



ANNUAL REPORT

2024



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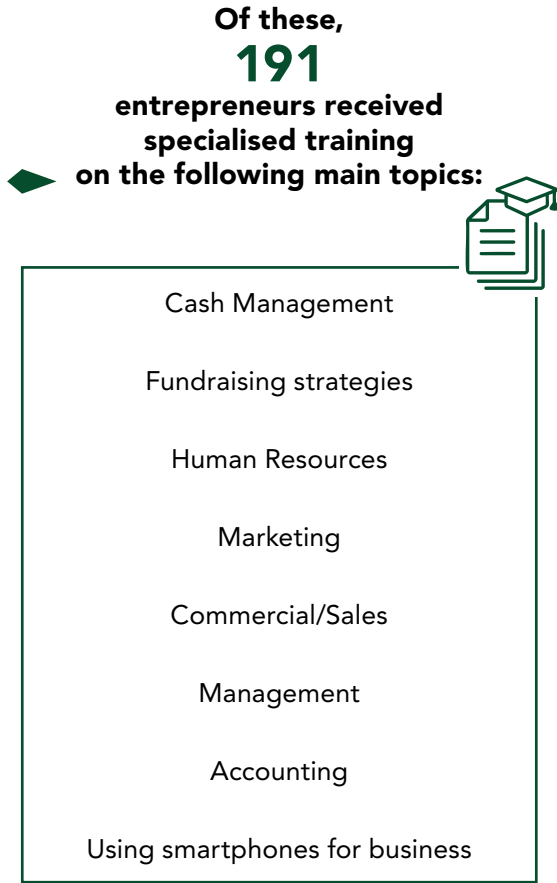
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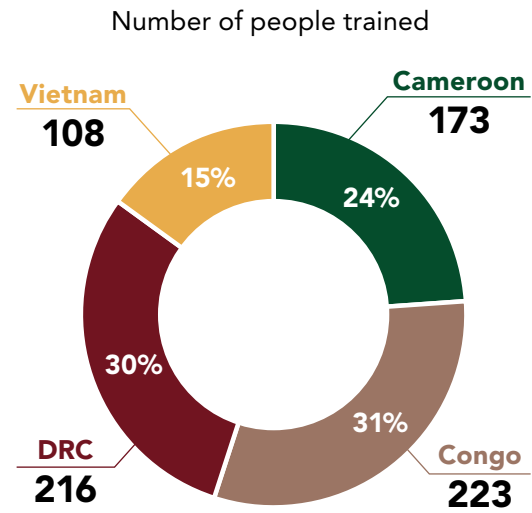
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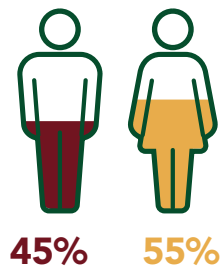
IECD TRAINING / PARTNERSHIP 2024



Distribution of trainees by country:



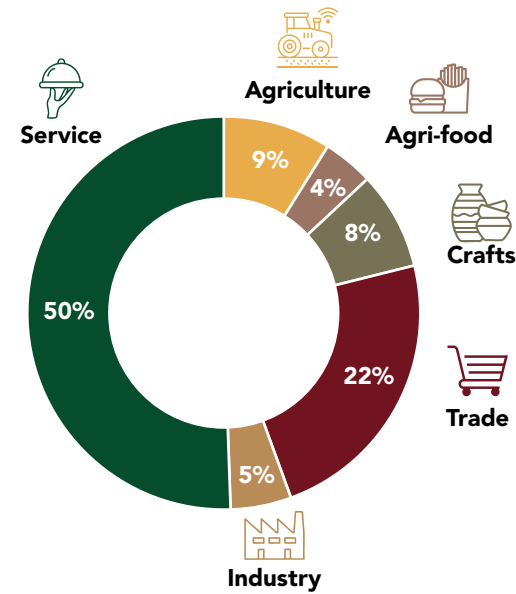
Gender breakdown



Average age of entrepreneurs



Sectors of activity



EXAMINATION OF APPLICATIONS FOR FUNDING

COUNTRY	NB OF ENTREPRENEURS SHORTLISTED	SUBMISSION OF APPLICATIONS APPROVED FOR FUNDING
Tunisia	18	12
Chad	15	10
Republic of the Congo (Congo B)	11	3
Democratic Republic of the Congo	7	0
Gabon	9	1
Cameroon	10	5
TOTAL	70	31



Approval rate **44,3%**

Breakdown of amounts  
to be financed in the form  
of low-interest loans in 2025:



RecoPlast - Manufacturing of paving stones from plastic collected on beaches - May 2024 - Democratic Republic of the Congo



# A WORD FROM THE EDITOR



Isotech - Recycled plastic bag rolling workshop - June 2024 - Cameroon

## "TOGETHER WE BUILD, TOGETHER WE GROW"

**Nathalie PERRODO,**  
Chairwoman of the Perenco Foundation

It is never easy to become an entrepreneur, but in some countries, particularly in the developing world, it is a genuine obstacle course. Lack of access to training, coaching or funding holds back thousands of talented people who merely ask for one thing: a chance to prove their worth. It is nevertheless in such economic contexts that the entrepreneurial spirit is strongest, driven by exceptional resilience and creativity.

My family's journey is a testament to that. My father built his business from nothing, with courage and determination, in an environment in which every opportunity had to be won by hard work. He passed on to me his conviction that entrepreneurship is a powerful lever for personal and collective transformation. I grew up with this belief, and it has guided me throughout my career.

Today, I'm proud to support entrepreneurs in the countries in which the Perenco operates. I know the obstacles they face, but I also see their immense potential. Offering them a framework, resources and a network to help them structure themselves and succeed is a mission that is close to my heart.

This is because beyond individual success, entrepreneurship means building a future for your community. It means creating jobs, generating local value and inspiring the next generation. In these countries, in which every entrepreneurial victory is a battle won against adversity, our commitment takes on its full meaning. If, in our own small way, we can open doors and provide new perspectives, then we will have achieved something great.



**"SUPPORTING THE FUTURE,  
CREATING OPPORTUNITIES."**



Meeting between the Perenco Foundation and Name Recycling - June 2024  
Cameroon

**Christophe REQUIN,  
Managing Director of the Perenco  
Foundation**

Entrepreneurship is an act of courage. It's about taking risks, projecting yourself, building something concrete starting from an idea, from an ambition. In many countries, however, entrepreneurship takes more than courage. Without access to finance, the best initiatives remain at the project stage, hampered by a lack of resources and support.

Being out in the field allows me to measure this reality, day after day. I see these entrepreneurs fighting to structure their activity, to develop their vision, to create value. But I also see the obstacles they face: insufficient funding, inappropriate banking systems, lack of investor confidence. I nevertheless know that the potential is immense.

My role—my mission—is precisely to build connections, to act as a bridge between those who have ideas and those who can support them, both internally and externally. In a context in which these connections are sometimes difficult to establish, I strive to weave solid relationships and to build a network of trust that gives entrepreneurs access to the resources they need to grow.

Access to finance should no longer be an obstacle, but a lever. This is essential if we are to support the development of businesses, create jobs and build a dynamic, sustainable local economy, since beyond the figures and investments, there are men and women who are carrying out ambitious projects. Being at their side at all times is a responsibility, but above all, a source of pride.

**Emilie REBEYROL BRIMEUR,  
Director of Operations, Perenco Foundation**

Contact with people is essential. Understanding their challenges so that we can respond more effectively is essential if we are to move these projects forward.

By working on both our CSR programmes and those of the Foundation, I have a global vision that enables me to build bridges between these two dynamics. Our actions on the ground are essential: they enable us to adapt our initiatives, maximise their impact and ensure their sustainability.

The Perenco Foundation offers a portfolio of projects that promote growth, value creation and social impact. If we take the example of plastic recycling: initiated via CSR, this project has taken on a new dimension with the Foundation by supporting entrepreneurs committed to the circular economy. Their development in turn fuels local waste collection and recovery initiatives, creating jobs and new economic opportunities.

Everything is connected. We are the link between projects, stakeholders and beneficiaries, with a strong conviction: people are at the heart of sustainable development.

Meeting the team at a fish farm – 2024 – Congo





# THE PURPOSE OF THE PERENCO FOUNDATION

The Perenco Foundation was created in 2024 and is celebrating its first year of existence.

Driven by an ambitious vision and by strong values, the Perenco Foundation aims to build a promising future by supporting entrepreneurs in their development. Authenticity, Synergy, Innovation and Commitment define its DNA and guide each of its actions.

Active mainly in Africa, the Perenco Foundation works to fight poverty by promoting the development of local businesses and projects in order to stimulate sustainable economic growth.

By offering training, tailor-made assistance and financial support, the Perenco Foundation encourages job creation, develops local resources and supports initiatives that have a social and environmental impact.

Supported by the entrepreneurial heritage of the Perrodo family and the innovative culture of the Perenco, the Foundation is positioned as a key player between the private sector and the general interest. Its approach, tailored to the specific characteristics of each region, reflects a deep authenticity in relationships, a constant search for synergies and a strong desire to transform challenges into opportunities.

*"Together, we build. Together, we grow."* The Perenco Foundation is the embodiment of a sincere commitment: to awakening dreams and accelerating the future, while leaving a lasting legacy for future generations.

## OUR VALUES



### AUTHENTICITY

The Perenco Foundation is committed to acting with sincerity and transparency, building sustainable relationships with local communities. We value a spirit of family and loyalty, supporting initiatives that strengthen solidarity and humanity.



### SYNERGY

Convinced that collaboration is essential, we co-build projects with local players, taking advantage of the complementary nature of the project and of team spirit. Together, we are pooling our talents to do more and make the most of what already exists.



### INNOVATION

The Perenco Foundation encourages the development of innovative ideas and technical solutions tailored to the specific needs of local entrepreneurs. We support tailor-made approaches in order to promote the economic and social development of the regions where the Perenco is established.



### COMMITMENT

We work beside entrepreneurs on the ground, providing them with tailored support and guidance. Our long-term commitment aims to promote equal opportunities and ensure the sustainability of local initiatives, thereby contributing to the social and economic development of the relevant areas.

*Fish farm - June 2024 - Cameroon*







# GOVERNANCE

The governance of the Perenco Foundation is based on an organisation which aims to ensure rigorous and transparent management of the resources allocated to the various entrepreneur support programmes. The Foundation was registered in January 2024 as a charity under English law, more specifically, as a Charitable Incorporated Organisation (CIO). Its articles of association may be viewed on the UK Charity Commission website.

## ORGANISATIONAL STRUCTURE

The Foundation is directed by a Chairwoman, who is responsible for the strategic direction and overall smooth running of the organisation. She is supported by a four-member Board of Trustees, including the Chairman herself, who collectively take the major decisions regarding the development and commitments of the Foundation. In order to ensure the execution of actions on the ground, the Foundation also has two people in the field, responsible for implementing the operational part of the projects:

**I An Executive Director** responsible for overseeing all of the activities of the Foundation and for ensuring that the decisions taken by the Trustees are implemented.

**I An Operations Director** responsible for coordinating initiatives in the field and for ensuring that they are correctly implemented.

## DECISION-MAKING AND MONITORING PROCESSES

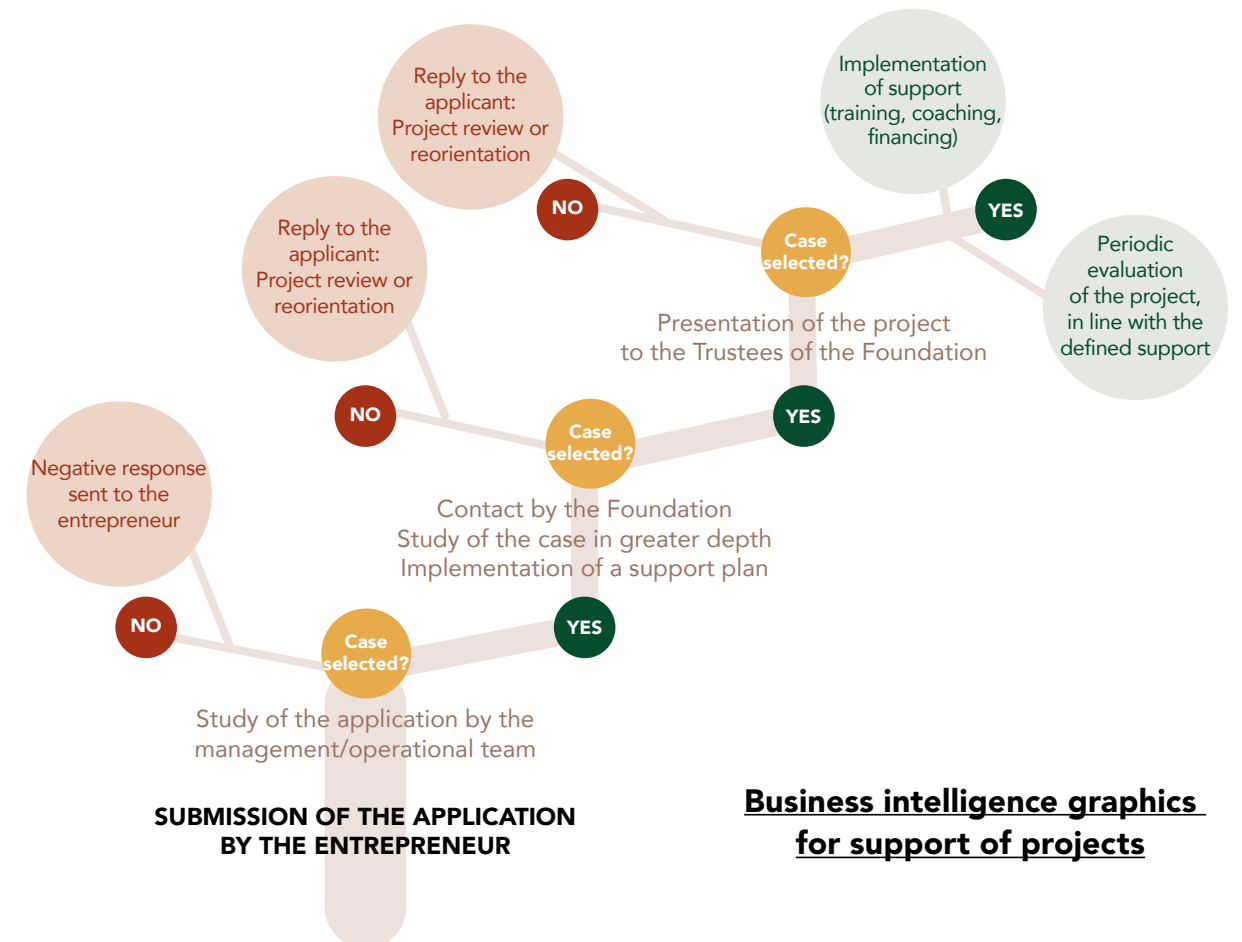
The decision-making process is divided into four stages:

**I Project review:** A committee of experts, matched to the project, analyses the applications according to predefined criteria (technical viability, impact, innovation) before deciding whether or not to grant funding or support.

**I Presentation to the Board:** The projects studied and proposed by the operational team are presented at a Board meeting, which is held twice a year. At these meetings, projects, their impacts and objectives are submitted for approval. Where necessary, clarifications are requested and certain projects may be redirected.

**I Monitoring and control:** Internal and external audits are carried out periodically to guarantee the proper use of funds and to measure the performance of supported projects.

**I Financial transparency:** Each year, the Foundation publishes a report detailing allocation of resources, the results achieved and prospects for the future.



**Business intelligence graphics**  
**for support of projects**

Insights from Yvonne Mbala and Jean-Noel Bouassi  
Bouassi Trustees of the Perenco Foundation

Jean-Noel BOUASSI BOUASSI,  
Africa Director of the Perenco  
and member of the Board of Directors of the Perenco Foundation

Joining the Perenco Foundation as a Trustee is much more than a commitment, it's a profound conviction: that collective action can transform lives.

Within the Perenco Foundation, we have the responsibility and privilege of supporting meaningful projects, rigorously selected for their concrete impact in the countries in which we operate. Each approved initiative is the result of meticulous work, which ensures that our actions meet the real needs of entrepreneurs and create lasting change.

Being a Trustee also means supporting a vision, that of a Foundation that places people at the heart of its development. It means working alongside committed teams, inspiring partners and beneficiaries whose resilience commands respect.

Every project we support, every success we see, is a source of pride. Together, we are building a future in which everyone can find their place and develop to the full.

I am deeply proud to contribute to the impact of the Perenco Foundation.

COMMITMENT TO IMPACT AND ETHICS

The Foundation places ethics and impact at the heart of its governance. In order to ensure exemplary management, it adopts the following principles:

**I Independence and impartiality:** Decisions are taken with complete transparency

**I Tailor-made support:** Each entrepreneur benefits from support tailored to his or her specific needs.

**I Sustainable impact:** Supported projects are selected on the basis of their contribution to local economic development and job creation.

This rigorous governance ensures that each supported entrepreneur benefits from a structured framework and from monitoring tailored to his or her needs.

Yvonne MBALA,  
Deputy Executive Director of Perenco DRC,  
and member of the Board of Directors of the Perenco Foundation

As an African woman, I carry within me the richness and resilience of our continent. Every day, I witness the essential role played by women in its development. They are entrepreneurs, leaders of ambitious projects, pillars of their communities and drivers of change.

By virtue of its experience in the field and its in-depth knowledge of local realities, developed through social projects established when Perenco arrived in these countries, the Perenco Foundation acts as close as possible to the needs of the local populations. This immersion in the areas in which we operate enables us to identify precisely the most effective levers for supporting entrepreneurs in general and women entrepreneurs in parti-

cular. By supporting rigorously selected projects, tailored to local conditions, the Perenco Foundation offers them a genuine springboard to success.

Seeing these women organising themselves, growing and in turn having an impact on their environment is a huge source of pride. Their strength, determination and creativity are proof that female entrepreneurship is one of the most powerful levers for inclusive and sustainable development in Africa.

Our commitment is clear: to continue supporting, inspiring and amplifying the voices of these women, who build the future of our continent every day.



Isotech - Visit to the workshop and meeting with the team - June 2024 - Cameroon

Meeting between the Perenco Foundation and Muanda entrepreneurs - December 2024 - Democratic Republic of the Congo

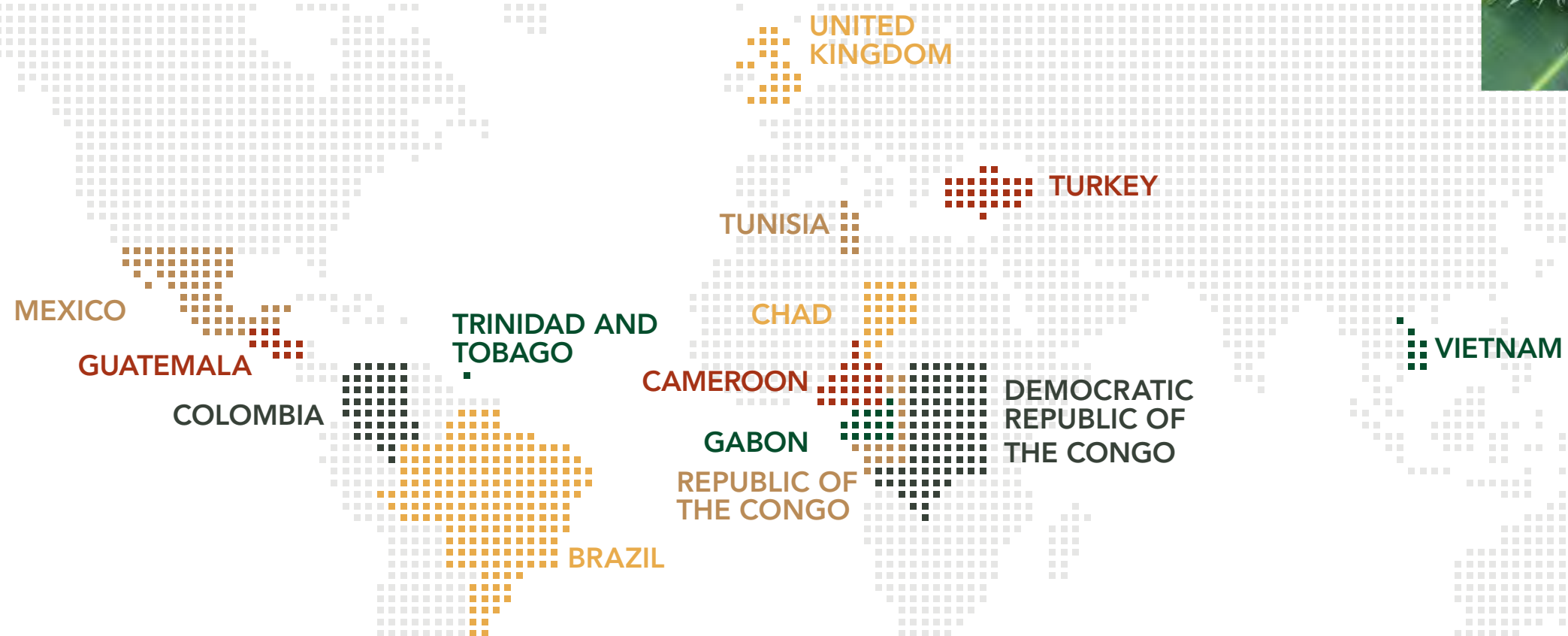




# GEOGRAPHIC SCOPE OF THE FOUNDATION'S WORK AND YEAR ONE FOCUS ON AFRICA

The Perenco Foundation operates in the same countries as Perenco, namely: **Brazil**, **Cameroon**, **Chad**, **Colombia**, **Democratic Republic of the Congo**, **Gabon**, **Guatemala**, **Mexico**, **Republic of the Congo**, **Trinidad and Tobago**, **Tunisia**, **Turkey**, **United Kingdom** and **Vietnam**.

Saint Nicodème Home - Pineapples harvested from the Home's plot, offered for sale  
November 2024 - Cameroon



RecoPlast - December 2024 - Democratic Republic of the Congo

During its first year of existence, however, the Foundation placed particular emphasis on the African continent, with a focus on **Cameroon**, **Gabon**, **the Republic of the Congo**, **the Democratic Republic of the Congo**, **Chad** and **Tunisia**.

In these countries, the Perenco Foundation has taken the official step of applying to the relevant ministries for authorisation to roll out its support and funding programmes.



# THE 3 PILLARS







## TRAINING ENTREPRENEURS

### CONTEXT

As part of its activities, the Foundation places entrepreneur training at the heart of its commitment. This first pillar aims to support entrepreneurs at all levels—from small structures to more developed businesses—in order to strengthen their skills, structure their activity and ensure their long-term survival. This approach is part of a long-term vision, aimed not only at the individual success of entrepreneurs, but also at the economic development of the regions where the Perenco and the Perenco Foundation operate.

### AN APPROACH TAILORED TO THE NEEDS OF THE FIELD

Training courses take into account the diversity of entrepreneurial profiles and their level of advancement. Several levels of training are available to meet the specific needs of each individual:

- Basic training:** For entrepreneurs in the start-up phase, with support in the fundamentals of business management.
- Intermediate training:** Intended for entrepreneurs who already have a business and want to structure their company in order to ensure its long-term future.
- Advanced training:** Designed for established entrepreneurs who are seeking to grow and optimise their management.

In response to the realities on the ground and the observations made during the initial phases of implementation, the Foundation has also developed a training programme dedicated to vulnerable people. The aim of this initiative is to provide this type of entrepreneur, often working in the informal sector, with a structured framework for developing an income-generating activity and promoting their sustainable economic integration.

### *Father Evina: Giving a future to street children in Douala*

For many years, Father Evina has devoted his life to accompanying young people in highly precarious situations. As head of the Chaîne des Foyers Saint-Nicodème, a non-political, non-profit Cameroonian organisation, he works tirelessly to take children off the streets of Douala. Founded in 1996 by Sister Marie Roumy, the organisation has already enabled the social reintegration of over 6,000 children and young people in difficulty.

“I worked for the Apprentis d’Auteuil for a long time, but I wanted to come back to Cameroon to help our young people”, he says. His decision was guided by a deep-seated desire to offer a second chance to these children, who are often scarred by traumatic life experiences.

### *Human and structuring support*

Even before he learned of the Perenco Foundation, Father Evina had worked with Perenco, which had made a commitment through its CSR policy by re-commissioning the fish-farming facilities of the centre. “These facilities enable us not only to feed the children properly, but also to generate income from the sale of fish and to train vulnerable young people to become self-sufficient”, he explains.

When they arrive at the centre, young people are often broken, having fled situations of violence, rejection or conflict. “They have lost all their bearings and are living from day to day, with no vision »



» of the future. Our role is to offer them a framework, education and values. Over time, they gain confidence and start to plan ahead, which is never easy”, he underlines. In our view, “only confidence can save the future”.

Getting people into work remains a huge challenge. “Some of the children whom we take in cannot read or write. Everything has to be rebuilt. It’s like climbing Mount Everest, but we never give up hope.”

### *Training as a lever for emancipation*

Aware of these challenges, the Perenco Foundation has identified training as an essential lever for enabling young people to build a future. Father Evina confirms it to us: “This is a fabulous opportunity for them. Starting in the first half of 2025, 20 young people will receive entrepreneurial training. The great thing about the Foundation is that nothing is set in stone: if a project aims to make beneficiaries self-sufficient, we know that the Foundation will be there to support us,

In the long term, this commitment provides a glimpse of new prospects. “Our young people will learn how to manage a business, a trade or even their own company. It gives them the opportunity to project themselves and to turn their dreams into reality.”

### *Building a future together*

While training is a first step, Father Evina is already looking further ahead. “Once our young people are up and running, access to finance will be a logical next step. This would enable them to develop their activities, create jobs and, why not, help other vulnerable young people in turn by including them in their teams. It’s a pious hope, but believing in mankind is what has kept me active and committed for so many years.”

And because hope is an essential driving force, he concludes with a proverb that accompanies him every day: “Where there is a will, there is a way, even in the dark.” ■



Father Evina during a fishing operation to sell tilapia in the ponds of the Saint-Nicodème Home - September 2024 - Cameroon

## PARTNERSHIPS FOR GREATER IMPACT

To guarantee the quality and effectiveness of its training courses, the Foundation works in partnership with recognised players, notably the Institut Européen de Coopération et de Développement (IECD). By virtue of this alliance, en-

trepreneurs benefit from tailored, professional support. The Foundation remains open to other partnerships in order to broaden its offering and to meet the changing needs of the field.

## AN ACCESSIBLE AND RESPONSIBLE TRAINING MODEL

One of the main challenges is the accessibility of training for entrepreneurs. In order to remove this barrier, the Foundation covers the cost of the training, while involving the beneficiaries through a symbolic financial contribution. The aim of this model is to give entrepreneurs a sense of responsibility and to involve them fully in their training programme.

Training is a springboard to sustainability and employment. The impact of this training is that companies are better structured, their management is optimised and their activities are sustainable. In addition to the individual success of the entrepreneurs, these training courses play a key role in creating and preserving jobs, thereby contributing to the socio-economic development of local communities and of the regions and countries in which the Perenco operates.



## Case study

# TRAINING ENTREPRENEURS IN THE TOWN OF MUANDA, DEMOCRATIC REPUBLIC OF THE CONGO

In May 2024, the Perenco Foundation launched a training programme for entrepreneurs in the town of Muanda, in the Democratic Republic of the Congo. This initiative, carried out in collaboration with the local Perenco subsidiary, aimed to support 26 entrepreneurs in developing and structuring their activities, in anticipation of the economic growth of the region, notably with the arrival of the Deepwater Port.

26 entrepreneurs from different business sectors:

- | Agriculture & fishing
- | Processing of agricultural products
- | Services
- | Collection and processing of flat waste
- | Aquaculture
- | Sewing
- | Joinery
- | Welding
- | IT
- | Delicatessen

## A PROGRAMME STRUCTURED AROUND KEY SKILLS

Participants received training on a number of topics essential to the management and sustainability of their businesses:

- | Analysis of market needs and the local environment
- | Identifying and managing activity-related costs
- | Distinction between personal and business finances
- | Definition of revenues and monitoring of daily financial flows
- | Identification of a target customer (persona)
- | Deconstruction of limiting beliefs and boosting of self-confidence

## PERSONALISED FOLLOW-UP TO MAXIMISE IMPACT

Three months after the first training course, the 12 entrepreneurs were individually monitored to assess the application of the skills they had acquired and to offer targeted support. This coaching phase enabled them to consolidate what they had learnt and to adapt the programme to the challenges encountered in the field.

## AN EVOLVING PROGRAMME BASED ON FEEDBACK

Building on the lessons learned from this first session, a second class of 12 entrepreneurs was trained in September 2024. By virtue of feedback received via a satisfaction questionnaire, the training course was enhanced and new modules added to meet the expectations of participants more effectively (cash management, internal reporting, target identification, etc.).

Two individual coaching sessions were also established to provide tailored support and to help

these entrepreneurs to better structure and grow their businesses.

Through this programme, the Perenco Foundation affirms its commitment to local economic development by providing Muanda's entrepreneurs with the tools that they need for adaptation to a rapidly changing environment and ensuring the long-term future of their projects.

## INDICATORS

Individual follow-ups, three months after the first batch of trainees completed their training enabled us to assess the progress made by trainees in their management:

Following the visit to the concerned entrepreneurs by the Foundation:

- 100%**  
have increased their profits.
- 78%**  
keep management tools up to date.
- 67%**  
were able to invest in their business.
- 78%**  
met or exceeded the targets  
that they had set for themselves



First entrepreneurship training session delivered in Muanda - May 2024  
Theoretical course - Democratic Republic of the Congo

MUANDA





## Testimonial of the IECD: Supporting employability and entrepreneurship with the Perenco Foundation

*IECD, an actor committed to transforming training, professional integration and entrepreneurship systems*

Since our creation in 1988, the Institut Européen de Coopération et de Développement (IECD), an international solidarity organisation recognised as being of public utility, has supported the human, economic and social development of the countries in which we operate. With our partners in sub-Saharan Africa, the Indian Ocean, the Mediterranean Basin and South-East Asia, we implement projects in the fields of education, vocational training and entrepreneurship.

In the countries in which we operate, we are faced with an alarming reality: 250 million (Source: ILO) young people are not in education, training or employment. Those who do work are often restricted to insecure jobs and 30% of them live below the poverty line. We nevertheless also see companies looking for qualified staff that they are unable to recruit. This is where we come in, notably by providing young people with training and professional integration pathways tailored to local realities and to the needs of the labour market.

Entrepreneurship is also an essential lever for integration, which provides opportunities for young people. By virtue of programmes designed to meet the specific needs of each country, we train and support thousands of entrepreneurs.

In 2023, with the support of the Perenco Foundation, our actions benefited more than 30,000 people, with concrete transformations in their lives: achieving a quality job, improving income, launching or developing a business, creating employment or local wealth, etc.

*An inspiring example, in partnership with the Perenco Foundation for the Development of Muanda*

In Muanda, in the Democratic Republic of the Congo, small local entrepreneurs are not playing a full part in a regional economic dynamic that is nevertheless growing and creating opportunities.

Working alongside its local partner, RDCED, and with the support of the Perenco Foundation, a tailor-made training and support programme for entrepreneurs has been implemented in the region. Available in French and Lingala, it reaches a wide range of people, from project initiators to entrepreneurs already in business. The approach has been tailored to each individual, alternating between group sessions aimed at mastering the basic concepts of entrepreneurship and individual support to meet the specific needs of each entrepreneur.

Three months after the course, the results are in: 100% of the entrepreneurs we support have seen their profits increase, 78% now have up-to-date management tools, 67% have invested in their business and 78% have achieved or exceeded the targets they set themselves in three months' time.

*Overcoming a major obstacle: access to finance*

Despite these encouraging results, which enable these entrepreneurs to structure and consolidate their business, we know that another challenge awaits them for accelerating the growth of their company: access to finance. In 2025, with the support of the Perenco Foundation and financial partners, IECD will develop new solutions to widen access to finance for the companies that it supports.

*Co-construction for a lasting impact*

IECD's partnership with the Perenco Foundation goes far beyond financial support. It is a process of genuine co-construction, in which we pool our expertise and our knowledge of the countries where we operate in order to develop and deploy effective solutions to ensure a sustainable impact.

As a beloved African proverb puts it so well:

**"Alone, we go faster. Together, we can go further!"**

It is with this philosophy that we will continue to support entrepreneurs, giving them the means to build their future and to contribute to the development of their region.



First training session delivered in Muanda - May 2024 - Theoretical course - Democratic Republic of the Congo

## To sum up THE 3 PILLARS ARE:



### ENTREPRENEURSHIP TRAINING

Providing training in entrepreneurship and business management by supporting organisations with recognised expertise, such as IECD, in order to identify future businesses for support.

**Example of entrepreneurial training content:**

- Analysing the needs of your environment
- Identifying the various costs associated with your business
- Separating personal financial management from professional financial management
- Determining your revenue
- Monitoring daily flows associated with your business
- Defining a customer persona
- Deconstructing limiting beliefs
- Developing self-confidence



### COACHING/ MENTORING

Providing the technical expertise required in key sectors to meet the needs of supported companies, either by mobilising resources within the Perenco or by contracting external experts.

**Examples of areas that can benefit from technical support:**

- Fish farming
- Recycling of plastics
- Agri-food
- Agriculture
- Energy
- Etc.



### FINANCIAL SUPPORT

Working with local partners to provide the necessary funding in the form of low-interest loans (no donations).



# PILLAR 2



## COACHING AND MENTORING

*An essential pillar  
for entrepreneurs who are already structured*

Meeting between entrepreneurs organised by the Perenco Foundation  
December 2024 - Democratic Republic of the Congo

### CONTEXT

In an ever-changing economic environment, medium-sized and large businesses face a number of challenges: strategic development, market positioning, business reorientation, or adapting to the specific needs of a local customer base. Aware of these challenges, the Foundation is providing a fully-funded coaching and mentoring programme to help these entrepreneurs succeed.

### STRUCTURED, PERSONALISED SUPPORT

The coaching and mentoring programme is based on a structured approach, tailored to the specific needs of each entrepreneur. By virtue of a network of seasoned experts, beneficiaries receive strategic and operational advice to optimise their business. This support takes the form of:

- An in-depth diagnosis of the company and its positioning.
- Identification of growth areas and market opportunities.
- Regular monitoring to measure progress and adjust the strategy according to the challenges encountered.

### COACHING: STRATEGIC DEVELOPMENT, REORIENTATION AND ADAPTATION

Coaching is aimed at managers who want to refine their vision and strengthen their leadership skills. This notably permits:

- the structuring of a clear and coherent roadmap.
- the improvement of decision-making by integrating high-performance management tools.
- support for the entrepreneur in a strategic reorientation whenever necessary, by adapting to the economic and sectoral context.
- the promotion of team development and change management.



### MENTORING: LEARNING AND SHARING EXPERIENCE

Mentoring is based on the sharing of experience between seasoned entrepreneurs and ambitious project leaders. This system makes it possible to:

- benefit from advice and feedback from experienced mentors.
- avoid common mistakes by drawing on tried and tested practices.
- develop a solid professional network that generates opportunities.

### COACHING AND MENTORING: ESSENTIAL SUPPORT FOR GROWTH

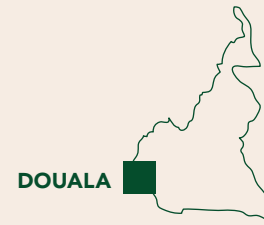
One of the key elements of this pillar is that the entire coaching and mentoring programme is fully funded by the Foundation. This strong commitment is aimed at democratising access to quality support, by removing the financial barriers that could hinder entrepreneurial development.

Coaching and mentoring are powerful levers for ensuring the sustainability and growth of businesses. Through this structured and accessible programme, the Foundation is strengthening its commitment to entrepreneurs by offering them the tools and resources they need to turn their ambitions into tangible successes.

This pillar illustrates the importance of local support, tailored to the realities on the ground, which is a vector for innovation and economic dynamism.



## Walter Djatsa, an entrepreneur committed to the environment



### A career focused on ecology and innovation

Walter Djatsa Ngninedem, 43, is the founder of ISO-TECH SARL, a company specialising in waste management. His commitment to the environment goes back to his childhood, when he watched helplessly as landscapes in Cameroon were invaded by plastic.

"I've always been passionate about the environment. From an early age, I was aware of the growing problem of plastic waste in my country. Waste management was still very rudimentary and I wanted to provide a practical solution."

A graduate of the École Nationale Polytechnique de Douala in environmental engineering, Walter decided to put his expertise at the service of recycling and sustainable development by founding ISO-TECH SARL.

### The birth of ISO-TECH and an ambition for the future

Founded ten years ago, ISO-TECH got off to a modest start with just two employees, including Walter

himself. Today, the company has 30 permanent employees and 30 temporary workers, mainly responsible for washing and processing plastics.

But Walter sees further ahead: "Our aim is to extend our presence across the region and build up a network of companies specialising in recycling and waste treatment. We want to go beyond Cameroon and actively contribute to a cleaner, more sustainable Africa."

### Challenges encountered on the road to success

Despite its success, Walter faced three major challenges:

- Financing:** "African banks are still skittish when it comes to financing ecological projects. These are nevertheless essential initiatives for our future."
- Access to technological knowledge:** "We had to adapt our industrial processes and learn constantly in order to remain competitive."
- Specialised training:** "Each project requires specific recycling skills, but training is expensive, as is the travel required to perfect them."

Isotech - June 2024 - Cameroon



### Moments of doubt, but with unshakeable resilience

Faced with these obstacles, Walter has not escaped periods of discouragement. "Every year, when funding is refused, there are moments of doubt. But every year, we find the strength to carry on. Resilience is our driving force."

### A decisive meeting with the Perenco Foundation

Walter's relationship with the Perenco Foundation began following international recognition of his work.

"I was lucky enough to be invited by the President of France to present my innovation: a unit for converting plastic into ecological fuel. This opportunity provided me with exposure to several French media and publicity for my project."

It was as a result of this media coverage that the Director of the Perenco Foundation contacted him. "It was the Foundation that came to me. This shows just how proactive it is and how attentive it is to initiatives with potential."

### Strategic support for structuring the Sara brand

With the aid of the Perenco Foundation, Walter benefited from five months of coaching to structure the launch of his brand of 100% recycled plastic bags, Sara.

"Before this support, I lacked the necessary knowledge of market research, marketing and product positioning. I had an idea, but I didn't know how to make it grow."

With the help of a specialist coach, Walter has learned to understand his market, his customers and their expectations. "We worked on sizes, colours and a range adapted to the needs of consumers. Since this training, sales have increased considerably."

### Lasting support and an expansion plan

The collaboration with the Perenco Foundation does not stop there. After the coaching, the Foundation decided to support ISO-TECH's expansion with a financial contribution towards the purchase of new machinery and the expansion of the production area.



"With this invaluable help, we are going to triple our production capacity from 12,000 to 36,000 rolls of bin liners per month. This is a major step forward in meeting growing demand."

### The Perenco Foundation, a different kind of organisation

In Walter's view, the Perenco Foundation stands out for its human approach and its involvement in the field.

"What makes the difference is its Chairwoman. She listens, she comes to see the projects, she is present on the ground. There's a real soul in this Foundation, a desire to make a real difference."

### An inspiring philosophy of life

When asked for a proverb that reflects his background and vision, Walter replies with conviction:

"No one is God. This reminds us that there is a force greater than mankind and that nothing can be achieved without hard work and perseverance."

With his ambition, his commitment and the support of the Perenco Foundation, Walter Djatsa is continuing to build a future in which recycling and innovation are at the service of sustainable development.



## FUNDING PROJECTS

As well as providing strategic support, the Foundation also helps entrepreneurs by facilitating access to funding. This financial support takes the form of a loan at a very low interest rate to entrepreneurs who do not have access to other forms of finance, such as traditional bank loans.

To be eligible for this financing, the entrepreneur must meet a number of essential criteria:

- I Case review:** an in-depth analysis of the viability of the project is carried out.
- I Project viability:** the project must demonstrate its potential for success and profitability.
- I Cash flow and repayment capacity:** the assessment of financial health and cash flow prospects is crucial.

A third-party organisation is mobilised to help entrepreneurs prepare their application, define a realistic repayment amount and draw up a suitable repayment schedule. The repayment period is generally estimated at three years, enabling entrepreneurs to structure their business without undue financial pressure.

Access to finance is a major issue for entrepreneurs seeking growth. Through this low-interest loan programme, the Foundation plays a key role in economic development, filling a gap left by traditional banking institutions. By offering rigorous guidance and appropriate financial support, it enables entrepreneurs to bring their projects to fruition with complete peace of mind, guaranteeing the sustainability and positive impact of their initiatives on their economic and social environment.

### *Testimony of Éric CASINGA, founder of Recoplast: Between resilience and sustainable commitment*

A passionate entrepreneur, Éric's career has been punctuated by a series of challenges, all linked to the economic and environmental realities of his country, the Democratic Republic of the Congo. Driven by unshakeable resilience and a forward-looking vision, he has always seen plastics as a lever for his company's development. After studying and working abroad, he chose to return to the DRC to develop a business specialising in recycling.

#### *Recoplast: a company focused on environmental impact*

Initially based in Kinshasa, Recoplast had to overcome a number of obstacles including flooding, which rendered its facilities unusable. This ordeal led Éric to seize a unique opportunity: to start up in Muanda with the support of Perenco. Aware of the environmental issues associated with plastics, the company offered support over a one-year period to ensure a successful transition. On account of this partnership, Recoplast has benefited from appropriate installations, access to energy, technical and safety

advice, logistical support to structure the collection of plastic waste and the financing of a lorry for greater autonomy.

#### *The challenges of entrepreneurial development*

Éric's journey has not been without its pitfalls. Between material losses due to flooding, machine breakdowns and difficulties in accessing finance, relaunching his business has required unfailing determination. "In recent years, I haven't had any direct financial support, but a few prizes I've won have given me a minimum of cash flow to keep me going", he confides.

#### *A decisive meeting with the Perenco Foundation*

It was through Perenco that the Perenco Foundation discovered the potential of Recoplast. Perenco's initial aim was to arrange for production of recycled plastic desks for equipment of schools, as part of its CSR »



» programme, an environmentally-friendly alternative to wooden furniture. This collaboration has grown stronger over time, and today, the Perenco Foundation supports the company with its structuring and sustainable development.le potentiel

### *Essential training for structuring and broadening vision*

The entrepreneurship training provided by the IECD marked a turning point for Recoplast. "It enabled us to talk to other entrepreneurs in Muanda, to give our business a better structure and, above all, to broaden our vision", Éric explains. Over and above the technical aspects, this training was also a sign of recognition and a pledge of the Perenco Foundation's support to ensure the sustainability of the actions undertaken.

### *Support for diversifying activities*

Today, Recoplast recycles plastic to make paving blocks and cable ducts. With the support of the Perenco Foundation, the company is preparing to expand its product range with new equipment. "This opens up unprecedented opportunities for us to develop even more innovative solutions and strengthen our impact", Éric is delighted to say.

### *A partnership based on trust and autonomy*

What sets the Perenco Foundation apart for Éric is above all the quality of the human and professional relationship that it establishes. "We have a relationship of trust, regular exchanges and, above all, we think together. The Foundation doesn't mollycoddle us, it gives us the autonomy we need to grow, while supporting us in a benevolent way."

### *Pride and impact on the community*

More than an entrepreneurial success story, Recoplast is a human adventure that is transforming the lives of the people of Muanda. "I'm proud to see my project moving forward and having a tangible impact on the community. We have created an efficient collection network, generating income for many collectors, and above all, we have given work to women who, in some cases, never previously had a job."



### *A message of hope*

When asked for his favourite proverb, Éric shares an inspiring message: "Hope is the only thing stronger than fear." It's a saying that reflects his background, his perseverance and his commitment to a sustainable future. ■

## *Interview with...*

## **CLAUDE TIAKO DJIALEU, MANAGEMENT & BUSINESS DEVELOPMENT CONSULTANT, INVESTMENT OFFICER**

Since the creation of the Perenco Foundation in 2024, Claude TIAKO DJIALEU has played a key role in monitoring the entrepreneurs in Cameroun, supported by the organisation. A business management and development consultant and an investment officer, he uses his expertise to help SMEs structure their growth and optimise their management.

### **A PATHWAY BETWEEN FINANCE AND SUPPORT FOR SMES**

With over ten years' experience, Claude TIAKO DJIALEU now runs a management consultancy that helps small and medium-sized businesses to improve their performance. His job is to help managers to align their operational decisions with a solid strategic vision.

His academic and professional career has not been linear. With a degree in accounting, finance and auditing, he initially explored various sectors, including mass retailing and microfinance. In 2016, he joined a consultancy specialising in supporting SMEs and discovered the world of solidarity-based venture capital, as well as the importance of post-investment support. This realisation led him to broaden his skills base by pursuing training in corporate finance, supply chain and logistics, so that he could provide a comprehensive response to the challenges faced by entrepreneurs.

### **TAILOR-MADE SUPPORT FOR EACH ENTREPRENEUR**

Claude TIAKO DJIALEU's work is deeply rooted in listening and adapting to the varied profiles of entrepreneurs. Some are self-taught, having built their businesses on the ground, while others have benefited from incubation programmes. As each project is unique, support can last from three to twelve months, in the case of non-financial support, and up to three years in the case of impact financing.

Eric CASINGA at the Recoplast site - Democratic Republic of Congo





***"Life offers us everything,  
but gives us nothing"***

In 2024, his action took on a special dimension. In addition to his direct work with entrepreneurs, he has helped to train forty other experts in SME consultancy, specialising in the certification of quality standards in Africa. This initiative aims to strengthen the overall impact of entrepreneurial support on the continent. For the Perenco Foundation, he closely monitored four of the ten companies supported that year.

## THE MAJOR CHALLENGES FACING CAMEROONIAN ENTREPRENEURS

In his day-to-day work, Claude TIAKO DJIALEU identifies three major difficulties faced by entrepreneurs:

### ① Lack of long-term financing

In the absence of access to appropriate financing solutions, SMEs often turn to short-term loans, which destabilises their financial management. Some entrepreneurs in search of funds take part in entrepreneurial competitions, but these initiatives remain uncertain and inadequate for ensuring sustainable development.

### ② The deficit in ongoing training for employees

The majority of SMEs do not have a dedicated training budget, with this acting as a brake on the improvement of skills and team productivity. This situa-

tion creates mutual frustration: the employer regrets the lack of performance of its employees, while these latter parties feel unappreciated and unsupported in their professional development.

### ③ Managing working capital requirements

In a context in which payment terms vary widely between market players, entrepreneurs need to be extremely skilful in managing their inventories to avoid shortages or supplementary costs.

## A DECISIVE MEETING WITH THE PERENCO FOUNDATION

Claude TIAKO DJIALEU discovered the Perenco Foundation through his professional network. Today he salutes its commitment and its unique approach: "More than merely a financial impact, Perenco takes an inclusive and segmented approach, supporting initiatives that deliver sustainable and innovative solutions."

## A PROMISING FUTURE FOR SUPPORTED ENTREPRENEURS

He believes that entrepreneurs who become fully involved in the Perenco Foundation programme will see their sales double or even triple in three years. Access to long-term finance enables them to increase their production capacity, while non-financial support helps them to structure their management and respond better to the needs of the market.

"Life offers us everything, but gives us nothing", he concludes, a phrase that perfectly sums up his commitment and his vision of the professional world.





To ensure the programme’s sustainability and effectiveness, the Foundation allocates significant financial resources to fund entrepreneurial projects.

The following table illustrates the importance of the support provided by the Foundation to ensure optimal monitoring for entrepreneurs.

These are the amounts committed during 2024.

The first year of activities in 2024 was devoted to working on the Training and Coaching pillars to prepare entrepreneurs to receive funding from the Foundation.

At the same time, operating costs were incurred as part of the launch of the Foundation’s activities (e.g. training of Directors in their new role, development of the website).

The directors of the Perenco Foundation attended a two-day training course given by the recognised organisation NCVO. NCVO stands for National Council for Voluntary Organisations and is a UK organisation that supports and assists not-for-profit organisations with their management, governance and development.

The training began with a precise definition of the Foundation’s project, placing it within the strictly regulated framework of charities in the United Kingdom.

They also received detailed instructions on their roles and responsibilities within the framework of the Foundation’s activities. This learning has helped to improve governance and to strengthen decision-making processes.

It is essential that every decision taken by the trustees exclusively serves the declared mission of the Foundation: reducing poverty by supporting local entrepreneurship.

Amounts committed during 2024

	GBP	Euros
RECEIPTS IN 2024	£ 1 434 081	1 723 448 €
EXPENDITURES IN 2024	£ 1 344 133	1 615 351 €
Training for entrepreneurs	£ 1 299 400	1 561 591 €
IECD (training entrepreneurs in target countries)	£ 1 248 150	1 500 000 €
Mission Motorsport (Professional reintegration of veterans in the UK)	£ 50 000	60 089 €
Serge Betsen Academy (Fundraising for the activities of the organisation in Cameroon)	£ 1 250	1 502 €
Support for targeted entrepreneurs with technical training	£ 38 590	46 376 €
Isoplast Cameroun financing and business plan & Marketing support for Isoplast Cameroon	£ 38 126	45 819 €
Essor Tchad workshop entrepreneurs (Overview)	£ 464	558 €
Foundation operating costs	£ 6 144	7 383 €
Training of trustees	£ 2 000	2 404 €
Start of website creation	£ 621	746 €
Bank charges	£ 3 523	4 234 €
RESERVES FOR EXPENDITURE IN 2025	£ 89 948	108 097 €





## BOARDS

This year, two Boards were organised in the presence of all of the directors of the Perenco Foundation and the field team.

These meetings, each lasting half a day, were held in Bordeaux in June 2024 and in Paris in December 2024. They permitted the approval of the processes and orientations of the implemented actions and support. Topics covered notably included:

- The expenditure approval process
- The application approval process
- Communication issues
- Training and broadening of the range of supported people, notably vulnerable young people
- Examination and approval of the first financial cases

These Boards were key stages in the management and development of the Foundation's activities.

## VISITS TO TARGET COUNTRIES

This year, the Chairwoman of the Foundation made three field visits, to Cameroon, to the Republic of the Congo and to the Democratic Republic of the Congo, as part of her monitoring of supported projects. On each trip, she was accompanied by a member of the Board of Directors and by the operational team.

Convinced that proximity to beneficiaries is essential, she attaches particular importance to being present on the ground. In her view, people must be at the heart of the Foundation's development and she strives to be the prime example of this.



↑ Isoteh - June 2024 - Cameroon  
Fish farmers of Kouilou - December 2024 - Republic of the Congo ↓



↑ Kouilou fish farm - December 2024 - Republic of the Congo  
Recoplast - December 2024 - Democratic Republic of the Congo ↓





PILOT PROJECT - TRAINING OF VULNERABLE YOUNG PEOPLE

This year, on the basis of the observations of its field teams, the Perenco Foundation launched its first pilot project for training of vulnerable young people.

As part of this programme, two young people from the Saint Nicodème Home attended a three-week training course at IECD’s premises in Douala. The Foundation covered all the expenses, including the cost of training and daily travel, to ensure that they could participate under the best possible conditions.

We are proud to announce that these two young people have successfully completed their training. Feedback nevertheless highlighted the need to design a specific programme for this audience, taking into account challenges, such as a lack of basic knowledge, the absence of a structured entrepreneurial project or a lack of self-confidence.

An in-depth study is currently underway to adapt the training, and the classes of 2025 will benefit from these adjustments for an even more significant impact.



↑ Nyalla Centre, Chaîne des Foyers de St-Nicodème - November 2024 - Cameroon  
Fish farming at the Saint-Nicodème Home - November 2024 - Cameroon ↓



FIRST TRAINING COURSES FOR MUANDA ENTREPRENEURS

Against a backdrop of accelerating development in the town of Muanda, the Perenco Foundation has identified the need to train and support local entrepreneurs to enable them to integrate sustainably into a rapidly expanding economy.

Initially focused on the agri-food sector, this support has been extended to other areas following several field missions, which have confirmed the importance of supporting a wide range of entrepreneurs.



First entrepreneurship training session delivered in Muanda - May 2024  
Theoretical course - Democratic Republic of the Congo

In 2024, with the support of the IECD, two training and coaching sessions were organised, benefiting 24 entrepreneurs. These sessions addressed key issues, such as:

- Analysing the needs of their environment
- Identifying the costs associated with their activity
- The distinction between personal and professional financial management
- Defining and monitoring sales figures
- Day-to-day management of financial flows
- Identifying and understanding the target customer
- Challenging of limiting beliefs
- Developing self-confidence

Following the training, the IECD teams continued to support the entrepreneurs for a three-month period, working directly within their companies.

This programme is part of an initiative to build local capacity, with the aim of encouraging structured and sustainable entrepreneurship in Muanda.

BRUNCHES FOR ENTREPRENEURS IN THE DRC & CAMEROON

Networking is at the heart of the Perenco Foundation’s priorities. By encouraging meetings between local players, it encourages exchanges, collaboration and the emergence of solutions tailored to the challenges faced by each of them.

As part of this drive, two brunches were organised in 2024, in Cameroon and the Republic of the Congo, in order to facilitate these strategic connections:

■ In Douala, more than ten entrepreneurs from various sectors (recycling, agri-food, transport and logistics) took part in the meeting. The presence of local authorities enriched the discussions, with corporate social responsibility (CSR) emerging as a key topic, with participants expressing their desire to integrate this dimension into their development in a sustainable way.



↑ Brunch - Meeting of Entrepreneurs - November 2024 - Cameroon ↓



■ In Muanda, 16 entrepreneurs from the region and Kinshasa came together, representing structures of various sizes and sectors. These discussions helped to identify potential synergies between small and large companies, paving the way for future collaborations.

These concrete and enriching meetings play an essential role in strengthening the local economic fabric. Convinced of their impact, the Perenco Foundation aims to systematise them and open them up to a larger number of entrepreneurs.



↑ Brunch - Meeting of Entrepreneurs - November 2024  
Democratic Republic of the Congo ↓







# PROJECTIONS FOR 2025



In 2025, the Foundation aims to extend its impact and strengthen its actions. Its key objectives are as follows:

- Geographic expansion:** gradual roll-out of programmes in new countries and on new continents.
- Increasing the number of beneficiaries:** our aim is to support a greater number of entrepreneurs and to double the number of structures receiving financing support.
- Strengthening partnerships:** increased collaboration with local and international organisations, based on the three pillars of the Perenco Foundation
- Optimising processes:** continuous improvement of support and funding schemes and adaptation of training content to all beneficiaries. In 2025, we want to provide entrepreneurship training, specifically for vulnerable young people.
- Development of Skills Sponsorship:** Offering Perenco employees the opportunity to get involved in supporting an entrepreneur using their business skills (e.g. accounting, mechanical, legal, HSE).

In the course of their work, the operational teams have identified a real need for support for the most vulnerable young people, such as street children or those who fled conflict zones.

In order to guarantee better prospects for them when they leave the reception centres, it is essential to provide them with suitable tools. Entrepreneurship training appears to be a key solution, a necessity confirmed by the management of these centres. While often trained in technical trades (sewing, cooking, agriculture, etc.), these young people lack the skills to launch their own businesses as self-employed entrepreneurs.

With this in mind, the Perenco Foundation is committed to developing a specific programme designed to teach them the essential basics of entrepreneurship and to encourage their autonomy.







