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RODOLPHE SAADÉ
Chairman and CEO
of CMA CGM Group

By its nature, shipping is influenced by many factors such as status of world trade, geopolitics and regulatory developments, forcing it to continually adapt. For example, the rise in oil prices prompted us to introduce Emergency Bunker Recovery measures a few weeks ago.

After an unprecedented consolidation, our industry is now facing an even greater transformation.

The digitalization of the economy is going to revolutionize our business. Today, our customers want more transparency, more speed, more immediacy, more interaction and more visibility. This requires a serious rethinking of how to approach shipping, and this is what we have started to do.

First, we have introduced our «Customer experience» program, which has redesigned the relationship we have with our customers. Customer Experience should enable us to better meet their expectations, to offer new high value-added services (with products such as Serenity, Traxens by CMA CGM or Reeflex), and above all to build stronger relationships with our customers.

Second is our digital strategy which, via our partnerships with Infosys and IBM, our ZE BOX incubator and the CMA CGM Ventures investment fund, will give us the means to accelerate our digital transformation and thereby make the customer experience a bit easier.

Our first quarter results, marked by a positive operating margin in a climate of sharply rising oil prices, once again demonstrated that CMA CGM is a leader in the shipping industry.

And with our acquisition of a 25% stake in CEVA Logistics, we are making clear our desire to also become a leading player in logistics by developing a complete end-to-end logistics offering which is complementary to maritime transport.

“AFTER AN UNPRECEDENTED CONSOLIDATION, OUR INDUSTRY IS NOW FACING AN EVEN GREATER TRANSFORMATION.”

News

1 CMA CGM INVESTS IN CEVA LOGISTICS



The CMA CGM Group announced in early May that it has invested in CEVA Logistics, purchasing as much as 25% of its capital. The Group made this investment during CEVA's initial public offering.

CEVA currently ranks 5th among contract logistics service providers, offering end-to-end supply chain solutions. It is also a major player in freight forwarding, with a strong presence in Asia. Operating in 160 countries, CEVA generated a turnover of over 7 billion dollars in 2017.

Through this investment, CMA CGM will strengthen its presence in the logistics sector, which is very much linked to the maritime transport industry.

“By investing in CEVA, CMA CGM has made a significant move towards advancing its development strategy. CEVA occupies vital positions in

the logistics sector, which is closely connected to the maritime transport industry. Together, the two companies will be able to explore ways of collaborating, subject to competition law, that will enable us to continue offering our customers quality, stand-out services and to integrate additional services related to transport,” explains Rodolphe Saadé, CEO of the CMA CGM Group.

2 OCEAN ALLIANCE: DAY TWO PRODUCT

Ocean Alliance has achieved enormous success since it launched in spring 2017. The operational alliance, which brings together CMA CGM, COSCO, Evergreen and OOCL, entered a new phase as of April 1st with the Day Two Product.

Boasting a strong offering on 7 markets, 41 services and 331 ships, for a total TEU capacity of 3.1 million, this alliance now represents the largest offering on the market. This new service offering enables the CMA CGM Group and its subsidiaries to expand their port coverage and to offer their clients customized solutions that are even more competitive, particularly with regard to transit times.



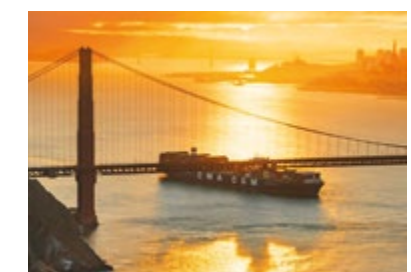
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CARING BEYOND SHIPPING: BUILDING STRONGER RELATIONSHIPS WITH OUR CUSTOMERS.

CMA CGM Group Chairman and CEO, Rodolphe Saadé, has set a clear objective for all its teams: become customers' preferred container shipping company.

To this end, CMA CGM recently launched a Customer Experience programme which has enabled the Group to re-evaluate how it interacts with its clients. Understand better, listen better, anticipate customers' needs and improve their experience and satisfaction. This begins not only with better internal organisation, training and new IT equipment but also with new exclusive value-added offerings such as Serenity, Reeflex, and Smart Containers, as well as with logistics solutions adapted to customers' needs. Whether on land or at sea, customers are more than ever at the heart of the Group's strategy.



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We need to stand out from our competitors

Patricia Picini,
Vice President Global Sales and Customer Experience.

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The shipping world is rapidly evolving. For some years now, the sector has seen unprecedented consolidation accompanied by a continuous increase in capacities. Shipping companies are forming operational alliances, with three currently dominating the market, including the Ocean Alliance, headed by CMA CGM and three Asian maritime companies. In this context, the gaps in offerings between shipping companies are beginning to close.

Studies show, nonetheless, that customers are genuinely concerned with quality of service. *“This is just as true in the digital era, in a world where each individual can control their whole life from their phone with the swipe of their finger”*, explains Mathieu Friedberg, Senior Vice President for the Commercial and Agency Network. In March, during one of the year's largest maritime conferences (TPM at Long Beach, United States), CMA CGM unveiled its new programme: Customer Experience. The programme is divided into six pillars and is guided by a powerful ambition: *“Caring Beyond Shipping”*. Improve our customers' experience.

Improve OUR CUSTOMER'S EXPERIENCE

“We need to stand out from our competitors”, insists Patricia Picini. “Although our brand already enjoys a good reputation with a 73% customer approval rating, CMA CGM still has work to do in certain areas such as overall customer satisfaction and operational excellence. In terms of customer experience, we need to listen and take into account the perspective of each of our contacts, all along their journey and interactions with us. In a now omni-channel world, we need to re-assess all points of contact with the company, whether via our website, by phone or through a visit to one of our agencies”, emphasises the Director.



Patricia Picini, Vice President Global Sales and Customer Experience and Mathieu Friedberg, Senior Vice President for the Commercial and Agency Network

A number of initiatives ALREADY LAUNCHED

To provide a quick example of the service excellence the Group aims to achieve, Mathieu Friedberg sometimes refers to the air industry. *“No matter where you are in the world, you can book a flight in just a few minutes. There is nothing like this in the shipping business! There is much progress to be made in terms of offering simpler and faster quality service so that our offering is clear and accessible, whatever our country of operation”*, underlines Mathieu Friedberg. This requires that several improvement measures to be implemented, some of which have been deployed since May 2017.

For greater proximity, the Group has also organised its sales according to customers' business sectors. This enables us to become more familiar with the various industries and to better understand the expectations specific to each sector. Sector market studies were also conducted. In India, sales representatives are now equipped with information-packed tablets to make communicating with customers more enjoyable as well as more effective. This test should soon be introduced across the entire CMA CGM network. Furthermore, the Group is reviewing its service offering for its key accounts in order to provide these customers a level of service adapted to their needs.



To help achieve THESE INITIATIVES,

the Group will gradually implement a new “contact centre” in its Customer Service departments. Our employees will be able to interact with customers more easily—whatever their preferred method of contact—as well as improve resolution times and find solutions to customers' requests.

In keeping with an increasingly digital world, all the services offered at an agency will be available through our Digital Agency by mid-2019. We must keep in mind, however, the value of maintaining a local touch through the continued training of our sales representatives and customer service agents across our network of 750 agencies worldwide. All of these initiatives will contribute to improving the customer experience daily!

A NEW GROUP TOOL

**The Group will gradually
implement a new
“Contact Centre”
in its Customer Service**

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Our employees will be able to interact with customers more easily—whatever their preferred method of contact—as well as improve resolution times and find solutions to customers' requests.

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New value-added services TO BETTER GROW ALONGSIDE OUR CUSTOMERS

To complement our Customer Centricity vision, **CMA CGM is offering exclusive services. This is a great opportunity to go beyond shipping and stand out from the crowd!**

SERENITY BY CMA CGM

With Serenity by CMA CGM, container shipping is smoother, simpler and more efficient. The aim of offering these innovative complementary services is to help manage unexpected events that may be encountered when transporting merchandise. Say goodbye to never-ending disputes and difficult negotiations! Customers feel at ease in the knowledge that the value of their merchandise is guaranteed.



REEFLEX

A new technology, Reeflex is a single-use bag that is installed in 40-foot reefer containers and which enables the transport of up to 24,000 litres of liquids. The bag can be filled in 30 minutes. It is perfect for shipping fruit juices, milk, sauces, syrup or even all types of oil! This global innovation preserves the optimum quality of shipped liquids.

SMART CONTAINERS

In collaboration with Traxens, CMA CGM is creating the smart container! By opting for this new innovation of high added value, our biggest customers will soon be able to track their merchandise shipment at all times. They will be able to verify the position of the container, even on land, and receive information such as whether it has been damaged or opened or whether there have been changes in external temperature. This new tool will enable customers to get the most out of their shipment and to follow the logistics chain from start to finish.



What are customers looking for today?



Let's explore the views of Richard Sheahan, a Principal Consultant with Forrester, a global research and consulting firm specializing in customer experience,

What is a positive customer experience?

A positive customer experience is one which makes the customer want to purchase your products or services again! To evaluate this customer experience, we have shown through research over many years that the customer thinks on three levels: "Did I obtain the product or service I was looking for?", "Did I obtain it easily and quickly?", and finally "How did I feel interacting with the service provider?". This last question is the most important, as it will really determine whether or not the customer will want to come back. Even in the shipping industry, this "customer emotion" aspect is crucial. B to B is, above all, business between people; in fact, and we remind our clients that it is still a 'P to P' (Person to person) world ...

How are customers' expectations currently evolving?

Customers today know they want and can get, greater efficiency, better quality and faster service and this comes ever more cheaply. Business customer's expectations are also influenced by experiences in their personal lives: they are smartphone users, and they expect a company like CMA CGM, for example, to be responsive and joined up' as well as committed to their customers' success.

How can companies improve the customer experience?

They need to invest more as an organization - not just the customer facing people - in understanding their customers and their expectations. Any company's response to those expectations is however a business decision - does it make sense for both parties? Not all customer expectations ought to be fulfilled! A company can consciously decide to meet certain expectations and to forget others for example for cost or brand reasons. Again, you need to understand these expectations in order to design a strategy! The customer has an experience with you whatever. The question is to know what it is (in the minds of your customers) and why it is that way? Only with this knowledge can you optimise your customers' journeys so both parties benefit.

DIGITALIZATION: THE GROUP TRANSFORMATION IS UNDER WAY

Digitalization has been a hot topic over recent years. It marks a major turning point in the evolution of the world's largest groups. Digitalization represents, above all, a new way of doing business, a new way to process information. What does digitalization look like at CMA CGM? As a global policy, it has been implemented at all levels of the company, spearheaded by Rodolphe Saadé, who made it one of the Group's strategic development axes. Objective: bring more added value to all of its clients on all four corners of the globe!

Internally, a global movement has been put in motion. The company has adopted new tools and revamped its information systems—thanks to its partnership with international consulting leader, Infosys—in addition to introducing new technology and next generation services. Step by step, the Group's tools and services have been digitalised to boost efficiency: augmented reality glasses, mobile apps, e-commerce platform, smart containers, optimisation of the repositioning of empty containers, navigational aid... The list is endless!

Externally, the Group is collaborating with several start-ups, purchasing capital through its CMA CGM Ventures investment fund. CMA CGM has encouraged digital innovation in the region through its support of Aix-Marseille French Tech, a key player in the field. The Group has also partnered with The Camp, an innovative campus located in the Aix garrigue which brings together large businesses, start-ups, instructors and researchers. CMA CGM has also joined forces with Carburateur, an incubator in Northern Marseille. The Group has even created its own start-up incubator: Ze Box will be launched in June 2018 at the "Aix-Marseille Cité de l'Innovation"; about a dozen start-ups are expected to take part as of its opening!



CMA CGM Ventures

THE GROUP HAS ENCOURAGED INNOVATION THROUGH ZE BOX AND CMA CGM VENTURES

Digitalization is one of the Group's strategic development axes





Last February, the recruitment of Rajesh Krishnamurthy, former President of Infosys, reaffirmed the key role of digitalization in the Group's strategy. He heads the expansive Digital, Shared Services Centre, IT and Transformations Department, which will lead the Group into the digital era. Rajesh discussed with us the digital challenges facing the shipping world...

INTERVIEW

Rajesh Krishnamurthy

Senior Vice President IT & Transformations

Why is digitalisation essential to the shipping industry?

Because it will create more transparency for shipments! Shippers have high expectations for the industry. They want visibility along the entire transport chain in order to be more reactive and adjust their inventory. In the shipping and logistics industry, we now have a multitude of players, each one working with different tools. For this reason, recovering tracking information is very challenging, making it difficult to provide customers with the traceability they want. Today, we are especially dedicated to offering our customers the level of transparency already available in a number of other sectors.

Has the shipping industry sufficiently embraced the digital transformation?

The industry is behind. Traditionally, the maritime shipping industry has relied on verbal interactions: the customers call, we give them a price, they negotiate, we give them a new price, etc. Sometimes the customers call back to cancel the order or modify their cargo. These 19th century practices have finally begun to evolve. Thankfully, things are changing. Digitalization will make relations between shippers and shipping companies more efficient. Soon, companies will be able to provide a great deal of information on prices, cargo, shipping times, etc. We will connect to our customers' information systems, and they will connect to ours, all in an effort to exchange accurate information in real time. Digitalization will also move us forward in the invaluable process of going paperless. The maritime shipping industry faces a daunting documentation challenge: merchandise must always be accompanied by documents to comply with the regulations, which often vary from one country to another. Sometimes, the merchandise is loaded on board, but the documentation is missing and needs to be sent by FedEx! This is no longer acceptable. Today, companies like IBM, Accenture and General Electric are working to develop paperless solutions based on blockchain or cloud technology.

What is CMA CGM's digital strategy?

The Group has decided to work at two levels for greater flexibility: of course, we have several structural projects which will help us to eventually improve our performance and efficiency in the long term. Simultaneously, we are working on more short-term projects. We currently have 60 projects under way, including some with start-ups. I think it's very beneficial, particularly as it encourages our employees to look beyond the maritime shipping industry. We want to become equipped with cutting-edge tools and technology. These include fundamental solutions such as machine learning, big data, robotics, and more. We have launched these initiatives internally to better serve our customers. We want to digitalise our entire ecosystem: we are introducing helpful services such as smart containers, for example, which provide notifications in case of humidity or an abnormal rise in temperature. Finally, we are very interested in future technologies: blockchain could one day make it possible for us to offer a totally paperless and secure bill of lading, a crucial document in the maritime shipping business. We are also exploring augmented reality as a team training aid and as a predictive maintenance tool to anticipate problems on our ships. In a move towards these objectives, we are working with the world's biggest tech companies as well as start-ups: thanks to the CMA CGM Ventures, we are able to invest in very promising start-ups. We have also created Ze Box, our international start-up incubator which will open its doors this summer in Marseilles.

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Digital is one of our four strategic pillars. Rodolphe Saadé is a true believer and has invested lots of time and energy into the endeavour!

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Why is digitalization so important to the Group?

It is one of our four strategic pillars. Rodolphe Saadé is a true believer and has invested lots of time and energy into the endeavour! CMA CGM structures its long-term tools (information sites, commerce sites, apps, etc.) to be ever more reactive in activities such as shipping, booking, etc. We want to become our customers' ideal logistics partner by also offering on-land transportation of goods, and digitalization will help us reach this goal.

What are the Group's advantages to help it navigate this crucial strategic shift?

We are surrounded by quality partners, particularly from our university, CMA CGM Academy. We practice open innovation with start-ups who serve as a great source of ideas. Above all, I believe that it is the men and women at CMA CGM who will bring us into the digital era. These initiatives, long-awaited by our customers, are also greatly anticipated by the Group's employees. At the Digital Days recently held in Marseille, 85% of local employees turned out to discover the technologies of tomorrow! We aim to nurture a genuine innovative spirit throughout the entire company. Changing over systems and purchasing technologies is wasted if the employees aren't on board. That is why I'm heading a department that combines information systems with a transformation strategy, with 8,000 employees under my responsibility. Digitalization impacts all of our projects! I invite everyone to join us on this transformative journey...





AN INSIDE LOOK AT THE BIRTH OF A GIANT

The CMA CGM ANTOINE DE SAINT-EXUPÉRY, the first of the three new 20,600 TEU ships ordered by the Group, joined the fleet in January. Construction of this massive ship begun two years prior at the Hanjin Heavy Industries shipyards in the Philippines. Ludovic Gérard, Vice President Executive Officer CMA Ships, tells us about these new giant ships and what they mean to the Group.



Since the beginning of the 2000s, the size of container ships has been endlessly optimised! *"Thanks to new-generation engines, we are now able to carry twice as many containers compared to a few years ago on the same amount of fuel"*, Ludovic Gérard explains. *"The massive size of our ships means that we can more efficiently satisfy the demand of a growing market. It also helps reduce greenhouse gas emissions per container and per kilometre, in accordance with our commitments"*. The world's largest carriers are all building larger and larger ships for long-haul shipping. CMA CGM

recently ordered nine 22,000 TEU ships powered by liquefied natural gas to be delivered in 2020 and 2021. *"The technology would allow for ships of up to 30,000 TEU. However, these container ships would be forced to remain at the dock longer for container handling. That would not deliver substantial economies of scale. In addition, even if the terminals adjusted, the gigantic size of the ships would make steering in the port more difficult and the trip through the Suez Canal much more challenging, forcing us to go around the Cape of Good Hope!"* Thus, there is a natural logistical limit to this battle to create the biggest ships. *"The maximum size of ships is probably around 24,000 TEU,"* Ludovic Gérard states.

>1 The CMA CGM Group has pledged to reduce its CO2 emissions per TEU/km by 50% between 2005 and 2015. We have further pledged to a 30% reduction in CO2 emissions per TEU by 2025.

The major phases OF SHIPBUILDING:

PHASE 1 - Designing the Ship

The shipyard design firm designs the vessel: the shape of the hull, cargo areas, machinery and living quarters. Nearly 400 different designs are submitted for approval to the CMA CGM naval architects, who optimise the various aspects of the project: energy consumption, cargo transportation, hydrodynamic performance, fittings, and so on. This design phase lasts around six months.

PHASE 1



PHASE 2 - Cutting the Steel Plates

The steel plate cutting begins. The steel used is chosen based on calculations for ensuring the hull can withstand the sea. Would you believe the largest steel plates on the side of the hull are up to 8.5 cm thick? The cut steel plates are then assembled into small blocks, which are then assembled into larger and larger blocks. Entire sections of the ship (up to 30 meters long) are prepared like a giant Lego set.

PHASE 2



PHASE 3 - Laying the Keel

The first "ship section" is placed in the dry dock. All the sections are welded together. After the keel laying, the entire hull is assembled during this phase. It lasts between four and five months. The machine superstructure and exhaust system are also installed, along with the block containing the crew quarters and the bridge. The building process is closely monitored by the expert CMA CGM - CMA Ships teams that are onsite throughout the entire build.

PHASE 3



PHASE 4 - Launching the Ship

The vessel is launched: the dry dock is filled with water, and the ship floats for the first time! It is then moored in the fitting-out quay. Workers spend three to four more months finishing the work on the ship. They install electrical cables, lighting, fans and other types of equipment. The CMA CGM officers that will form the ship's crew take part in the dock acceptance testing and gradually take possession of the ship.



PHASE 4

PHASE 5 - Sea Trials

Over the course of two to four days, the ship is sent out for its sea trials with the officers and the supervisory team.

Speed and manoeuvrability are tested, along with the various machinery. With the ship moving at full speed, the crash stop test determines the time needed for it to come to a full stop! The Company officers familiarise themselves with the process for taking charge of the ship.



PHASE 5

PHASE 6 - The delivery

The ship is certified as compliant by the classification society, Bureau Veritas in this case. Four weeks after the sea trials, it is baptised and blessed. This ceremony is meant to bring the ship good luck, as it will spend years at sea. It is also an emotional moment for the CMA CGM teams, who have been onsite overseeing the construction for many months!



PHASE 6

Captain Jaspard



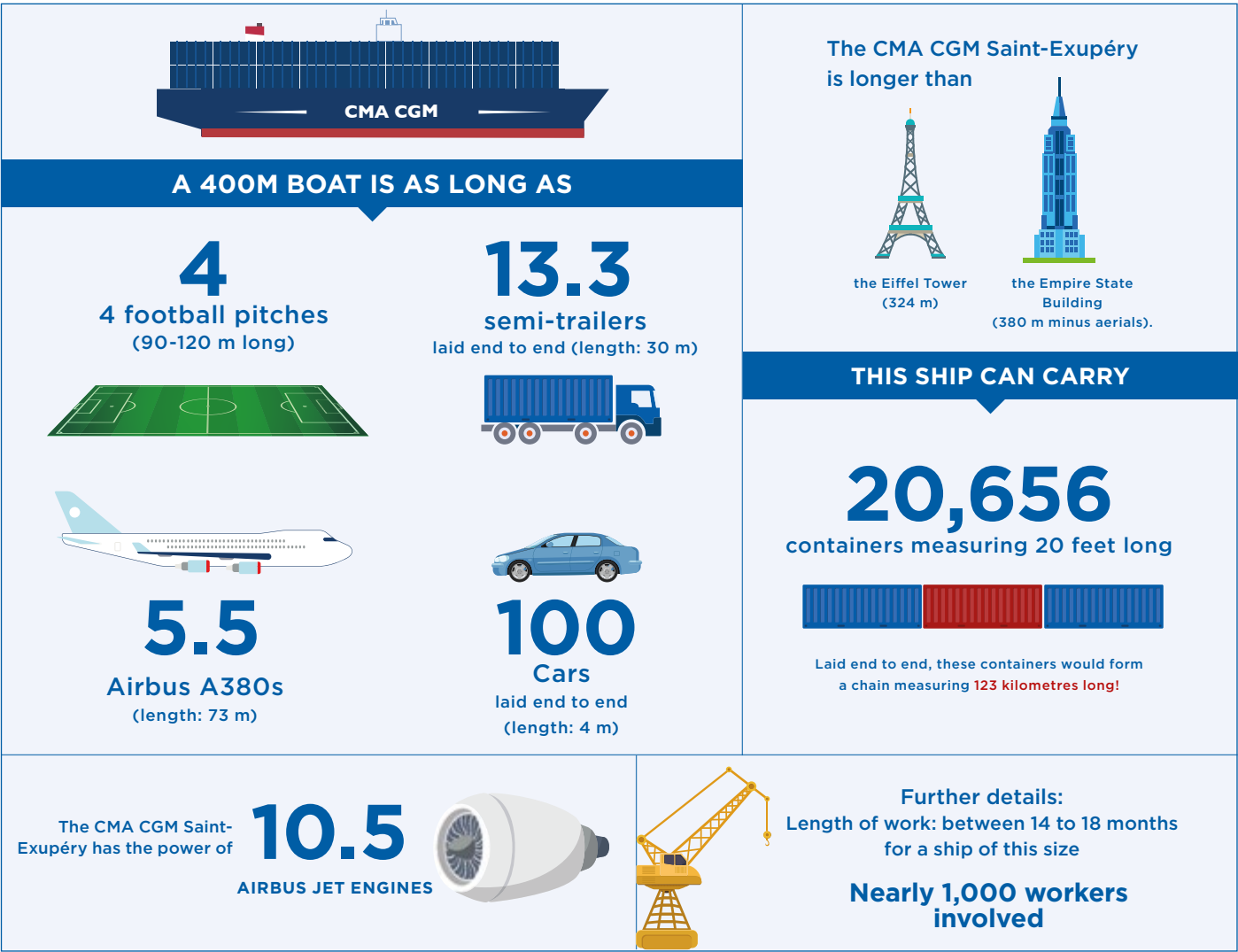
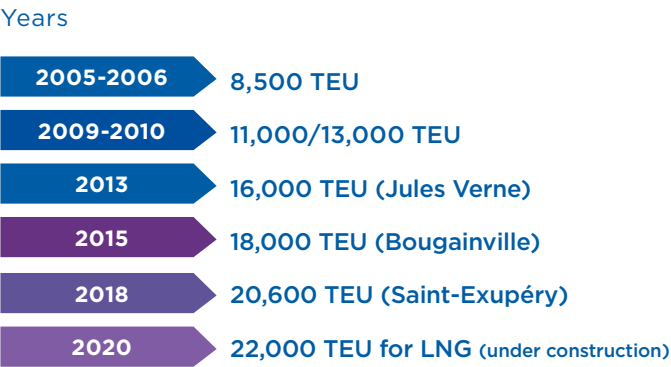
Taking possession of a ship from the shipyard is always a moving experience for a ship's crew. When we arrive at the yard, we have one month to get to know the ship, make it our own and finalise the preparations. We help with the final sea trials, and then it's the big send-off. We cast off the moorings on our way to our first port of call. This is an emotional moment, filled with the clamour of sirens and whistles, when we say goodbye to the yard that gave birth to this enormous vessel. That is also the beginning of another intense period. A ship's first round trip means maiden calls in each port, and the port authorities are always excited to welcome a new leviathan. The CMA CGM Antoine de Saint-Exupéry was even more noteworthy, being one of the world's largest ships, and it is often the largest ship ever to call in the ports where we stop. We have a huge collection of commemorative plaques and small gifts on board: from traditional Korean dolls to a Delftware plate given to us by the port of Rotterdam. We carry with us a piece of every country we have visited. These calls also give us a chance to meet and talk with some of our customers. This is a rare opportunity for us as sailors, even though we carry their goods to every corner of the globe every day.

But my greatest challenge is spelling the name of the CMA CGM Antoine de Saint-Exupéry on the radio to a pilot who doesn't speak French in every new port of call!

Which Shipyards BUILD THESE LEVIATHANS?

Container ships are built primarily in South Korea, Japan and China. Shipyards in Europe tend to concentrate on higher-added-value ships such as passenger or research vessels. When CMA CGM is looking to acquire new ships, a call for tenders is sent out to a select group of shipyards. The Group chooses a shipyard based on the tenders submitted. CMA CGM has worked with large Korean shipyards like Hyundai Heavy Industries, Daewoo Shipbuilding & Marine Engineering, Samsung Heavy Industries, and Hanjin Heavy Industries, as well as CSSC shipyards, DSIC, Yangzijiang, New Times, and Cosco Shipping Heavy Industries in China.

Timeline to be created



THE CMA CGM FOUNDATION BRINGS SUNSHINE INTO CHILDREN'S LIVES

For nearly fifteen years, the Group's corporate foundation has been committed to creating a brighter future for the most at-risk children. Knowing that children are our future, CMA CGM strives to help them in different ways.

Chaired by Naïla Saadé, wife of Group founder Jacques Saadé, the CMA CGM Corporate Foundation was founded in 2005. The Foundation works in France and Lebanon to promote the personal development of children living with disabilities, improve the daily lives of ailing children and promote equal opportunities for young people from disadvantaged backgrounds.



Our mission: MAKING A REAL DIFFERENCE FOR VULNERABLE CHILDREN

Every year, the Foundation provides financial support to around fifteen projects from non-profit organisations as part of a call for proposals. It prioritises innovative projects that make a real difference in children's lives. The project sponsors must be based in the PACA region, the Group's home base, or in Lebanon, the ancestral home of the Saadé family. The foundation teams perform thorough investigations of the viability of the projects and visit the non-profits doing the most promising work. Site visits help the team determine a project's real potential. In addition to the funds provided, a Foundation prize is awarded every year to two organisations: one from France and one from Lebanon.



Two model PROJECTS

«If you give children love, they will grow up to be confident adults capable of improving their lives or even moving mountains,» Naïla Saadé explains. Sustained by this belief, the Foundation team works each year to make life better for these future adults. More than 200 projects have been supported since 2005. One of these, led by the PREMA organisation (Protection Résilience Education Médiation Art-Thérapie) based in Pradet in the Var department, helps children who were subject to severe abuse express themselves through art and creativity. This residential programme, housed in two mansions overlooking the sea, helps children recover from their trauma. *«We were moved by the remarkable work of this organisation, which helps with the recovery process for children who have endured so much in their lives. We awarded them our annual prize in 2014 and provided further funding in 2017»,* Naïla Saadé explains.

The Foundation also partnered with the Ambition-Cité organisation the northern part of Marseilles, which opened Cours Frédéric Ozanam in 2014, a model primary school for children from disadvantaged backgrounds; in 2015, the Foundation helped fund the school's orchestra programme. Meanwhile, the Kayany organisation in Lebanon won the Foundation Prize in 2016: Kayany builds schools for Syrian children and ensures that they receive an education in their host country. All these efforts are aimed at helping children whose living situations are unfortunately not conducive to their development.



The foundation prize: “SOS VILLAGES D’ENFANTS” AND “SESOBEL”.

The 2017 CMA CGM Corporate Foundation Prize was awarded to the SOS Villages d’Enfants organisation, which provides children with difficult home lives a nurturing place to live. The organisation does not separate siblings and the children live with «SOS Mothers». Parents can visit their children at the Family Home, which was furnished by the Foundation in 2017 (see the interview with Charline Bergeron). In Lebanon, the Foundation Prize was given to the SESOBEL organisation, which helps children living with disabilities.



INTERVIEW

Charline Bergeron

Partnership Manager, SOS Villages d’Enfants

Could you tell us about your organisation?

Founded after World War II, SOS Villages d’Enfants is an international association that comes to the aid of children in danger. Orphaned and abandoned children and those removed from their families due to abuse or severe educational deficiencies find a home in our villages. There are 22 villages in France (and many more worldwide), usually with ten houses that are home to up to five children each. We do not separate siblings and the children live with our SOS Mothers, professionals supported by a team of psychologists and educators. Our residents bond with these surrogate mothers during their stay with us.

How has the CMA CGM Foundation helped you?

In 2017, the Foundation funded the furnishing of a «Family Home» for our Marseilles village. This is where parents who have been separated from their children by court order can visit them and try to repair their relationships by playing with them or cooking meals, for instance. The parents can even sleep in the house, if they need to. We are very pleased and proud to receive assistance from the Foundation (we were awarded a grant of €5,000 along with €20,000 from the Foundation Prize). The recognition of the work our teams do every day to help these children means a great deal!

4,000 Tonnes of Humanitarian Aid Delivered through the Containers of Hope Operation

The Foundation is putting the incredible logistical capabilities of the Group to good use with the Containers of Hope operation. In late 2012 CMA CGM began working with multiple NGOs (Action Contre la Faim, Doctors Without Borders, the French Red Cross, etc.) to transport food, medicine and logistical materials to war zones and areas facing health and humanitarian crises. *“We have already delivered 4,000 tonnes of humanitarian aid to places like Haiti, Côte d’Ivoire, Somalia and Burma, which was recently hit with the Rohingya humanitarian crisis. We transport this cargo for NGOs who are working to save lives”,* Naïla Saadé explains.

Promoting Culture, Learning about the World

Believing that artists can build bridges between populations and cultures, Naïla Saadé is passionate about supporting cultural events. The Foundation supports both the Roque d’Anthéron piano festival and the Aix-en-Provence opera and classical music festival. And there is something for the children as well! In Aix-en-Provence, the funds provided are used to develop educational programmes, to teach children about opera and to take them behind the scenes of a performance. In Lebanon, the Foundation supports the Baalbeck and Al Bustan festivals.



Call for Proposals 2018: Promoting Equal Opportunities for Young People from Disadvantaged Backgrounds

From November to February, organisations could submit their proposals to the CMA CGM Corporate Foundation. The Foundation received nearly 180 proposals, more than double the number from the 2015 call for proposals on the same theme. The submissions are now being studied by the Foundation teams. Final decisions will be made 18 June by the Group Board of Directors. Join us at the end of June to learn about the winning organisations for 2018.



ETHICS AND COMPLIANCE: GOOD ETHICS IS GOOD BUSINESS

Recognised for its economic performance as well as its environmental and social responsibility, CMA CGM is reinforcing its ethics and compliance policies. The Group expects all of its employees, every day and at all levels of the Group, in France and around the world, to conduct business in an ethical manner they can be proud of.

“Our leadership position demands unwavering excellence and integrity in our behaviour, particularly with regard to business ethics and compliance,” explains Rodolphe Saadé, Chairman and CEO. In order to fulfil requirements of transparency and integrity, ever more critical in today’s world, the Group works to continually reinforce its ethics and compliance policies. This is a major priority for CMA CGM, an industry leader.

“We behave ethically because it corresponds with our values, including integrity, because business standards worldwide are constantly improving, and because our customers expect it of us,” states Guillaume Hecketsweiler, Group General Counsel. *“Good ethics is good business: by conducting our business according to rigorous standards, we create a virtuous circle with our partners. This approach benefits all the parties involved.”*

Continuous effort

France’s Sapin II law on transparency, the fight against corruption, and economic modernisation imposes new obligations on French companies. CMA CGM has also reinforced its policies, particularly with the implementation of a 4-person team in Marseilles dedicated to business ethics. The Group has also strengthened its ethics charter as well as its gifts and hospitality policy. Group employees cannot offer or accept gifts over a certain, relatively modest, amount set by the company. *“In some countries, where gifts are the norm, we take great care to educate our associates to explain why we are unable to participate in such practices. We have also teamed up with other shipping companies in the Maritime Anti-Corruption Network (MACN) to develop certain policies addressing best practices in the maritime industry,”* explains Guillaume Hecketsweiler. Furthermore, the Group continues to make progress on the road to excellence and compliance by conducting a very comprehensive screening of its partners. *“Our due diligence makes it possible for us to conduct business with companies of integrity that respect our values.”*

Of course, the Group emphasizes ethics training, particularly through an updated e-training programme launched in July 2018 entitled “Fighting against corruption.” The training is intended for all employees worldwide.

“As a company, an employer and a responsible citizen, CMA CGM must act as an example,” concludes Rodolphe Saadé. With good ethics as its guide, the company will go far!



From left to right :
Guillaume Hecketsweiler, Group General Counsel.
Eric R. Sweet, Group Chief Compliance Officer & Deputy
General Counsel



