

MOBILITY
GREEN INFRA
HEALTHCARE
CONSUMER



Profile 2024

WITH AFRICA FOR AFRICA



A meaningful contribution to the development of Africa

With more than 21,000 employees in Africa, and a presence across the Continent since 1852, the CFAO Group has long been involved in the necessary economic development of Africa. The Group's exceptional longevity and solidity are based on the diversity of our business domains and our presence in many countries. This unique combination provides us with a natural protection against risks as well as access to opportunities, which have offset each other over the years and fueled steady growth, that has generally been higher than that of the Continent's gross domestic product.

The Group has evolved and reinvented itself several times thanks to an entrepreneurial spirit that combines boldness, prudence, and rigour in an original way, while leaving a great deal of autonomy to local teams. The notion of a federation of small and medium-sized businesses sustains and

encourages the commitment and energy of the CFAO teams, and forms the foundation of our powerful managerial culture.

Our global strategy aims to control every stage of the value chain – from import to production and distribution right to the end customer. This approach is an important prerequisite in emerging markets, as it guarantees the quality of our services and products, which in turn meet our profitability requirements.

Each business domain has its own roadmap and a specific mission that is both useful for the Continent and inspiring for our employees, our partners, and our customers. Our **With Africa For Africa** promise unites us all around a shared project that is both ambitious and important: to make a meaningful contribution to the development of Africa.



Richard Bielle
Chairman and
Chief Executive Officer

“Our With Africa
For Africa
promise unites
us all around a
shared project”



WITH AFRICA FOR AFRICA

Present in
38 of 54
countries

4

business domains

MOBILITY

GREEN INFRA

HEALTHCARE

CONSUMER



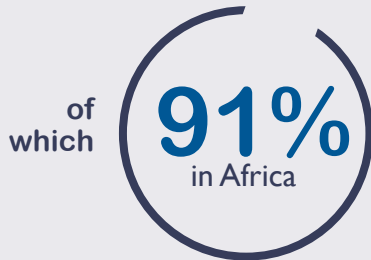
Key figures for 2023

Revenue of
€8.3 billion

more than
23,100
employees

20 production
sites

89 operating
presence



Part of the
TOYOTA TSUSHO CORPORATION Group

Head office in [FRANCE](#)

Key events:

- **1852:** Creation of CFAO
- **1913:** Entry into the automotive sector
- **1996:** Entry into healthcare sector
- **2015:** Entry into the retail consumer sector
- **2019:** Entry into retail automotive sector (South Africa)
- **2022:** Entry into retail healthcare sector
- **2024:** Joint venture with Eurus Energy (Aeolus)

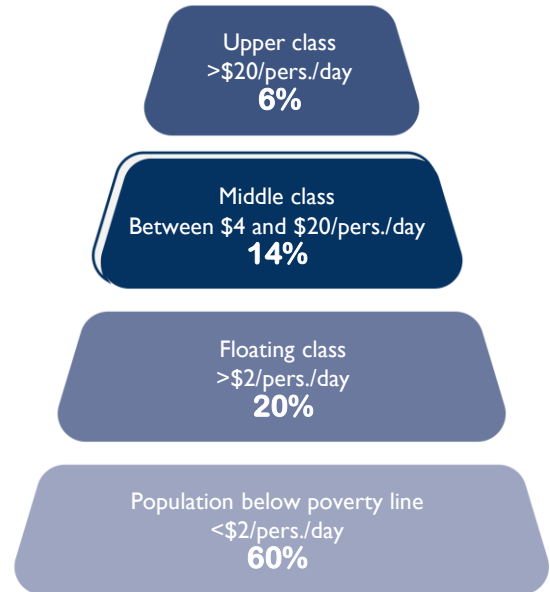
4 shared values:





A strategy in motion

Offering affordable products to a wider range of customers



A MARKET OF RISKS AND OPPORTUNITIES

- High-potential but fragmented markets (54 countries),
- Sub-Saharan markets still small and volatile,
- The Continent's ongoing regional integration initiative,
- Various risks: devaluation, exchange rate, politics, security, etc,
- A growing middle class, but limited purchasing power.

CFAO GROUP STRENGTHS

#1

Diversified, complementary business portfolio, extensive pan-African presence which make it possible to pool risks.

#2

Vertical integration of the value chain, from production to end consumer.

#3

Partnerships with strong brands.

#4

Quality products and services and a secure supply chain.



Annual growth of +8.6% over the past 24 years, more than twice that of Africa's GDP.

#1

A portfolio of diversified, complementary businesses

Market leader

MOBILITY

Pan-African market leader



HEALTHCARE

Leader in French-speaking Africa
and Overseas territories



Cyclical growth
profile



Stable growth
profile

GREEN INFRA

New player



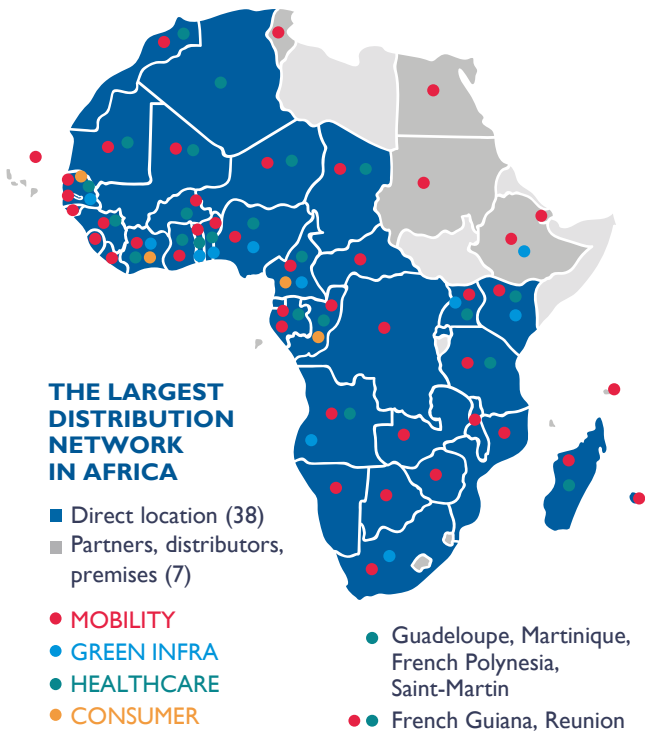
CONSUMER

Challenger in West
and Central Africa



Challenger

A broad pan-African presence



#2 Value chain integration

FROM LOCAL
PRODUCTION
TO RETAIL



Made
in Africa



Import,
wholesale
& logistics



B2C Retail





#3

Partnerships with strong brands

OFFERING OUR INDUSTRIAL
AND DISTRIBUTION KNOW-HOW
AND OUR KNOWLEDGE OF AFRICA
TO MAJOR INTERNATIONAL BRANDS.



#4

Quality products and services

OFFERING HIGH QUALITY
AND MORE AFFORDABLE
PRODUCTS FOR NEW
CUSTOMERS

- **MOBILITY:** development of a range of affordable vehicles and spare parts for B2C customers (new Toyota offers, Suzuki, Winpart, Sinotruck).
- **HEALTHCARE:** investing in a secure, high-quality drug distribution chain and expanding the range of generic drugs.



Efficient and secure supply chain

A KEY LINK IN CFAO'S PERFORMANCE

CFAO's performance and customer satisfaction depend in particular on the Group's excellence in logistics, sales administration, and distribution flow management.

Key expertise for the Group, its trading companies share the same demand for quality and a drive for continuous improvement.

A controlled, differentiating value chain:

1. Specific services available (flow visibility, homogeneous processes, converted vehicles, etc.).
2. Complementarity and optimization of flows with streamlined logistics and administrative routes.
3. A network of logistics platforms.



**110,000
vehicles**

and nearly 8 million
parts delivered to
34 African countries
per year.

17 million

boxes of medicines
shipped to 38 countries
on the Continent
every month.



Renew the African vehicle fleet with safer and cleaner mobility solutions

Invest in the green energies value chain to support low-carbon growth and prepare E-mobility infrastructures

Secure access to high-quality medicines for all African countries

Contribute to the development of modern food distribution in West Africa

Complementary portfolio and integrated value chain

PRODUCTION
IN AFRICA
“Upstream”



Aeolus

Green electricity
production



Car
recycling
(under study)

propharmal **imaphar**



BRASSIVOIRE

BRASCO
BRASSERIES CLUSONNOIS



Partnership
with
iecd

IMPORT,
WHOLESALE &
LOGISTICS

MOBILITY

GREEN INFRA

HEALTHCARE

CONSUMER

RETAIL B2C
“Downstream”



cfao
MOBILITY



Carrefour

Supeco
Des économies tous les jours

PLAYCE
VOTRE RENDEZ-VOUS SHOPPING

MOBILITY

Revenue of
€3.9 billion



more than **8,470**
employees

AFRICA

Renew
the African vehicle fleet
with safer and cleaner
mobility solutions

*Mobility is one of the keys to
development on the Continent.*

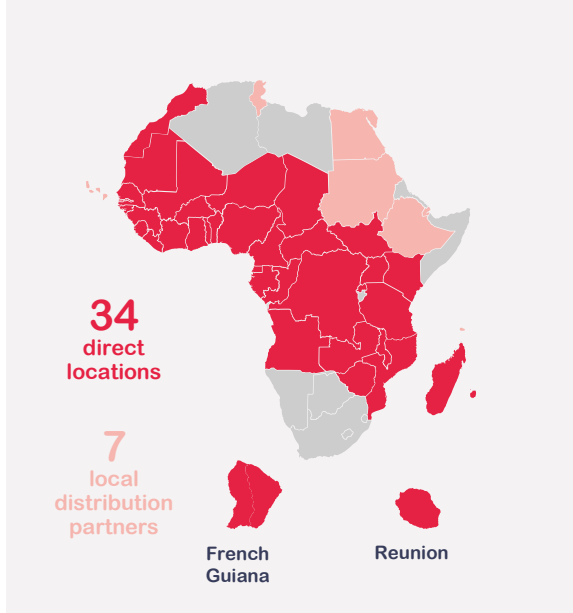
*We must constantly find the most
efficient mobility solutions for the
greatest number of people.*

*Wherever we operate, we need to
move from selling vehicles to providing
mobility solutions for everyone.*

MARC HIRSCHFELD

CEO
CFAO Mobility





3 PILLARS OF GROWTH

Mass Market

Extending B2C;
affordable offer
of new vehicles
and spare parts.

Premium

Leading
position in B2B;
development
of LOXEA and
CFAO Equipment.

Innovation

New vehicles
offering:
Toyota hybrid
and BYD electric;
E-Mobility B2B
and B2C with
LOXEA.

OUR PAN-AFRICAN NETWORK

CFAO Mobility

The largest multi-
brand distribution
network for new
and pre-owned
vehicles.



CFAO Equipment

Distribution and maintenance of a wide range of capital
goods: trucks, buses, machinery, and handling equipment.

LOXEA

Pan-African long-term
rental network.



Winpart and Autofast

Distribution of automotive
parts.
Repair and maintenance
center.



more than
140 sites



over **111,100**
new vehicles
and over **17,350**
two-wheelers sold



more than
5,400
new machines
and trucks sold

MOBILITY

Revenue of
€2.1 billion



more than **6,750**
employees

SOUTH AFRICA

South Africa
our largest market
in Africa

CFAO South Africa offers an unrivaled integrated mobility ecosystem and supports the development and growth of the automotive industry, leveraging its strong market knowledge and partnerships to add value ethically.

ANDREW VELLEMAN
CEO
CFAO South Africa





3 BUSINESS ACTIVITIES

CFAO Mobility

Automotive retail and vehicle rental.
More than 170 multi-brand and rental
vehicle dealerships.



28 brands
distributed



CFAO Equipment

Market leader in
the distribution of material
handling equipment.

Toyota Tsusho Africa

Production support:
supply of parts and services
for the automotive industry
in South Africa.



more than
29,850
new vehicles and
24,900
pre-owned
vehicles sold



over
6,410
new products
sold



9
industrial
sites



GREEN INFRA

Revenue of
€71 million



more than **660**
employees

Invest

in the green energies value chain to support low-carbon growth and prepare E-mobility infrastructures



Our aim is to accelerate green infrastructure development through sustainable, innovative solutions using environmentally-friendly technologies such as renewable energies.

Our solutions cover both domestic projects and solutions for private customers aimed at balancing better economic performance and lower environmental impact.

TATSUYA HIRATA

CEO

CFAO Green Infra



ACTIVE ACROSS THE ENTIRE RENEWABLE ENERGIES VALUE CHAIN

CFAO is involved from infrastructure design to deployment, from service management to the end consumer.

GENERATION

MANAGEMENT

UTILIZATION

Projects for the public sector

 **Aeolus**

The joint venture with renewable energy operator Eurus Energy (wind and solar power) reinforces the Group's internal capabilities and fosters new partnerships, with the aim of exceeding 1 GW by 2030.

Renewable energy and energy efficiency solutions for industrial and commercial customers

Partner to data centers, commercial and industrial buildings for energy solutions. E-mobility solution projects with CFAO Mobility and investment in E-mobility solutions in Kenya with BasiGo.



55 sites
CFAO equipped



19.3 MWp
With our solar panel solutions



HEALTHCARE

Revenue of
€1.9 billion



3,800
employees



Secure access to high-quality medicines for all African countries



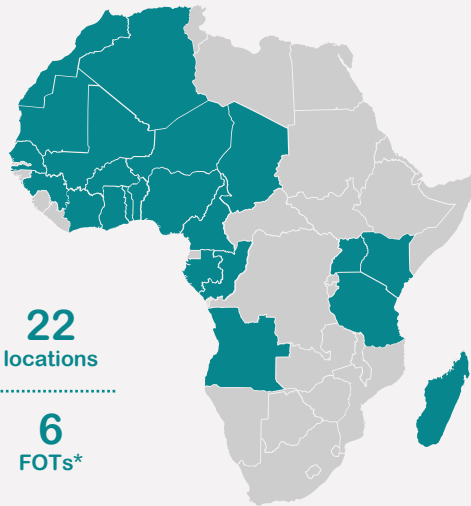
With a drug and medicine market worth more than \$20 billion, access to affordable, high-quality products remains a major challenge for Africa.

CFAO Healthcare strengthens the healthcare offer on the Continent by producing and distributing pharmaceutical and medical products and services.

JEAN-MARC LECCIA

Chairman and CEO
CFAO Healthcare





*French Overseas Territories

KNOW-HOW BUILT AROUND 3 PILLARS

Import and distribution of pharmaceutical products, notably through the **Laborex** network in French-speaking Africa, as well as overseas and in English-speaking Africa.



Maphar and Propharma
Pharmaceutical production
in Morocco and Algeria.

Missionpharma
Assembly and distribution
of generic drug kits and
medical consumables.

COMPLETE VALUE CHAIN INTEGRATION




more than
11,000
pharmacies
delivered to several
times a day



more than
500
supplier
laboratories



more than
30,000
Product
references

CONSUMER



Contribute to the development of modern food distribution in West Africa

Our business is the perfect response to consumer expectations. We offer them the possibility to have a good time in our PlayCe shopping centers, to shop in comfort at Carrefour or Supeco hypermarkets, where prices are the lowest. We also manufacture daily products, such as pens and cosmetics, in Cameroon and Cote d'Ivoire.

FRANCK ROUQUET
CEO
CFAO Consumer



DISTRIBUTION IN A VARIETY OF FORMATS

Carrefour, Supeco, PlaYce

Development in Cameroon, Cote d'Ivoire, and Senegal of various food retail formats (hypermarket, supermarket, and cash & carry), PlaYce shopping centers, and a network of franchised stores.



MIPA and Icrafton

Import and production of everyday consumer goods in Cote d'Ivoire and Cameroon.

Brasco and Brassivoire

Local production and distribution of beer and soft drinks in the Congo and Cote d'Ivoire.



25,000
items in
Carrefour stores



30 stores
6 shopping
centers



340
million bottles
sold (breweries)
per year



Our contribution to sustainable development

Guided by our promise WITH AFRICA FOR AFRICA, we contribute to the sustainable development of the Continent through three major axes linked to our activities.

Keen to create long-term value and have a positive impact on all our territories, the CFAO Group is committed to sustainable development in Africa.

CÉCILE DESREZ

Vice President of Human Resources,
Communications & CSR



Our areas of action



Health:

- Ensuring access to quality medicines.
- Taking action for quality health (Health by CFAO, Alima partnership).
- Ensuring health and safety in the workplace (Anzen).
- Reducing road risks.

Education:

- Promoting access to education (Education by CFAO).
- Facilitating access to training and promoting professional integration (IECD partnership).
- Supporting entrepreneurship (IECD partnership).

Carbon footprint:

- Using renewable electricity for our activities (Solar4Savings).
- Promoting the use of clean vehicles in Africa.
- Contributing to renewable energy production.

Health
by **cfao**



Education
by **cfao**

iecd



cfao
SOLIDARITE

In 2023



more than
44,800
employees and
beneficiaries made
aware of healthcare
topics



more than
1,550
scholarship holders
supported in
secondary and
higher education



more than
9,200
young people
trained and
guided towards
employment

Profile 2024

English version – October 2024

Communications department

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Alcohol abuse is dangerous for your health. Drink in moderation.

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CFAO GROUP

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