Based in Hamburg, GFA Consulting Group has provided effective solutions to the challenges in the global consulting market in over 130 countries since 1982. Every year, GFA carries out around 300 projects and studies around the world. Leading development agencies, ministries and public clients have entrusted GFA with helping them to manage projects financed through bilateral and multilateral funds. Working in cooperation with stakeholders in government, the private sector, NGOs and citizens’ groups, GFA balances innovation and reliability to meet specialized needs. The focus of GFA’s corporate strategy is based on more than three decades of success in official development assistance (ODA). Gradually, the company has started to offer resulting know-how to private and public customers beyond ODA.

GFA CONSULTING GROUP – MANAGEMENT BOARD AND DEPARTMENTS
GFA has a decentralized organizational structure across all disciplines and regions. The company’s range of business areas results from adapting to market developments. Innovative themes which often extend beyond sector or regional limitations are continuously integrated into the existing GFA portfolio.

MANAGEMENT
Dr. Klaus Altemeier, Anja Desai, Dr. Ilona Schadl, Dr. Christoph Schaefer-Kehnert, Dr. Heiko Weißleder

PUBLIC RELATIONS
Natascha Pleß

QUALITY MANAGEMENT
Anke Küsel

CLIMATE & ENERGY CLUSTER
STRATEGIC INTEGRATION
Dr. Daniel Wahby

ADMINISTRATIVE DEPARTMENTS
HUMAN RESOURCES & RECRUITMENT
Dr. Edda Meinheit

ACCOUNTING
Britta Borkers

FINANCIAL PROJECT MANAGEMENT
Regina Trojahn

CONTROLLING
Peter Utermöhl

OPERATIONAL DEPARTMENTS AND UNITS
PRIVATE SECTOR DEVELOPMENT
Inge Gärke

EDUCATION, SKILLS & EMPLOYMENT
Inke Hase

ENERGY
Ulrich Theuerkauf

GOVERNANCE
Tomas Keilbach

FINANCIAL SYSTEMS DEVELOPMENT
Ulla Törnroos

PUBLIC FINANCE MANAGEMENT
Cristian Ferreri

AGRICULTURE & RURAL DEVELOPMENT
Jan Sass

HEALTH
Joachim Gromotka

NATURAL RESOURCES MANAGEMENT & ENVIRONMENT
Paul van der Poel

WATER & SANITATION
Christian Rake

SPECIALIZED UNITS
CLIMATE COMPETENCE CENTER
Joachim Schnurr

MONITORING & EVALUATION UNIT
Britta Gentsch

DIGITAL INNOVATION UNIT
Dr. Linda Kleemann

C³ UNIT FOR BETTER LEARNING
Christine Fröhlich

FRAMEWORK CONTRACTS UNIT
Christian Caspar
FINANCIAL INDICATORS

<table>
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<tr>
<th>GFA Group</th>
<th>2017</th>
<th>2018</th>
<th>2019*</th>
</tr>
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<tbody>
<tr>
<td>Group turnover</td>
<td>€ 122 million</td>
<td>€ 134 million</td>
<td>€ 146 million</td>
</tr>
<tr>
<td>Equity (Group)</td>
<td>€ 20 million</td>
<td>€ 23 million</td>
<td>€ 25 million</td>
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<tr>
<td>Equity ratio</td>
<td>37.7 %</td>
<td>34.8 %</td>
<td>35.7 %</td>
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PERSONNEL DEVELOPMENT

<table>
<thead>
<tr>
<th>GFA Group</th>
<th>2017</th>
<th>2018</th>
<th>2019*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worldwide</td>
<td>1,420</td>
<td>1,415</td>
<td>1,500</td>
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<tr>
<td>Project staff</td>
<td>1,033</td>
<td>1,036</td>
<td>1,098</td>
</tr>
<tr>
<td>Headquarters experts</td>
<td>240</td>
<td>229</td>
<td>243</td>
</tr>
<tr>
<td>Headquarters admin staff</td>
<td>147</td>
<td>150</td>
<td>159</td>
</tr>
</tbody>
</table>

*provisional figures

GFA WORLDWIDE

In perennial planning cycles GFA adapts product and market decisions, and the successive expansion of local offices, branches and subsidiaries to the corporate strategy.

GFA HOLDING AG

Hamburg, Germany
Dr. Klaus Altemeier, Anja Desai, Dr. Ilona Schadl, Dr. Christoph Schaefer-Kehnert, Dr. Heiko Weißleder

GFA CONSULTING GROUP GMBH

Hamburg, Germany
International consulting services
Dr. Klaus Altemeier, Anja Desai, Dr. Ilona Schadl, Dr. Christoph Schaefer-Kehnert, Dr. Heiko Weißleder

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ICT solutions
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GFA SOUTH EAST EUROPE D.O.O., SERBIA

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GFA ENTEC AG

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HEAT GMBH

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GFA THALYS CONSEIL SARL

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Dr. Daniel Wahby

PROJEKT-CONSULT GMBH

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Moritz Lörcher
Thomas Hentschel

GFA CERTIFICATION GMBH

Hamburg, Germany
Jörn Ackermann

COTTON EXPERT HOUSE AFRICA GMBH

Hamburg, Germany
Corin Wood-Jones
Jan Sass

GFA OFFICE VIETNAM, HANOI – and more than 150 other project offices and branches worldwide
Since 2008, all shares of the GFA Group of affiliated companies have been held in two companies, the GFA Holding Company and the GFA Employee Shareholding Company. Permanent GFA staff members are shareholders of the GFA Employees Shareholding Company. Shareholders of the GFA Holding Company are active and former GFA managers.

GFA COMPANIES IN GERMANY

GFA B.I.S. – Since 2002 GFA B.I.S., headquartered in Bonn, offers complete ICT solutions for international development cooperation and not-for-profit organizations with the focus on financial management systems and digital services.

GFA SysCom – Headquartered in Hamburg, GFA SysCom complements the technical expertise of GFA consultants as well as small and medium-sized enterprises with integrated IT solutions and products based on Microsoft SharePoint and Microsoft Dynamics CRM.

Projekt-Consult – Since 1979, Projekt-Consult implements technical assistance projects and studies in its core area mining & mineral resources worldwide. In 2014, Projekt-Consult has become a member of GFA Consulting Group.

HEAT GmbH – Since 1992, HEAT has been providing consulting services in climate and environmental protection, energy efficiency and green technologies. Core services include technology cooperation, policy consulting and capacity building.

GFA Certification – Headquartered in Hamburg, GFA Certification is one of the leading certification bodies in the fields of FSC®- and PEFC™ certification services. Since its founding in 1999, GFA has certified more than 1,450 companies from the wood/paper and forestry sector in 37 countries according to FSC and PEFC™ standards (FSC® A000511 and PEFC/04-04-0099).

Cotton Expert House Africa (CHA) – is a not-for-profit company founded by the Aid by Trade Foundation and GFA Consulting Group. The company promotes sustainable agricultural production in cotton-based farming systems and sustainable manufacturing within the textile value chain in Sub-Saharan Africa. The main objective of the services provided by CHA is to contribute to the development of improved living conditions for smallholder farmers and employees in the textile sector. CHA provides standard-neutral advisory and knowledge management services as well as fundraising assistance.

GFA COMPANIES ABROAD

GFA Climate and Infrastructure, South Africa – Established in 2018 in Cape Town. GFA C&I provides consultancy services in climate policy and finance with an emphasis on the energy, energy efficiency, water and waste sectors.

GFA South East Europe, Serbia – Established in 2013, this subsidiary company has increased GFA’s visibility in the growing South East European market where many countries newly gained or aspire European Union membership.

GFA Entec, Switzerland – Founded in 2014, GFA Entec AG is a consulting company specialised in renewable energy development and rural electrification projects in developing and emerging countries.

Thalys Conseil, Morocco – Since 2004, Thalys has been providing consultancy services in agriculture and rural development, management of natural resources, decentralization and local development as well as capacity building.

GFA branches, representative and project offices – For many years, branches, representative and project offices worldwide have supported GFA business activities in local and regional markets.
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