

Rodolphe Saadé

Chairman and Chief Executive Officer
CMA CGM Group
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B4Ukraine 

January 14, 2026

Dear Mr. Saadé and the CMA CGM Leadership Team,

We write to you as [B4Ukraine](#), a coalition of Ukrainian and international civil society organizations committed to curbing the financial support that fuels Russia's illegal invasion of Ukraine. We are writing to raise concerns about CMA CGM Group's **continued and recently resumed commercial activities connected to the Russian market**, including container shipments and logistics operations that risk generating revenue streams for the Russian state and its war economy.

We call on CMA CGM to:

- Immediately cease operations and completely exit the Russian market.
- Refrain from any future business, trade, or investment in Russia until Russia ends its war against Ukraine, territorial integrity of Ukraine is restored, and accountability imposed for war crimes and the destruction of Ukrainian infrastructure and property.
- Ensure that any re-engagement with the Russian market occurs only after all of the following conditions are met:
 - Ukraine's sovereignty and complete territorial integrity are restored, as recognized by international law.
 - Reparations are paid in full for all damages caused by Russian aggression, covering infrastructure, economic losses, and human suffering.
 - Accountability is imposed for violations of international law, including the crime of aggression, war crimes, and crimes against humanity.

Following the full-scale invasion of Ukraine, [CMA CGM](#) has publicly [announced](#) the [suspension](#) of all new bookings to and from Russia; exited its equity stakes in Russian port and logistics assets; and subsequently divested its shareholding in Russia-based intermodal operations, citing the need to comply with international sanctions and to reduce its exposure to the conflict.

However, [recent reports](#) indicate that CMA CGM has resumed commercial activities connected to the Russian market, three years after its initial suspension. According to [multiple sources](#), the company's regionally branded subsidiary, CNC, has [restarted](#) the transport of products such as citrus fruits and coffee to Russia. This resumption has reportedly been conducted without deploying CMA CGM's own vessels, instead booking space on third-party ships, and has been described as small in scale and focused on meeting customer demand for specific cargo types.

This development is deeply concerning. Even when limited in scope, the resumption of commercial shipping to Russian ports risks contributing to state revenues through port fees, customs duties, taxes, and associated logistics services, thereby helping sustain an economy that continues to finance Russia's war of aggression against Ukraine. Moreover, renewed engagement by a global market

leader such as CMA CGM risks normalising trade with Russia, undermining the collective impact of sanctions and weakening the clear message that business cannot continue as usual while grave violations of international law persist. At a time when Ukrainian civilians and infrastructure remain under daily attack, any re-opening of commercial channels with Russia carries significant moral, reputational, and systemic risks.

While CMA CGM has stated that any resumed activity in Russia is “strictly in accordance with the [sanctions](#) regime in place,” there are continuing indicators of risk and compliance challenges in the broader maritime sector that merit serious attention. Independent [reporting](#) shows that even limited commercial engagement, including the re-establishment of services or port calls, occurs against a backdrop where Russia’s container trade has introduced new services by carriers and opportunistic operators are growing despite sanctions pressures, raising concerns about how thoroughly sanctions controls are monitored and enforced on the ground.

Moreover, analysts highlight that sanctions regimes in maritime contexts remain complex, with a spectrum of sector actors (including “shadow fleet” practices and vessels operating under flags of convenience) demonstrating how enforcement gaps can create ambiguity around [compliance](#) standards. This shows that formal sanctions compliance statements do not fully eliminate risk, and **ongoing commercial engagement with Russian trade may expose CMA CGM to reputational, regulatory, and enforcement [scrutiny](#).**

Russia’s full-scale invasion of Ukraine has been accompanied by widespread and well-documented violations of international humanitarian law, including attacks on civilians and civilian infrastructure, forced deportations, arbitrary detention, torture, and the destruction of homes, hospitals, schools, and energy systems. While Ukrainian civilians continue to be killed, displaced, and traumatised on a daily basis, any decision by global corporations to maintain or resume business with Russia risks conveying that such atrocities do not preclude commercial relations. **This choice undermines the widely accepted principles of business and human rights, which require companies to avoid contributing, directly or indirectly, to contexts where grave abuses are ongoing.**

In light of the above, we are writing to ask CMA CGM to clarify the following:

- What heightened human rights due diligence processes has CMA CGM implemented for operations and business relationships linked to Russia, including how the company identifies, assesses, and mitigates risks of causing, contributing to, or being directly linked to adverse human rights impacts in a conflict-affected and high-risk context ([UNGPs 17–21](#))?
- What enhanced end-user and end-use verification measures are in place to ensure that CMA CGM’s services do not facilitate military, dual-use, or war-time economic activities, including screening of customers, counterparties, and beneficial ownership ([OECD Due Diligence Guidance](#))?
- How does CMA CGM ensure effective oversight and control over subsidiaries, affiliates, and distributors , including regionally branded services, to guarantee consistent application of sanctions compliance and human rights standards across all operations ([UNGPs 13, 19](#))?
- What transparent, verifiable safeguards and monitoring mechanisms has CMA CGM adopted to prevent its shipping and logistics services from directly or indirectly supporting Russia’s military capabilities or war-time economy, and how are these measures publicly reported and reviewed ([UNGPs 20–21](#); [OECD Guidance](#))?

We also note that, as a French multinational enterprise, CMA CGM is subject to France's [Duty of Vigilance law](#), which requires companies to identify and prevent serious human rights risks arising from their own activities and those of their subsidiaries and established business relationships. In a context of ongoing armed conflict and widespread human rights abuses, we are concerned about how CMA CGM's vigilance obligations are being implemented with respect to any Russia-related operations or commercial relationships.

We urge CMA CGM to immediately suspend and cease all commercial activities in the Russian Federation and to take concrete steps toward a complete and responsible exit from the Russian market.

We would be pleased to discuss these matters in greater detail and therefore invite you to a meeting. Should you wish to participate in a meeting with Ukrainian and international civil society representatives, please confirm your availability by **January 28, 2026**. Kindly note that after this date, this letter and any responses will be published on the B4Ukraine website.

Sincerely,

The B4Ukraine Coalition