceptional service as standard.

Santander: 7 millionth passenger

Spanning 47 years, Brittany Ferries' first call at the port of Santander was in April 1978. On 16 October 2025, the company marked the 7 millionth passenger to be carried on routes connecting the United Kingdom with Spain.

Promoting destinations

Brittany Ferries maintains strong and productive partnerships with tourism development agencies and regional tourism boards, boosting the appeal of destinations through marketing and communication campaigns, improving the welcome for holidaymakers, and sharing economic intelligence.

In 2025, a partnership with Atout France helped the company amplify France as the destination of choice to Irish and British holidaymakers seeking a holiday abroad.

A promotional campaign for Ireland was undertaken with TOURISM IRELAND in French and Spanish markets. A dedicated campaign in the UK, focussed on Cantabria as a desirable destination.



Connemara, Ireland

Guernsey: new on the menu

Brittany Ferries' has run Guernsey services since the end of March 2025. Close collaboration with "Visit Guernsey" helped showcase this magnificent destination through marketing targeting British and French customers.

Partnership with the States of Guernsey also aims to develop links with local businesses and boost commercial, cultural and sporting links between Guernsey and Brittany.

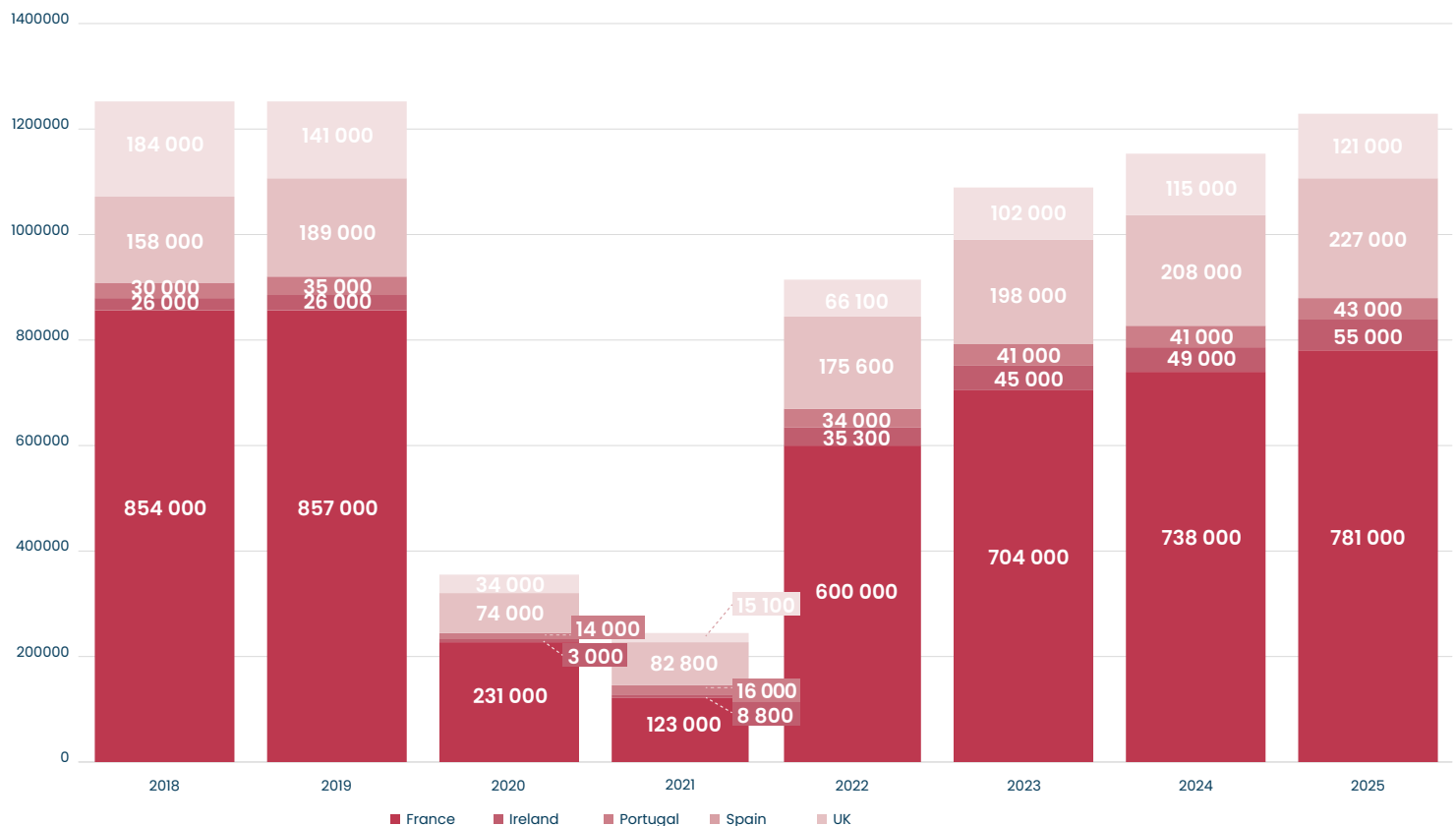
Economic and tourism benefits

Benefits by country

Economic benefits are estimated on the basis of overnight stays generated by passenger visits and average spending. In 2025, these benefits were estimated at 1,226,000 visitors and 15.9 million overnight stays across the five countries (France, UK, Spain, Ireland and Portugal); an increase on 2024, when the figures were 1,151,000 and 16.4 million respectively.

Social responsibility

Number of unique visitors by country*



* Unique visitors corresponds to number of people physically present in destination country.

Tourism benefits generated by passengers by destination in 2025



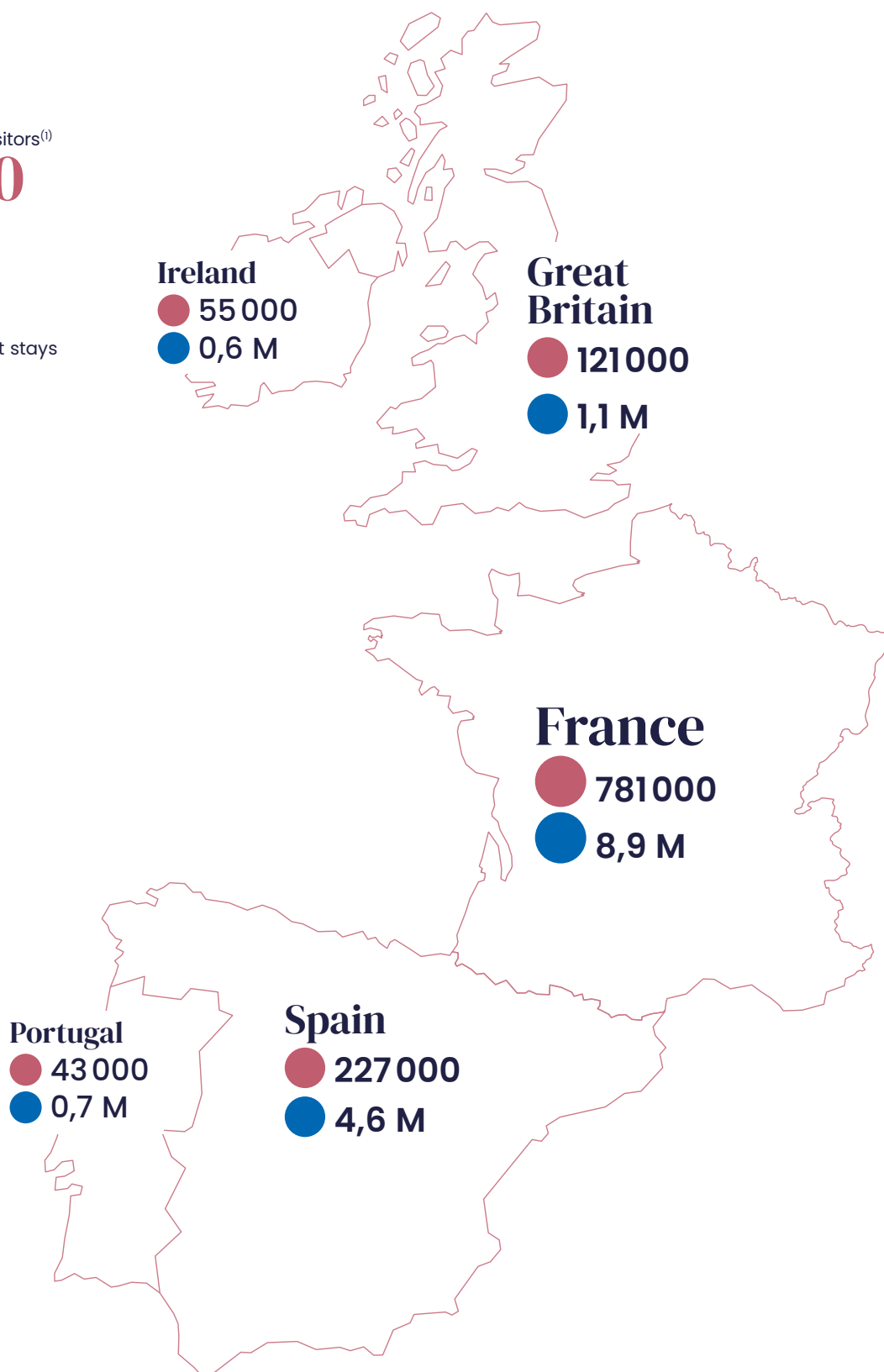
Total number of unique visitors⁽¹⁾

1 226 000



Total number of overnight stays

15,9 M



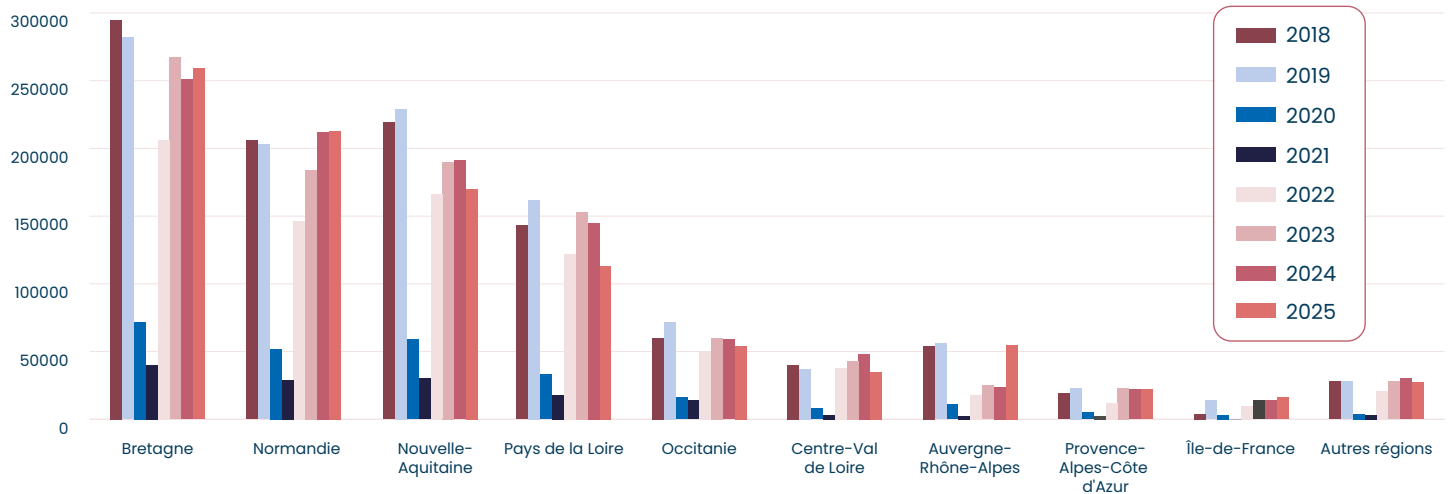


Economic and tourism benefits in France

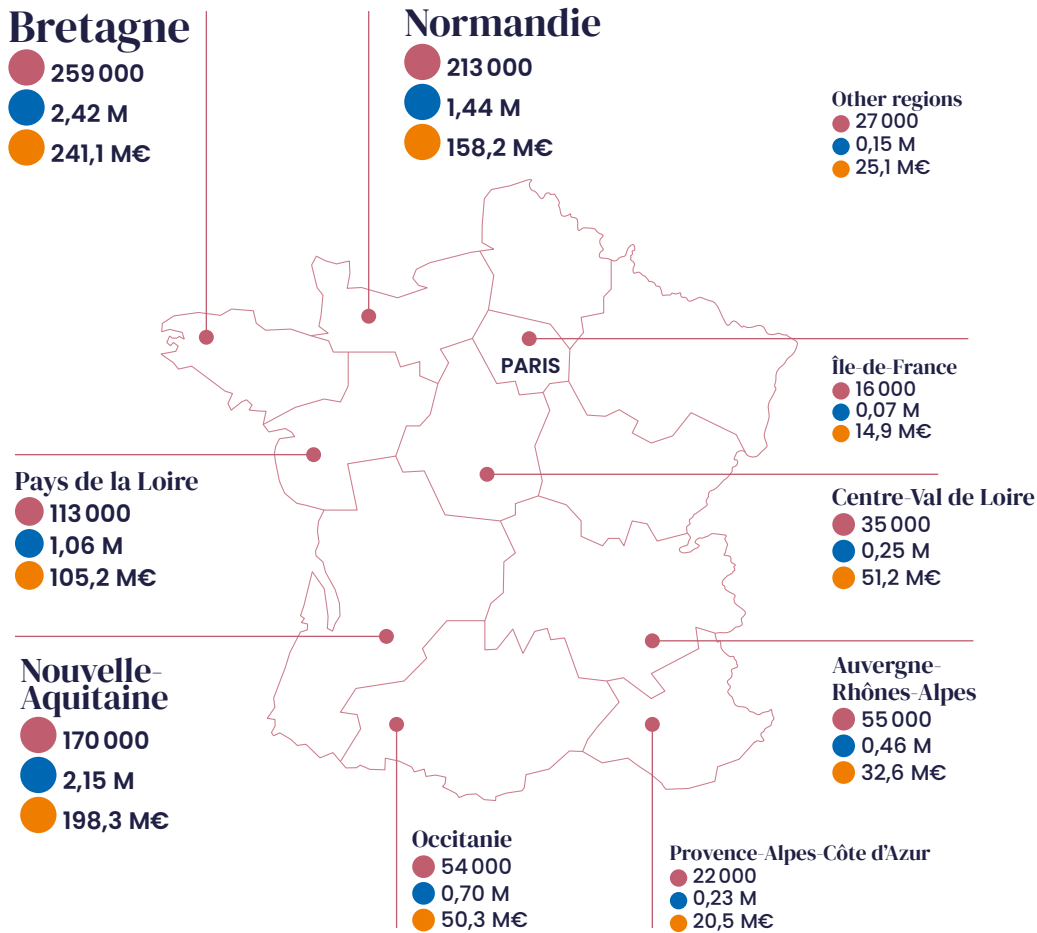
For France plc, there were 964,000 visitors and 8.9 million overnight stays generated by Brittany Ferries passengers, representing a total expenditure of €897 million.

In 2024, the figures were 738,000 visitors and 8.9 million overnight stays.

Number of visits by region in France



Economic and tourism benefits in 2022 in France



Total number of visits by Region⁽¹⁾

996,000



Total number of overnight stays

8.94m



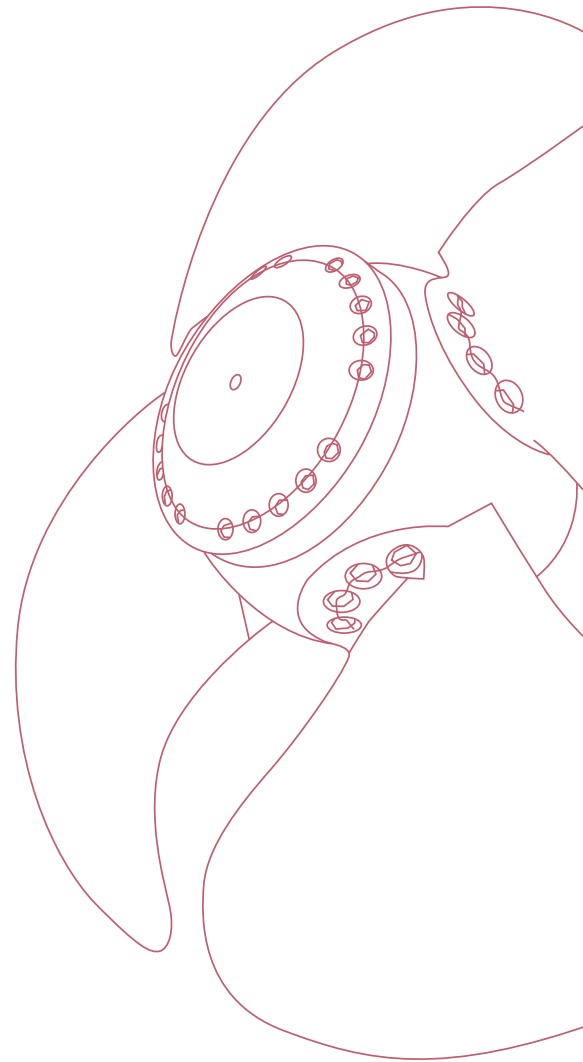
Total amount spent

€858.98m

(1) This number includes visitors who stayed in different regions of France on the same trip.



A shipping company fully committed to regions and their causes



Social responsibility

Brittany Ferries mobilises every year to support the fight against cystic fibrosis



Brittany Ferries is committed to the long-term fight against cystic fibrosis, a cause of particular importance to the company, as some of its employees are affected, directly or indirectly, by this disease.

For many years, Brittany Ferries has supported initiatives aimed at raising public awareness and funding research. A partner of the Virade de l'Espoir in Roscoff since its inception, the company renewed its commitment to this charity event in 2025. Brittany Ferries also supports the charity Vaincre la Mucoviscidose, notably through its participation in the 'Move for Muco' charity challenge, which brings together staff and stakeholders around a shared goal of solidarity and public health.

“School in Ship” partnership with ENSM in Saint-Malo: 57 students welcomed in 2025

Brittany Ferries has renewed its “School in Ship” partnership with the National Maritime Academy (ENSM) in Saint-Malo.

This well-established partnership offers students a week-long immersion on a vessel during its return sailings on the Saint-Malo/Portsmouth route. The educational project enables ENSM students to undertake theoretical and practical training in the engine room or other technical areas, supervised by their lecturers and Brittany Ferries professional sailors.

Brittany Ferries, sponsors “Port and Maritime Transitions” Chair at the University of Western Brittany

Since 2024, Brittany Ferries has been involved, alongside other regional economic and institutional players, in the “Port and Maritime Transitions” Chair.

The aim of the chair is to:

- promote research into ecological and energy transition in the maritime sector;
- develop innovative solutions to support the sustainable management of ports and maritime activities;
- enhance training for students and professionals on these issues;
- create a forum for dialogue and cooperation between various sector stakeholders.

As part of this collaboration, students from the master's programme in Maritime Spaces and Activities Law at the European University Institute of the Sea were welcomed aboard to discuss the challenges facing maritime transport.



Support for young athletes

Brittany Ferries supports the Voile Baie de Morlaix association; this brings together eleven sailing clubs along the coast around Brittany Ferries' head office, and aims to promote competitive sailing among young people.

In collaboration with the Guernsey Sports Commission, Brittany Ferries Guernsey has supported young athletes to enable them to travel to France and the UK to take part in competitions and training camps

the company reaffirms its deep commitment to the region, to sailing and to the people who keep the maritime sector thriving, by supporting sailing events like La Solitaire du Figaro Paprec for the Roscoff leg, the Tour du Finistère sailing race and the Tresco Trophée Télégramme.

Football

Since 2023, Brittany Ferries has been partnering with the US Saint Malo football club, re-affirming its support for local initiatives and commitment to the corsair city, one of its major cross-Channel ports. The partnership highlights the

values the company shares with the club: determination, team spirit and fighting. It is also part of a significant development for Saint-Malo, which now welcomes an eponymous hybrid vessel, a symbol of the fleet's renewal and the company's future.

Gaelic Football

Brittany Ferries has a natural affiliation with Gaelic football, a sport emblematic of celtic cultures, and regularly supports the travel arrangements of clubs and amateur teams travelling between Brittany, Ireland and UK to take part in competitions or tournaments. By supporting this rapidly growing sport, Brittany Ferries is promoting cultural and human exchanges that have shaped its history. The partnership illustrates the company's role as a bridge between regions, as well as its commitment to promoting initiatives that strengthen ties between Breton and Celtic communities.



Appendices

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Regulatory Framework

This non-financial performance statement has been prepared in accordance with the provisions of Articles L.225-102-1 and R.225-105 et seq. of the French Commercial Code, relating to companies' reporting obligations in social, environmental and societal matters.

The non-financial performance statement includes information on how the company takes into account the social and environmental consequences of its activities, to the extent necessary for understanding the company's situation, the development of its business,

its economic and financial results and the impact of its activities.

The information presented herein relates to the topics set out in Article R.225-105 of the French Commercial Code, as amended by Decree No. 2020-1742 of 29 December 2020, where such information is relevant to the main risks identified or policies applied by the company in the course of its business.

METHODOLOGICAL NOTE

The scope of reporting covers the entire consolidated group for the majority of indicators. Where data is not available across the entire consolidated scope, a specific note is provided in a footnote or in the dashboard specifying the scope concerned.

The consolidated scope selected comprises the companies of the BRITTANY FERRIES Group with employees as at 31 October 2025, namely: B.A.I. BRETAGNE ANGLETERRE IRLANDE, SOCIETE DES DOCKERS MANUTENTION DU CALVADOS, ROSCOFF MANUTENTION, BAI RAIL, B.A.I. UK LTD, PORTSMOUTH HANDLING SERVICES, B.A.I. IRELAND LTD, BRITTANY FERRIES BILBAO and BRITTANY FERRIES SANTANDER.

During the 2025 financial year, B.A.I. BRETAGNE ANGLETERRE IRLANDE became the sole shareholder of CONDOR TOPCO LIMITED. As of 31 October 2025, the entities within this group that employ staff are not included in the reporting scope.

The other entities of the group consolidated for accounting purposes are investment companies linked to the vessels of the Brittany Ferries fleet.

Social (employee) data is produced by

the HR team and is primarily derived from the 2025 social report relating to B.A.I. BRETAGNE ANGLETERRE IRLANDE, restated to reflect the figures as at the balance sheet date (31 October 2025).

Environmental information is collected by the Sustainable Development and Maritime Institutional Relations Department and the Hotel Operations Department. Measures to prevent soil contamination are not significant in relation to our business.

Social information is collected within the following departments: DCE Business Intelligence Department, Ports and Fleet Department, Human Resources Department and External Communications Department.

Information relating to UN commitments to combat food insecurity, respect for animal welfare and responsible, fair and sustainable food practices, as well as actions to combat discrimination and promote diversity, and the measures taken in favour of people with disabilities, were not identified as a key risk during the preparation of the non-financial performance statement.

Initiatives aimed at promoting the relationship between the nation and the armed forces and supporting engagement with the reserves were not deemed relevant to our business.

The verification of this information was entrusted to BUREAU VERITAS, acting as an Independent third party, and resulted in a reasoned opinion appended to this report concerning the compliance and accuracy of the non-financial performance statement. It is reproduced in its entirety in original French.

Composition of the Supervisory Board as at 31/10/2025 (in original French)

| Membres | Nationalité | Genre | Date de naissance | Administrateur indépendant | Profil & expérience |
|---|-------------|-------|-------------------|----------------------------|---|
| Jean-Marc Roué Président du Conseil de Surveillance | Française | M | 1968 | Non | Membre du Conseil de Surveillance depuis 2006, Président du Conseil de Surveillance depuis 2007 ; Président d'Amateurs de France de 2017 à 2020 ; exploitant agricole |
| Pierre BIHAN POUDEC Vice-Président du Conseil de Surveillance | Française | M | 1953 | Non | Membre du Conseil de Surveillance depuis 2014 ; Vice-Président du Conseil de Surveillance depuis 2018 ; Président de la SICA DE SAINT POL DE LEON de 1996 à 2014 ; ancien exploitant agricole |
| Gilbert BROUDER Membre représentant permanent de la Société MDA PARTICIPATIONS | Française | M | 1965 | Non | Membre du Conseil de Surveillance depuis 2006 ; Président de la coopérative agricole légumière LES MARAICHERS D'ARMOR ; exploitant agricole |
| Christine CABAU WOEHREL Membre représentant permanent de la Société CMA CGM PARTICIPATIONS | Française | F | 1963 | Non | Membre du Conseil de Surveillance depuis 2021 ; Vice Présidente exécutive Assets & operations du groupe CMA CGM |
| Jean-Paul CHAPALAIN Membre représentant permanent de la Chambre de Commerce et d'Industrie du Finistère | Française | M | 1951 | Non | Membre du Conseil de Surveillance depuis 2017 ; Président de la délégation de Morlaix de la Chambre de Commerce et d'Industrie du Finistère |
| Clarisse GALET Membre représentant permanent de la Société TERRES DE SAINT MALO | Française | F | 1978 | Non | Membre du Conseil de Surveillance depuis 2024 ; Directrice de la coopérative agricole légumière Terres de Saint Malo |
| Laurent GIBOIRE Membre représentant permanent de la Chambre de Commerce et d'Industrie territoriale Ille-et-Vilaine | Française | M | 1960 | Non | Membre du Conseil de Surveillance depuis 2024 ; Président du Directoire de GIBOIRE SAS |
| Martine JOURDREN Membre | Française | F | 1951 | Non | Membre du Conseil de Surveillance depuis 2024 ; Présidente du Directoire de Brittany Ferries de 2010 à 2016 |
| Marc KERANGUEVEN Membre représentant permanent de la Société SICA PARTICIPATIONS | Française | M | 1965 | Non | Membre du Conseil de Surveillance depuis 2015 ; Président de la SICA SAINT POL DE LEON et de l'AOP CERAFEL - PRINCE DE BRETAGNE ; exploitant agricole |
| Anne-Laure KERBRAT Membre représentant permanent de la Chambre d'Agriculture Région Bretagne | Française | F | 1985 | Non | Membre du Conseil de Surveillance depuis 2025 ; Membre élue de la Chambre d'Agriculture Région Bretagne, exploitante agricole |
| Anne-Marie L'AMINOT Membre représentant permanent de la Société LES MARAICHERS D'ARMOR | Française | F | 1968 | Non | Membre du Conseil de Surveillance depuis 2024 ; Directrice de la coopérative agricole légumière LES MARAICHERS D'ARMOR |
| Véronique LE BOURGE Membre représentant permanent de la Société ALAIN GLON HOLDING | Française | F | 1966 | Non | Membre du Conseil de Surveillance depuis 2025 ; Présidente du Directoire de ALAIN GLON HOLDING |
| Maiwenn LE PIERRES Membre représentant permanent de la Société LE CERAFEL | Française | F | 1981 | Non | Membre du Conseil de Surveillance depuis 2024 ; Directrice Générale de l'AOP CERAFEL PRINCE DE BRETAGNE |
| Yohann NEDELEC Membre représentant les salariés | Française | M | 1978 | Non | Membre du Conseil de Surveillance depuis 2018 ; Salarié Brittany Ferries depuis 2005 |
| Thomas QUILLIVERE Membre représentant la Société D'initiatives et de Coopération Agricole - SICA | Française | M | 1980 | Non | Membre du Conseil de Surveillance depuis 2024 ; Secrétaire général de la SICA SAINT POL DE LEON ; exploitant agricole |
| Morgane RICHARD Membre représentant les salariés | Française | F | 1986 | Non | Membre du Conseil de Surveillance depuis 2021 ; Salariée Brittany Ferries depuis 2016 |

Summary

| Performance indicators | 2025 | 2024 | Périmètre |
|---|-------------------|--------------------|----------------|
| I. HUMAN RESOURCES | | | |
| Employees by age, sex and location | 2679 employees | 2 707 employees | group |
| Sailors (financial year) | 1 780 | 1 818 | group |
| Shore staff (financial year) | 899 | 889 | group |
| Employees by sex | women: 36 % | women: 37 % | group |
| | men: 64 % | men: 63 % | group |
| By age | | | |
| 20 | 1,5 | 1,9 | group |
| [21;30] | 20,1 | 19,8 | group |
| [31;40] | 23,4 | 23 | group |
| [41;50] | 25,8 | 26,8 | group |
| [51;60] | 25,1 | 24,8 | group |
| >60 | 4,1 | 3,7 | group |
| Recruitment and resignations | | | |
| Number recruited CDI (financial year) | 69 | 71 | group |
| Permanent and fixed-term CDI (financial year) | 61 | 148 | group |
| Resignations CDI (financial year) | 185 | 186 | group |
| Permanent and fixed-term | | | |
| Fixed term | 533 | 571 | group |
| Permanent staff | 2 134 | 2 168 | group |
| Absenteeism | | | |
| Absentee rate % (financial year) | 1,9 | 1,8 | France* |
| Sickness rate (financial year) | 5,6 | 5,2 | France* |
| Accidents at work and work-related sickness | | | |
| Work-related sickness | 14 | 16 | group |
| Work-related accidents (number) | 309 | 374 | group |
| The organisation of social dialogue, in particular the procedures for informing and consulting staff and for negotiating with them | | | |
| Number of full members of the IRP (financial year) | 103 | 101 | France* |
| Number of alternate members of the IRP (financial year) | 94 | 97 | France* |
| Number of trade union representatives on the IRP (financial year) | 18 | 18 | France* |
| an assessment of collective agreements, particularly in the area of health and safety at work | | | |
| Collective accords (financial year) | 1 | 0 | France* |
| policies implemented in the field of training, particularly with regard to environmental protection | | | |
| Number of apprentices benefiting from training ⁽²⁾ | 8 087 | 4 369 | group** |
| Training budget in Euros | 1 839 165 | 2 273 000 | group** |
| Number of training hours ⁽²⁾ | 36 674 | 41 743 | group** |

** Change in scope between 24 and 25

| Performance indicators | 2025 | 2024 | Scope |
|--|--------------|--------------|----------------------------|
| 2. ENVIRONMENTAL INFORMATION | | | |
| Action to prevent food waste; | | | |
| Percentage of wastage relating to finished and processed products from the catering sector (financial year) | 1.94 | 2.23 | ships |
| Water consumption and water supply in the context of local constraints | | | |
| Domestic water consumption in tonnes (financial year) | 134 306 | 115 594 | ships |
| Of which quantity shipped on board in tonnes (financial year) | 120 598 | 110 807 | ships |
| Remainder produced on board in tonnes (financial year) | 13 708 | 4 787 | ships |
| Significant sources of greenhouse gas emissions resulting from the company's activities, in particular from the use of the goods and services it produces | | | |
| Carbon dioxide emissions from maritime activities in tonnes | 502 399 | 500 290 | ships |
| Total emissions, maritime and on-shore including indirect emissions in tonnes (CO2 equivalent) ⁽¹⁾ | 814 727 | 814 727 | |
| 3. SOCIETAL IMPACT | | | |
| Regional impact | | | |
| Visitor numbers in millions (financial year) | 1 226 | 1 151 | FR, RU, ESP, IRL, Portugal |
| Number of bed nights in millions (financial year) | 15.9 | 16.4 | FR, RU, ESP, IRL, Portugal |
| Local impact of company activities | | | |
| Number of visitors to France, thanks to Brittany Ferries. | 781 000 | 738 000 | France* |
| Number of nights spent in France, thanks to Brittany Ferries activities | 8.9 M | 8.9 M | France* |
| Spending by visitors to France in millions of Euros (financial year) | €897 million | €859 million | France* |

* Consolidated scope: BAI SA, SDMC, BAI RAIL, ROSCOFF MANUTENTION, BAI UK, BAI IRELAND, BRITTANY FERRIES SANTANDER, BRITTANY FERRIES BILBAO

* Périmètre France: BAI SA, SDMC, BAI RAIL and ROSCOFF MANUTENTION

(1) Data from the BEGES 2022–2023, due to be updated for the 2026–2027 financial year

(2) figures include apprentices undertaking e-learning

Work placements

| Population | Number of trainees trained | Number of Employees trained | Number of training hours |
|----------------------------|---|-----------------------------|---|
| BAI SA | 2 499 trainees 3 148 e-learning FR = 5647 | 2 349 | 27 954 h 3 400 h de E-learning FR =31 354 h |
| BAI UK | 2 166 | 351 | 4 133 h |
| BAI IRL | 53 | 14 | 143 h |
| BAI ESP | 185 | 35 | 301 h |
| BAI RAIL | 1 | 1 | 14 h |
| SDMC | 33 | 22 | 714 h |
| Roscoff Manutention | The GIE will be overseen by the Group Training Department from 2026 | | |
| PHS | 2 | 2 | 15 h |
| TOTAL | 8 087 | 2 774 | 36 674 h |

An employee may undertake one or more training courses. An employee may participate as a trainee on multiple occasions.

| Officer cadets | BRIDGE | ENGINE | MULTI-PURPOSE |
|---|--------|--------|---------------|
| Course started in 2024 | 1 | 0 | 2 |
| 2025 internship | 25 | 7 | 42 |
| School in Ship only | | 57 | |
| Professional contract starting in 2024 | 6 | 6 | 0 |
| Professional contract 2025 | 6 | 8 | 7 |
| TOTAL | 38 | 84 | 51 |

Independent third party report by Bureau Veritas Certification.



BUREAU VERITAS CERTIFICATION
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92400 COURBEVOIE
Société par Actions Simplifiées
RCS Nanterre – 399 851 609

Rapport de vérification de la déclaration de performance extra-financière

La déclaration de performance extra-financière revue concerne l'exercice clos au 31 octobre 2025.

Demande, Responsabilités et Indépendance

Suite à la demande qui nous a été faite par BAI S.A. et en application des dispositions de l'article L.225-102-1¹ du code de commerce français, nous avons effectué la vérification de la déclaration de performance extra-financière (DPEF) relative à l'exercice clos le 31/10/2025 publiée dans le rapport de gestion 2023/2024 de BAI S.A., en tant qu'organisme tiers indépendant (« tierce partie »). Accréditation Cofrac validation/vérification, N° 3-2047, liste des sites et portée disponibles sous www.cofrac.fr.

Il appartient au Directoire

- ✓ D'établir et publier une DPEF conforme en référence aux articles L.225-102-1¹, R.225-105¹ et R.225-105-1¹ du code de commerce français,
- ✓ De préparer la DPEF conformément aux procédures de reporting établies par la société (référentiel de reporting), ci-après nommées « les procédures de reporting ».
- ✓ De mettre en œuvre les contrôles internes nécessaires à la production d'informations exemptes d'anomalies significatives
- ✓ La DPEF sera disponible sur le site internet de la société ainsi qu'une synthèse des « procédures de reporting ».

Il nous appartient de conduire les travaux de vérification de la DPEF qui nous permettent de formuler un avis motivé et une conclusion quant à :

- ✓ La conformité de la DPEF aux dispositions prévues à l'article R.225-105¹ du code de commerce ;
- ✓ La sincérité des informations historiques (constatées ou extrapolées) fournies en application du 3° du I et du II de l'article R.225-105¹ ;

Nous avons conduit les travaux de vérification de la DPEF de manière impartiale et indépendante, en conformité avec les pratiques professionnelles de la tierce partie indépendante et en application du Code Ethique et de nos procédures internes appliqués par l'ensemble des intervenants Bureau Veritas Certification.

Nature et étendue des travaux

Pour délivrer l'avis motivé sur la conformité de la DPEF et l'avis motivé sur la sincérité des informations fournies, nous avons effectué nos travaux de vérification conformément aux articles A.225-1 à A.225-4 du Code de commerce et à notre méthodologie définie dans le document « GP01- programme de vérification de la déclaration de performance extra-financière, pour la vérification de la DPEF », notamment :

- ✓ Nous avons pris connaissance du périmètre consolidé devant être considéré pour l'établissement de la DPEF, tel que précisé dans l'article L.233-16 du code de commerce. Et nous sommes assurés que la DPEF couvre l'ensemble des sociétés incluses dans le périmètre consolidé précisé dans la DPEF ;
- ✓ Nous avons collecté des éléments de compréhension relatifs aux activités de la société, au contexte dans lequel la société évolue, et aux conséquences sociales et environnementales de ses activités ;
- ✓ Nous avons pris connaissance du contenu de la DPEF et vérifié qu'elle intègre les éléments de l'article R.225-105¹ du code de commerce :
 - La présentation du modèle d'affaires de la société ;

¹ Textes dans leur version antérieure au 01/01/2025

Independent third party report by Bureau Veritas Certification.



- La description des principaux risques liés à l'activité de la société, pour chaque catégorie d'information mentionnée au III de l'article L.225-102-1¹, y compris, lorsque cela s'avère pertinent et proportionné, les risques créés par ses relations d'affaires, ses produits ou ses services, ainsi que les politiques appliquées par la société, le cas échéant, les procédures de diligence raisonnable mises en œuvre pour prévenir, identifier et atténuer la survenance des risques identifiés ;
- Les résultats de ces politiques, incluant des indicateurs clés de performance et si pertinent au regard des principaux risques les informations prévues au II de cet article ;
- ✓ Nous avons examiné le dispositif de l'entreprise pour passer en revue les conséquences de ses activités telles que listées au III de l'article L.225-102-1¹, identifier et hiérarchiser les risques afférents ;
- ✓ Nous avons identifié les informations manquantes ainsi que les informations omises sans que soient fournies d'explications ;
- ✓ Nous avons vérifié que les informations omises relatives aux risques principaux identifiés font l'objet, dans la DPEF, d'une explication claire et motivée des raisons justifiant cette omission ;
- ✓ Nous nous sommes assurés de la mise en place par la société de processus de collecte visant à l'exhaustivité et à la cohérence des informations mentionnées dans la DPEF. Nous avons examiné les « procédures de reporting » au regard de leur pertinence, fiabilité, caractère compréhensible, exhaustivité et neutralité, et le cas échéant, en tenant compte des bonnes pratiques professionnelles issues d'un référentiel sectoriel ;
- ✓ Nous avons identifié les personnes qui au sein de la société, sont en charge de tout ou partie du processus de reporting et nous avons mené des entretiens auprès de certaines de ces personnes ;
- ✓ Nous nous sommes enquis de l'existence de procédures de contrôle interne et de gestion des risques mises en place par la société ;
- ✓ Nous avons apprécié par échantillonnage la mise en œuvre des « procédures de reporting », notamment les processus de collecte, de compilation, de traitement et de contrôle des informations ;
- ✓ Pour les données quantitatives ² que nous avons considérées comme étant les plus importantes, nous avons :
 - Réalisé une revue analytique des données et vérifié, sur la base de sondages, les calculs et la compilation de ces informations au niveau du siège et des entités vérifiées ;
 - Sélectionné un échantillon d'entités³ contributrices dans le périmètre de consolidation, en fonction de leur activité, de leur contribution aux données consolidées de la société, de leur implantation et des résultats des travaux effectués lors des précédents exercices ;
 - Réalisé des tests de détails sur la base de sondages, consistant à vérifier la correcte application des « procédures de reporting », à rapprocher les données des pièces justificatives, à vérifier les calculs et la cohérence des résultats ;
 - L'échantillon sélectionné représente un taux de couverture de 98% des effectifs et au moins 64,5% pour la formation, et entre 49% et 100% des valeurs reportées pour les informations environnementales et sociétales testées ;

² **Informations sociales** : Effectif total (ETP) du Groupe et répartition en personnels navigants et sédentaires, par sexe, répartition par âge, nombre total d'embauches en CDI, nombre de passage à CDI; nombre de licenciements ou départs CDI, nombre de CDD et CDI en fin d'exercice, taux d'absentéisme AT/MP, taux d'absentéisme pour maladie, nombre total d'heures de formation, nombre de stagiaires ayant bénéficié d'une formation, nombre total d'accidents du travail, nombre de maladies professionnelles, nombre d'IRP membres titulaires, nombre d'IRP membres suppléants, nombre de représentants syndicaux, nombre d'accords collectifs signés; et les informations qualitatives : L'égalité de traitement au service du développement du capital humain ; La formation, au cœur de la performance et de la sécurité ; Amélioration de la qualité vie et des conditions de travail.

Informations environnementales : émissions de CO2 pour l'activité maritime, émissions de CO2 pour l'activité terrestre et maritime incluant les émissions indirectes ; % de perte relatif aux produits finis et transformés issus du secteur restauration, consommation d'eau douce embarquée et produite à bord ; et les informations qualitatives : une approche environnementale ambitieuse ; diminution des émissions de gaz à effet de serre ; prévention des risques environnementaux et de pollution ; réduire les déchets, optimiser les consommations.

Informations sociétales : retombées touristiques en nombre de visiteurs et nombre de nuitées pour les 5 pays dont la France, : retombées touristiques en nombre de visiteurs et nombre de nuitées pour la France, et les informations qualitatives : Brittany Ferries facilitateur de voyages ; Une compagnie maritime pleinement engagée auprès des territoires.

³ B.A.I. SA, B.A.I. UK pour les données sociales, BAI France + SDMC, BAI UK/BAI IR/PHS, BAI ESP pour les données environnementales et les données sur la formation.



- ✓ Pour les informations qualitatives que nous avons estimées les plus importantes, nous avons consulté des sources documentaires et, conduit des entretiens avec les personnes en charge de leur rédaction. ;
- ✓ Nous avons examiné la cohérence des informations mentionnées dans la DPEF.
- ✓ Nos travaux ont été conduits entre le 16 janvier 2026 et la signature de notre rapport sur une durée d'environ une semaine, par un vérificateur. Nous avons conduit une douzaine d'entretiens avec des personnes en charge du reporting lors de cette mission.
- ✓

Observations sur les procédures de reporting ou le contenu de certaines informations

Sans remettre en cause les conclusions ci-dessous, nous exprimons les observations suivantes :

Le document « Méthodologie de reporting » porte sur l'organisation de la collecte des données, la consolidation et la validation de celles-ci. Cependant ce document ne mentionne pas la description des modalités de collecte et de traitement des données permettant d'établir les indicateurs relatifs à la formation (périmètre temporel, type de formation - modules ou parcours de formation, ...), ce qui ne garantit pas l'homogénéité, ni la fiabilité des données dans le temps.

Avis motivé et conclusion

Sur la base de nos travaux de vérification, nous n'avons pas relevé d'anomalie significative de nature à remettre en cause la conformité de la déclaration de performance extra-financière Aux dispositions de l'article R.225-105 et la sincérité des informations présentées

Courbevoie, le 10 mars 2026

Pour Bureau Veritas Certification

Samuel Dupriou
Président

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 **Brittany Ferries**