



Building a sustainable future together

WITH AFRICA FOR AFRICA



WITH AFRICA FOR AFRICA

4

business domains

M O B I L I T Y
G R E E N I N F R A
H E A L T H C A R E
C O N S U M E R

38

African countries, 6 French overseas
departments and territories

22,990

employees

145

operating subsidiaries

“

Our ambition is to make a meaningful contribution to the sustainable development of Africa. We believe in growth with a positive impact.

Richard Bielle
Chairman and Chief Executive Officer



Since 1852, CFAO has supported the development of the African continent by leveraging the diversity of its activities and the strength of its local operations. With a presence in 38 countries, the Group operates at the local level through its subsidiaries and the daily dedication of its employees. This long-term presence enables us to anticipate changes in African markets, adapt our business models, and make a sustainable contribution to the Continent's economic growth.

CFAO' strength lies in the complementarity of its activities and in an organization built on the autonomy and accountability of its local teams. This deep territorial anchoring, combined with a shared entrepreneurial spirit, is a key lever in addressing the needs of African markets and supporting their transformation.

Our commitment to sustainable development is fully aligned with this vision.

For many years, our subsidiaries have been implementing concrete initiatives that reflect our ambition to reconcile economic performance, social impact, and environmental preservation. By integrating key issues, such as health, education, environment, safety, and professional integration into the heart of our operations, our CSR approach strengthens the resilience of our activities and of the ecosystems in which we operate.

This ambition builds on our promise With Africa For Africa: providing responsible and sustainable solutions, in close collaboration with our partners, our customers, our suppliers, and local communities.

Contributing to Africa's development is more than just a commitment, it is the guiding principle behind the Group's actions and those of all its employees every day.

Our contribution to sustainable development

How does CSR fit into the Group's overall strategy?

Cécile Desrez — The CFAO Group's promise With Africa For Africa unites us all around a shared and ambitious project: to make a meaningful contribution to the development of Africa. With such a promise, corporate social responsibility naturally stands at the heart of the Group's overall strategy. Each of our business domains — Mobility, Green Infra, Healthcare and Consumer — contributes, through its activities, to the sustainable development of the Continent. And this promise also forms the foundation of our dedicated CSR programs.

Johanne Payen — CSR allows us to strengthen this promise and translate it into concrete, measurable and shared commitments. Our roadmap is built around Africa's key priorities — health, education, safety, environment, and access to essential services — while integrating the specific challenges of each business domain. It is aligned with the Sustainable Development Goals and implemented as closely as possible to our teams and subsidiaries.

“Our promise unites us all around a shared project: to make a meaningful contribution to development of Africa.”

Cécile Desrez
Vice President Human Resources,
Communications and CSR



“Our approach is reflected in structuring programs designed to generate sustainable impact.”

Johanne Payen
CSR Director

And how does this translate into action on the ground?

Cécile Desrez — We select programs that align with our business activities and address the needs of our employees and the communities in the regions where we operate. Our ambition is to involve our 22,990 employees in these initiatives. We are convinced that, through coordinated actions and close collaboration with our stakeholders, we can achieve meaningful and sustainable change. Our approach, developed together with local teams, NGOs and communities, ensures the relevance and sustainability of our actions.

Johanne Payen — Our approach is reflected in structuring programs designed to generate sustainable impact. *Health by CFAO* focuses on high impact diseases on the Continent, such as HIV, malaria and diabetes, combining prevention with access to care. *Education by CFAO* supports education and vocational training to develop local skills. Our initiatives in energy transition, safe mobility and workplace safety also support the evolution of practices and infrastructure across Africa.

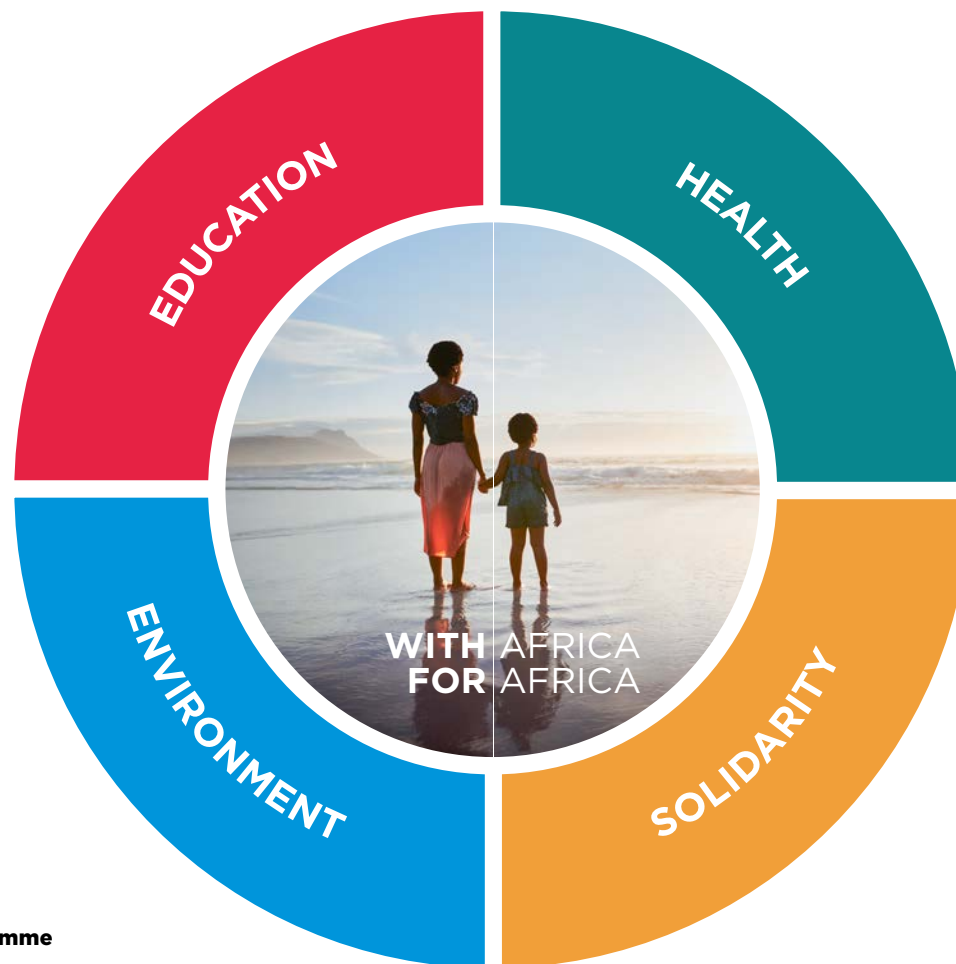
How do you reconcile economic performance and societal impact in a rapidly changing African context?

Cécile Desrez — We want to create a virtuous cycle in which economic success and social progress reinforce one another. Investing in health, education, and vocational training strengthens the communities and regions where we operate and fosters their growth. The sustainability of the impact we generate is therefore a key factor in determining our actions.

Johanne Payen — Sustainable performance depends on robust ecosystems. By focusing on key drivers of development, we help strengthen the resilience of local communities, create shared value with our stakeholders, and ensure that our activities contribute to a path of responsible growth on the African continent.

CSR approach

Through our commitment to education, health, environment and solidarity, our ambition is to create a positive, concrete and sustainable impact for our employees, our partners, our clients and local communities.



Our contribution to the United Nations Programme

Committed to a responsible approach, CFAO contributes to the United Nations Sustainable Development Goals (SDGs).



Each year

+ 1,500
scholarship recipients supported through the *Education by CFAO* program

+ 6,000
young people trained and guided toward employment

+ 60,000
employees and their families educated on health issues through the *Health by CFAO* program

+ 40,000
beneficiaries supported through the partnership with NGO ALIMA

+ 10
solidarity projects co-funded by the *CFAO Solidarité* association

+ 140
solidarity initiatives supported for the benefit of local communities

+ 110
CFAO sites equipped with solar panels

13%
of the Group's energy consumption comes from clean energy



Promoting education and vocational training

Improving access to education
Facilitating training and professional integration
Training in safe mobility



“Offering a scholarship means enabling every child to take a decisive step towards success. With this program, we create opportunities that can transform individual paths.”

**Andrew Vellemen,
CEO CFAO South Africa**

Improving access to education


ALLOCATING SCHOLARSHIPS

Providing young people with access to quality education is one of the key commitments of the Group’s CSR approach.

Through the *Education by CFAO* program, we support our employees’ children in secondary and higher education by allocating scholarships. Each year, new recipients are selected by allocation committees.

In South Africa, we also support external scholarship programs aimed at young people from disadvantaged communities.

Education
by cfao

 **+ 1,500**

scholarships supported each year through the *Education by CFAO* program

 **55%**


of higher education scholarship recipients are young women

ACTING FOR THE EDUCATION OF VULNERABLE CHILDREN

Our commitment to education is also built on partnerships with recognized NGOs and organizations, such as IECD and Sur le Chemin de l’école. These collaborations allow us to amplify our impact and make a sustainable contribution to ensuring access to education for children and young people in vulnerable situations.

Our actions focus primarily on allocating scholarships, offering financial and material support for secure educational pathways, as well as supporting academic tutoring and guidance programs.

These programs aim to promote educational continuity, academic success, and equal opportunities.

 **+ 190**

external scholarship beneficiaries supported, in partnership with the association Sur le Chemin de l’école

 **+ 300**

high school graduates supported in accessing higher education, in partnership with NGO IECD



Focus on our partnership with the association Sur le Chemin de l’école in 2025

Founded in 2014 following the release of the documentary of the same name, the association promotes children’s access to education worldwide by funding scholarships and supporting community projects that facilitate access to education in challenging environments. CFAO has supported scholarships and the priority needs of 196 children (schooling, uniforms, supplies, food aid, medical visits) in Mali and Burkina Faso. They aim to ensure stable, quality schooling while addressing the social and safety needs of the children.

Sur le
Chemin de l’école

Facilitating training and professional integration

SUPPORTING SKILL DEVELOPMENT

In addition to the internal training provided to all our employees, the Group's subsidiaries collaborate with schools, universities, and training centers to develop programs tailored to the job market. These partnerships offer young people concrete career opportunities, particularly through internships and work-study programs, while strengthening the skills needed by the subsidiaries.

The Group also supports organizations dedicated to professional integration, such as the NGO IECD, which offers vocational training programs recognized in the job market. Particular attention is given to young people who have dropped out of school or come from rural and disadvantaged areas, to help them resume their education and pursue careers suited to local needs.



Focus on the Seeds of Hope program: training young people who have dropped out of school

The Seeds of Hope program trains young people in the fields of mechanics, industrial maintenance, and energy. It aims to facilitate their access to vocational training and degree programs, in order to improve their prospects for long-term employment in these technical sectors. Deployed in Congo, Côte d'Ivoire, Morocco, Nigeria, and Vietnam, it has already trained more than 4,500 young people in these fields.

Each year

 **+ 3,000**

interns and work-study students are welcomed into our subsidiaries

 **+ 3,000**

young people are supported in their transition to employment, in partnership with schools and training centers



 **+ 10,000**

employees and drivers trained in road safety in one year



Training in safe mobility

RAISING AWARENESS AND PREVENTING ROAD SAFETY RISKS

As a major player in mobility in Africa, we are committed to reducing road risks and ensuring the safety of all road users.

Our ANZEN approach, dedicated to health and safety at work, helps in particular to prevent risks associated with business travel. Adapted to the diversity of our activities, it focuses on training employees in responsible driving and promoting a shared safety culture.

We also support awareness programs and local initiatives dedicated to road safety. These actions encourage good mobility practices, particularly among young people, and enhance safety around schools and within communities.

“It is by supporting, training, and raising awareness among the various stakeholders that we will fulfill our mission: to provide safer, cleaner and accessible vehicles.”

Marc Hirschfeld,
CEO CFAO Mobility



Securing access to high-quality medicines and reducing the impact of diseases

Strengthening information and access to care
Combating fake medicines
Ensuring health and safety at work



“Providing our employees and their families with better access to healthcare is a key commitment. Through this program, which has been in place for more than 10 years, we ensure long-term protection that is tailored to local conditions and essential to well-being.”

Cécile Desrez, Vice President Human Resources, Communications and CSR

Strengthening information and access to care

COMBATING COMMUNICABLE AND NON-COMMUNICABLE DISEASES

Through the *Health by CFAO* program, we place health at the heart of our priorities to improve the quality of life for our employees and their families. Our approach is based on three key pillars:


- Access to care — Providing health coverage and medical care for all our employees and their families.
- Access to information — Launching awareness campaigns to better understand risks, adopt healthy behaviors, and access available treatments.
- Access to prevention — Implementing concrete actions to significantly reduce the incidence of diseases: distributing mosquito nets to prevent malaria, conducting regular screenings (for HIV and diabetes), and organizing vaccination campaigns.



Each year

 **+ 60,000**

employees and their families educated on health issues

 **+ 100**

screening campaigns organized

 **+ 10,000**

people screened for HIV and diabetes

IMPROVING ACCESS TO HEALTHCARE FOR VULNERABLE POPULATIONS AND STRENGTHENING THE TRAINING OF HEALTHCARE PROFESSIONALS

Since 2021, the Group has supported the initiatives of the NGO ALIMA, an international medical humanitarian organization founded in 2009.

ALIMA provides quality healthcare to vulnerable populations facing health crises, epidemics, and natural disasters.

Two funds structure this commitment:

- The emergency fund enables a response to critical situations requiring rapid intervention, to ensure access to essential care for vulnerable populations.
- The talent fund contributes to the development of skills and training for healthcare professionals in order to strengthen health systems and prevent future crises.

 **13**

emergency projects supported in 10 African countries

 **18**

medical, technical, and logistical training programs supported

 **+40,000**

beneficiaries assisted each year



Combating fake medicines

SECURING ACCESS TO HIGH-QUALITY MEDICINES

Through our Healthcare activity, we guarantee access to high-quality medicines and ensure their integrity, from the warehouse to the pharmacy, in many African countries. CFAO Healthcare helps strengthen official distribution networks and improve access to high-quality medicines for all.

In 2025, in partnership with the OPALS Foundation, we co-published a white paper titled *Securing the medicine distribution network in Africa*. Its objective is twofold: to raise awareness about the dangers of falsified medicines, and to call for concerted and coordinated action to ensure a reliable supply of high-quality medicines to the African continent.

 **17 M**

boxes of medication shipped to 38 countries on the Continent each month

 **+ 11,000**

pharmacies delivered to several times a day



Ensuring health and safety at work

PROMOTING A ZERO-ACCIDENT CULTURE

Designed for all our teams, the *ANZEN* approach fosters a culture of zero accidents while actively promoting risk prevention. It ensures a safe and healthy work environment by spreading a culture of safety among everyone, recognizing initiatives, and rewarding successes.

It also relies on training and awareness-raising, while fostering a climate of trust where everyone feels free to contribute.



Each year

 **+ 40,000**

hours of safety training provided

 **+ 10,000**

employees trained in safety



“Securing the medicine distribution networks in Africa is a major issue that transcends private interests. When these networks are compromised, human lives are put at risk. Ensuring universal access to safe and high-quality medicines is therefore a public health imperative and is at the heart of CFAO Healthcare’s daily mission.”

Jean-Marc Leccia,
CEO CFAO Healthcare

←
Check out our white paper
on cfaohealthcare.com



Reducing our footprint and preserving ecosystems

Promoting renewable energy
Reducing our CO₂ emissions
Preserving biodiversity



“Our ambition, as a major player in Africa, is to contribute to the Continent’s growth without increasing CO₂ emissions, by investing in green infrastructure and energy-efficiency solutions.”

Tatsuya Hirata,
CFAO Deputy CEO,
CEO CFAO Green Infra

Promoting renewable energy

DEVELOPING CLEAN ENERGY

Through our Green Infra activity, we invest in the renewable energy value chain to support low-carbon growth and prepare the infrastructure for e-mobility.

Our ambition is to accelerate the development of green infrastructure through sustainable and innovative solutions focused on renewable energy and other environmentally friendly technologies. Our subsidiaries AEOLUS, which combines CFAO’s experience in Africa with the expertise of Eurus Energy, a leader in renewable energy in Japan, plays a key role in this initiative.

This commitment is also reflected in our determination to reduce greenhouse gas emissions associated with our operations and those of our clients by deploying energy-efficiency solutions and integrating clean energy sources.

 **+ 110**

CFAO sites equipped with solar panels in 24 countries



Preserving biodiversity

PROTECTING FOREST AREAS OF HIGH CONSERVATION VALUE

Forests are essential ecosystems, home to a significant portion of terrestrial biodiversity, providing essential ecological services and helping to regulate the climate. Yet, between 8 and 10 million hectares of natural forests are lost each year, particularly in tropical regions.

By partnering with WWF in 2026, we help to protect these ecosystems by supporting the fight against forest degradation and the preservation of areas of high conservation value in the Congo Basin.

 **3**

countries supported in the heart of one of the largest forest regions in Central Africa, the Congo Basin

 **10%**

of the world’s biodiversity is concentrated in the Congo Basin



Focus on the CIBEL program: ensuring the integrity of ecosystems and combating deforestation

The program, implemented in Cameroon, Gabon, and the Republic of Congo, aims to preserve the forest ecosystems of the TRIDOM transboundary complex, which covers an area composed of 97% forest and accounts for 10% of the Congo Basin. Its overall objective is to ensure the integrity of forest ecosystems and combat deforestation by fully involving local and indigenous communities in resource management and governance.





Fostering social cohesion and sustainable development

Supporting local communities
Promoting women's entrepreneurship
Contributing to solidarity initiatives

Supporting local communities

PROMOTING SOCIAL COHESION

Each subsidiary is encouraged to get involved in its local community to strengthen social cohesion.

Our initiatives are diverse and address the basic needs of local populations: medical and hospital equipment, medicines, educational materials, computers, school supplies and teaching aids, as well as emergency food aid when the situation calls for it.

Beyond these immediate responses, we also support sustainable initiatives, such as the renovation of orphanages and training centers, the provision of equipment that promotes professional autonomy, as well as programs supporting women's entrepreneurship to help local women develop and sustain their businesses.



Focus on a mobile clinic supported in 2025

CFAO Green Infra in Cameroon funded the deployment of a connected mobile clinic in the eastern region of Cameroon, in partnership with the Espoir Santé Afrique association.

This initiative enables healthcare to be provided directly to isolated communities, strengthens prevention through digital tools, and improves equitable access to healthcare in rural areas.

More than 800 people have benefited from consultations, free treatments, and adapted support.



“Committed to supporting communities, our teams provide concrete support through donations and project funding that address local needs. With CFAO Solidarité, this commitment goes further: co-funding amplifies our impact and expands the reach of the initiatives we back. Contributing to these projects gives meaning to our mission and strengthens our ties with communities.”

Franck Rouquet,
CEO CFAO Consumer

Contributing to solidarity initiatives

TAKING ACTION TOGETHER

Since 2002, the *CFAO Solidarité* association has been supporting local initiatives led by NGOs and partner organizations of our subsidiaries. It is actively involved in key areas such as health, education, access to employment, entrepreneurship, and environmental protection.

These actions extend and reinforce the Group's CSR commitment, with the goal of generating a lasting positive impact for local communities.

10

CFAO Solidarité projects supported each year

+ 140

community initiatives supported each year

59%

of subsidiaries' community initiatives support health and education



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CFAO GROUP

57-59 rue Yves Kermen
92100 Boulogne-Billancourt
France

www.cfaogroup.com

