

# 2020 PROFILE



MOBILITY  
HEALTHCARE  
CONSUMER  
INFRASTRUCTURE



WITH AFRICA **FOR** AFRICA

## CFAO AT A GLANCE

### — 4 BUSINESS DOMAINS —

*Mobility*  
*Healthcare*  
*Consumer*  
*Infrastructure*



access to  
**46** of the continent's **54** markets

locations in

**38** African countries

**7** French overseas territories (FOT),  
Myanmar, Vietnam

almost **170** years in *Africa*

**€5.5**  
billion of which



revenue  
(April 2019-March 2020)



Over  
**22,000**  
employees



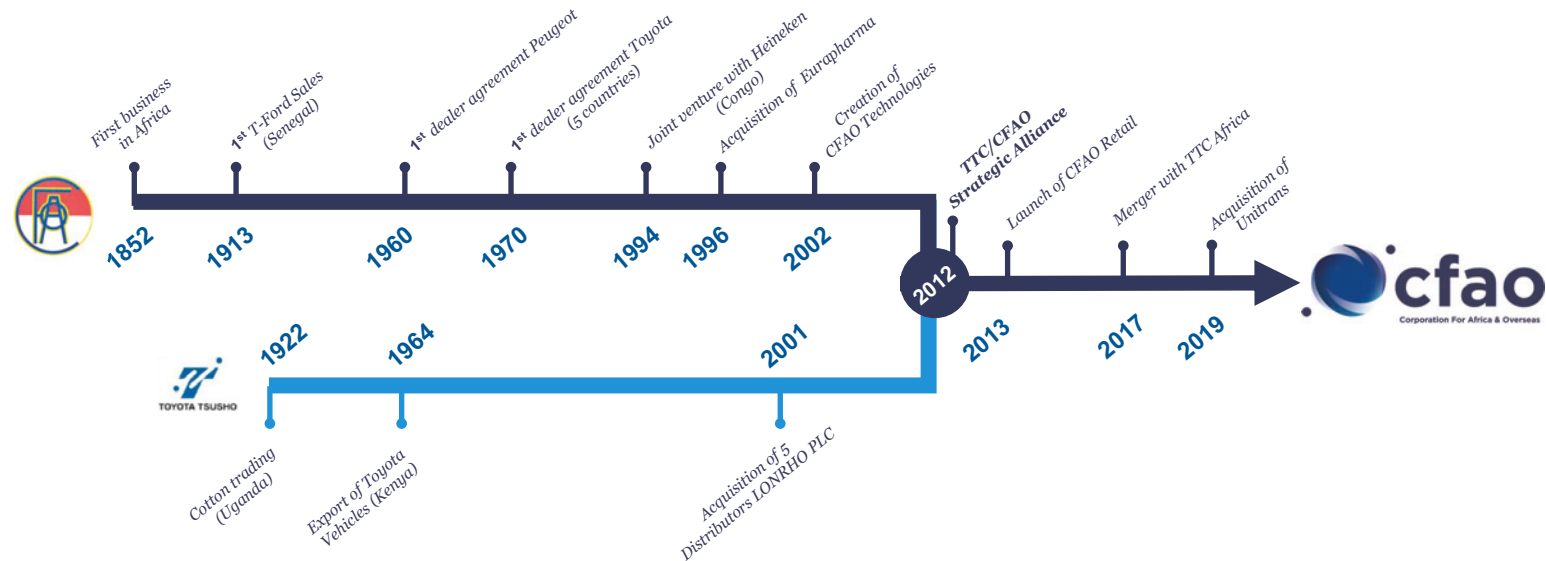
**158**  
operating  
subsidiaries

Head office in  
**France**

PART OF  
**TOYOTA TSUSHO CORPORATION GROUP**

**WITH AFRICA FOR AFRICA**

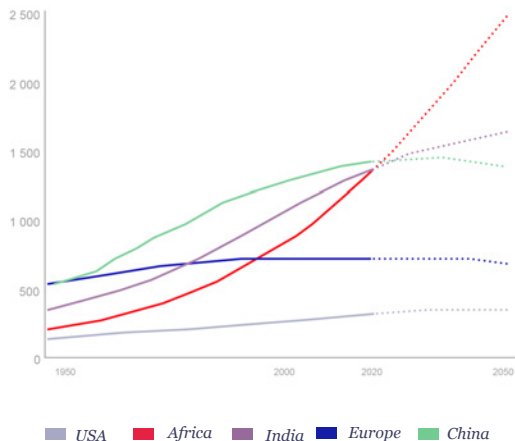
# OUR LONG EXPERIENCE IN AFRICA



# 3 MAIN COMMITMENTS FOR AFRICA

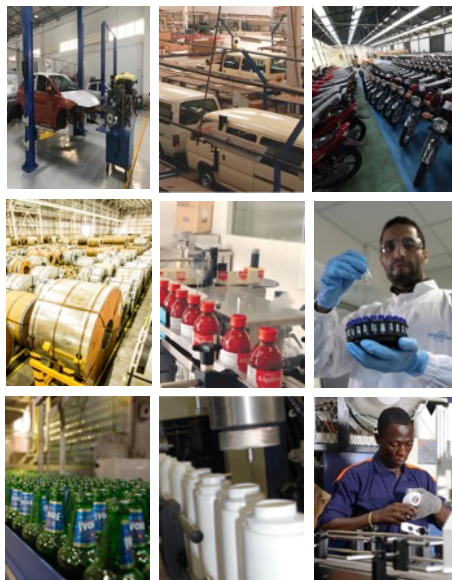
CONTRIBUTE TO A FASTER ECONOMIC GROWTH THAN THE RAPID GROWTH OF THE AFRICAN POPULATION

World population  
(in millions)

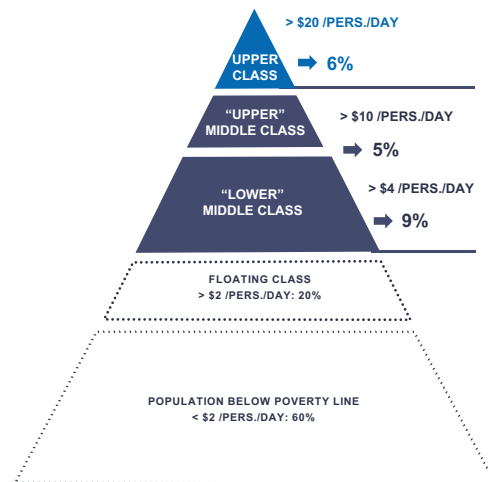


Source: United Nations, Department of Economic and Social Affairs, Population Division (2019).

CONTRIBUTE TO THE INDUSTRIALIZATION OF THE CONTINENT



CONTRIBUTE TO THE EMERGENCE OF THE MIDDLE CLASS BY CREATING JOBS AND OFFERING AFFORDABLE PRODUCTS



Source: BearingPoint based on ADB data, 2015

The analyses are based on a study conducted by BearingPoint and Ipsos for CFAO in 2015.

# OUR STRATEGY TO DELIVER SUSTAINABLE GROWTH

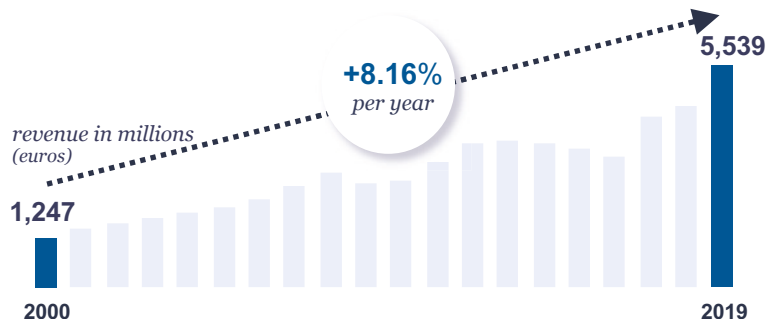
## — MARKET ENVIRONMENT —

- › **High potential markets**
- › **Fragmented** market (54 countries)
- › Sub-Saharan markets are still **small and volatile**
- › **Regional integration** under construction
- › **Various risks:** devaluation, Forex, political, security, etc.
- › **Growing** middle class but **limited** purchasing power

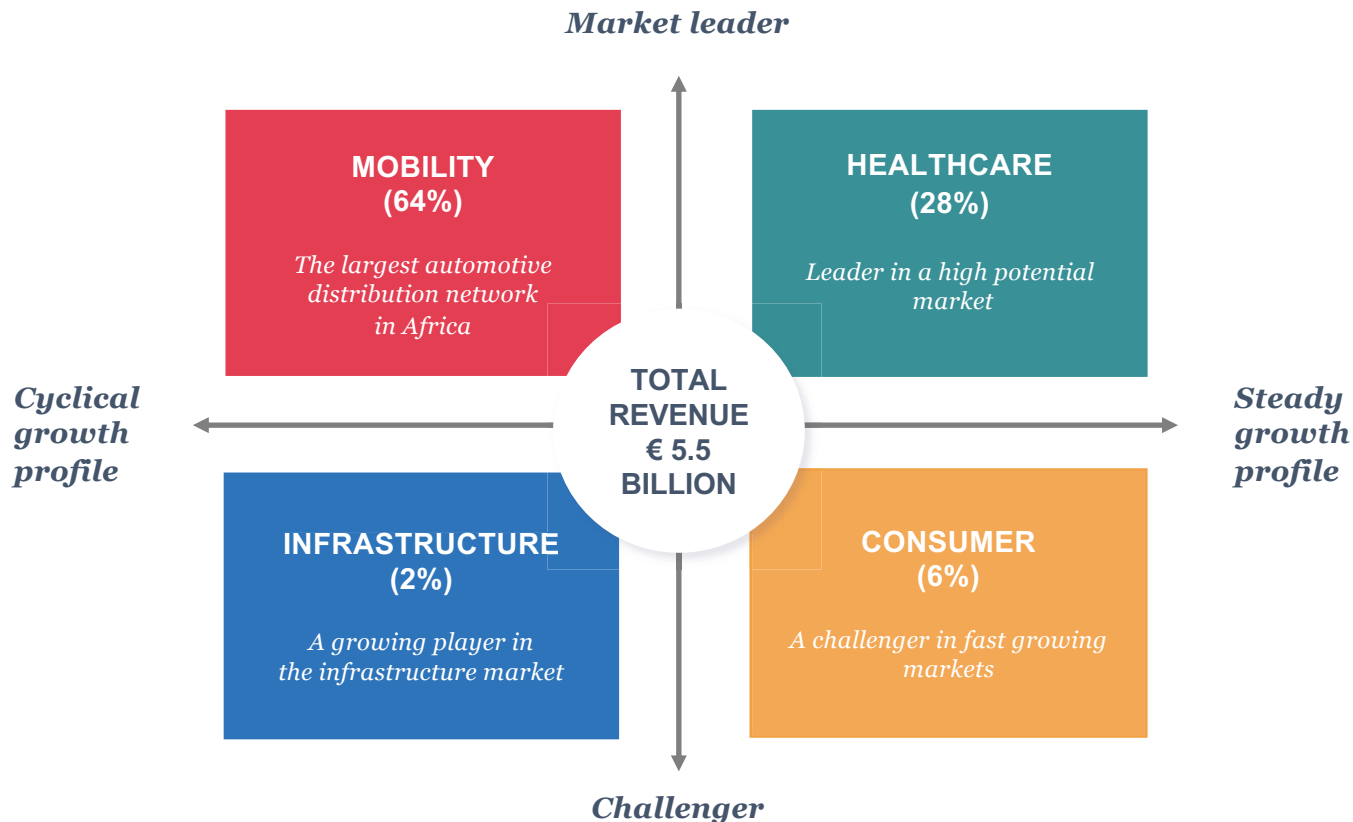
## — OUR 4 STRATEGIC AXES —

1. *Business risk mitigation*
2. *Country risk mitigation*
3. *Partnerships with strong brands*
4. *Value chain integration*

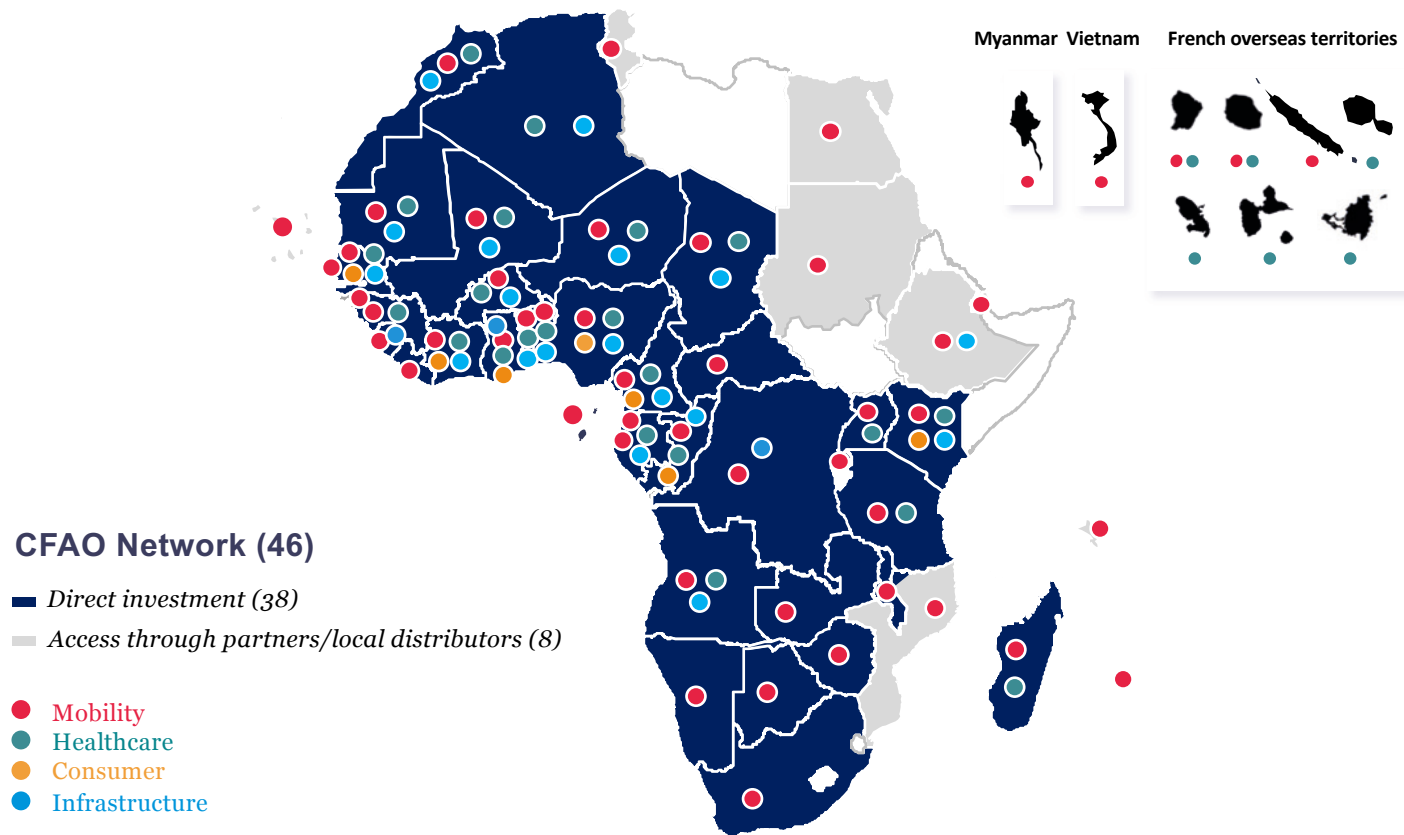
## — AVERAGE GROWTH IS NEARLY DOUBLE — AFRICA'S GDP



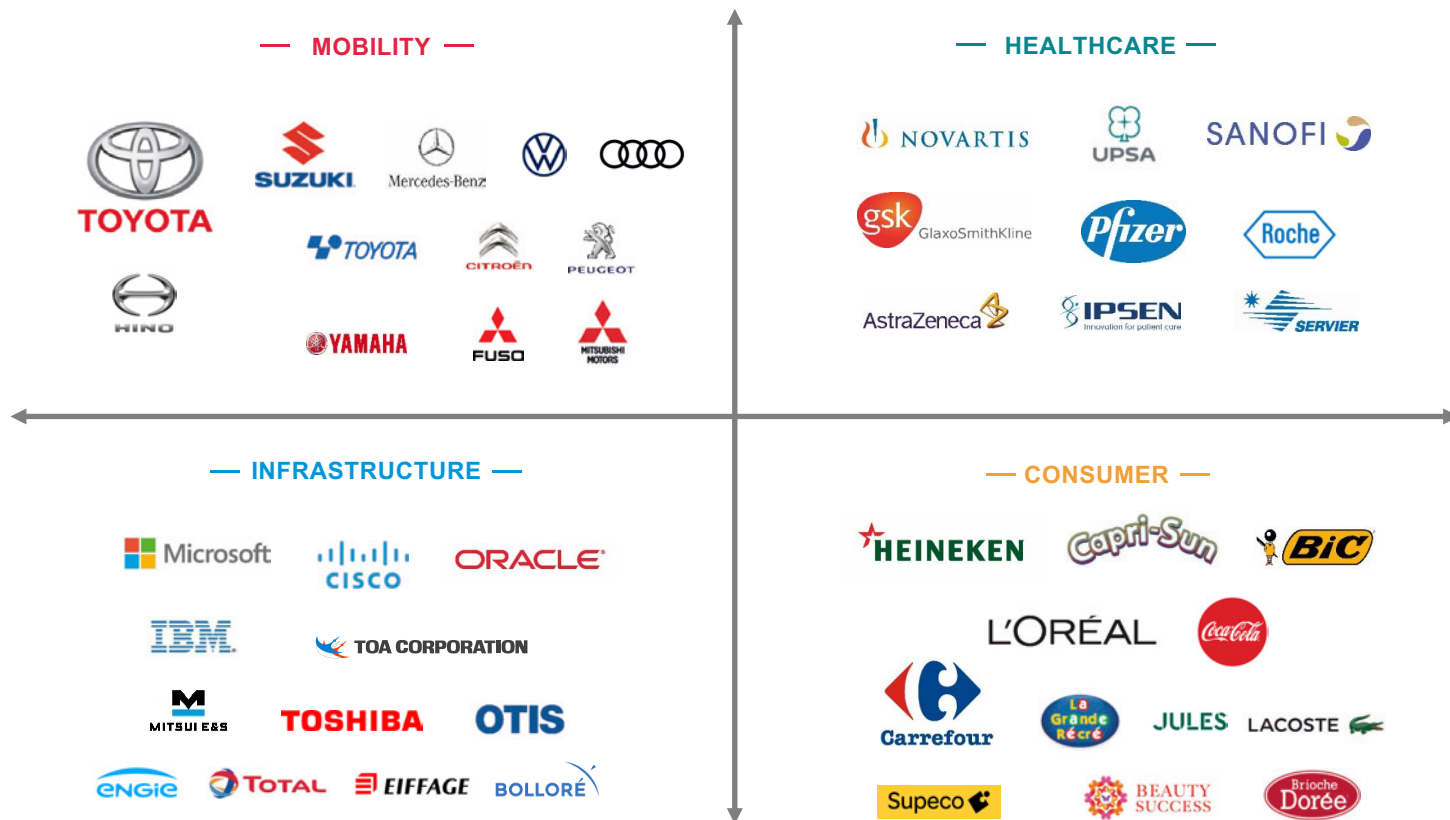
## A DIVERSIFIED & COMPLEMENTARY BUSINESS PORTFOLIO



# THE LARGEST DISTRIBUTION NETWORK IN AFRICA

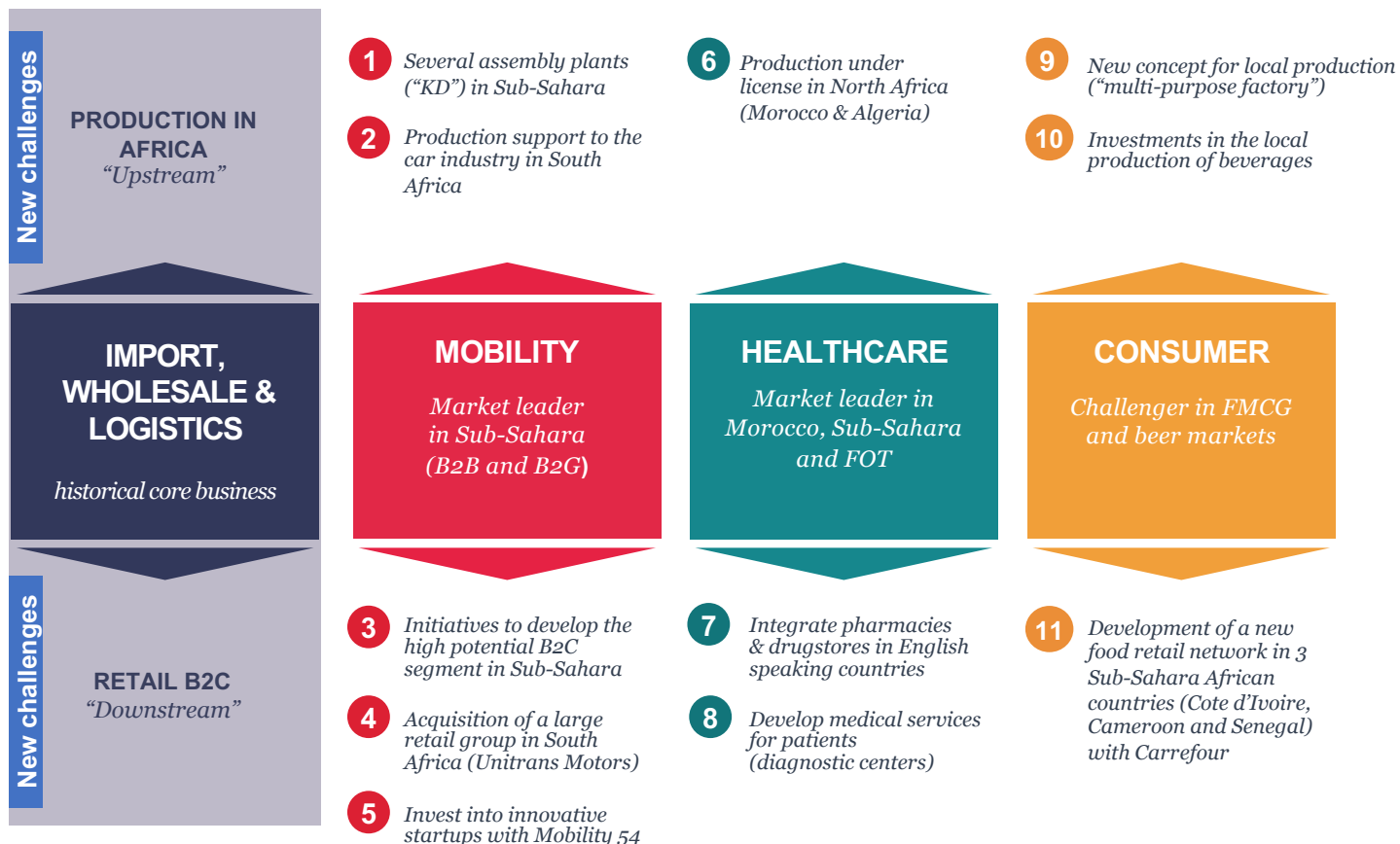


# PARTNERSHIP WITH STRONG BRANDS





# VALUE CHAIN INTEGRATION: OUR MAIN TRANSFORMATION CHALLENGES



## 4 BUSINESS DOMAINS & 7 DIVISIONS

MOBILITY



HEALTHCARE



CONSUMER



INFRASTRUCTURE



WITH AFRICA FOR AFRICA

# THE LARGEST AUTOMOTIVE DISTRIBUTION NETWORK IN A HIGH POTENTIAL MARKET

## — THE AUTOMOTIVE MARKET IN AFRICA —

**17%**

*of the world's population*



**1%**

*of the global automotive market*



**1.3 MILLION**  
NEW CARS MARKET IN 2019



**43%**

*in North Africa*

**12%**

*in Sub-Saharan Africa*

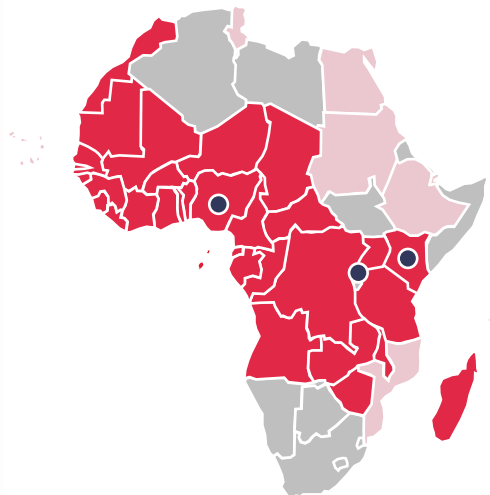
**45%**

*in the Southern African Customs Union*

## — CFAO AUTOMOTIVE —

REVENUE

**€2.78 billion**



**182**  
dealerships



over  
**8,250**  
employees



over  
**83,200**  
new vehicles  
sold



over  
**23,900**  
two-wheelers  
sold

**34** CFAO locations

**8** local distributor partners

**●** production sites

# MULTI-BRAND DISTRIBUTION OF CARS, MOTOBIKES AND EQUIPMENT

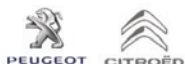
## CARS



**37** countries



**24** countries



**13** countries



**8** countries



**9** countries



Mercedes-Benz

**4** countries



**3** countries

## MOTOBIKES



**18** countries



**7** countries



**33** countries



**23** countries



## EQUIPMENT



**10** countries



TOYOTA  
INDUSTRIAL EQUIPMENT



BRIDGESTONE



MICHELIN



DAF

**LOXEA**  
New Mobility Solutions

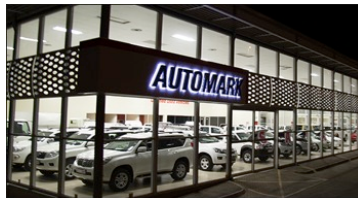
## — PAN-AFRICAN LONG-TERM RENTAL NETWORK —

- financing solutions*
- tracking*
- assistance and replacement vehicle*
- insurance*
- full maintenance*



**AUTOMARK**  
Certified Used Vehicles

## — A PAN-AFRICAN BRAND —



**AutoFast**  
winpart  
YOUR WINNING PARTNER FOR AUTOMOTIVE PARTS

## — REPAIR CENTRES & AUTOMOTIVE PARTS MAINTENANCE —



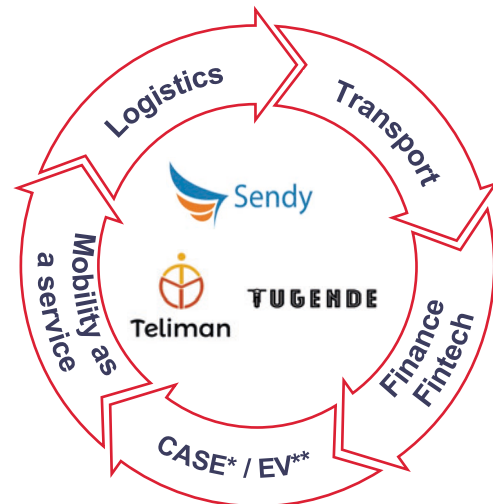
In partnership with **TOTAL**



**mobility54**  
Toyota Tsusho Group

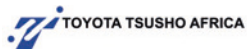
## — INCUBATION OF NEXT MOBILITY IN AFRICA —

*Focus on 5 projects scope creating an eco-circle*



\* Connected cars,  
Autonomous / Automated  
driving, Shared & Electric  
\*\* Electric Vehicle

## — PRODUCTION SUPPORT —



> To the local automotive industry in South Africa



### GLOBAL TRADE AND LOGISTICS

Supply of production parts to automotive parts manufacturers

### CHEMICALS

Supply of chemical products to automotive parts manufacturers

### METAL

Supply processed steel coil and specialised steel to automotive parts manufacturers

### WHEEL & TYRE

Wheel and tyre assembly to Toyota

### MACHINERY

Supply & installation of machinery, spare parts & engineering projects

## — AUTOMOTIVE DISTRIBUTION —



established in  
the **1920's**



over  
**6,000**  
employees



**€789** million  
Revenue  
(including production  
support activity)



**3** countries  
South Africa,  
Namibia & Botswana

**33,000**  
new cars



**32,500**  
used cars

**99** multi-brand dealerships and including car rental **Hertz**



## THE HEALTHCARE MARKET IN AFRICA

**\$20 billion**

*The market is growing faster than the continent's GDP*

**\$16**

*per year/per inhabitant*

*Compared to \$600 in Europe and \$1,000 in the United States*

*drugs are mainly imported into Sub-Saharan Africa*

*access to quality and affordable products is still a major challenge*

## CFAO HEALTHCARE

REVENUE

**€1.57 billion**



**488**  
supplier  
laboratories



**6,000**  
retail pharmacies  
receiving  
deliveries several  
times a day



over  
**3,200**  
employees



**29,000**  
products  
references



**FRENCH OVERSEAS TERRITORIES**

- French Guiana
- French Polynesia
- Guadeloupe
- Martinique
- New Caledonia
- La Reunion
- Saint Martin

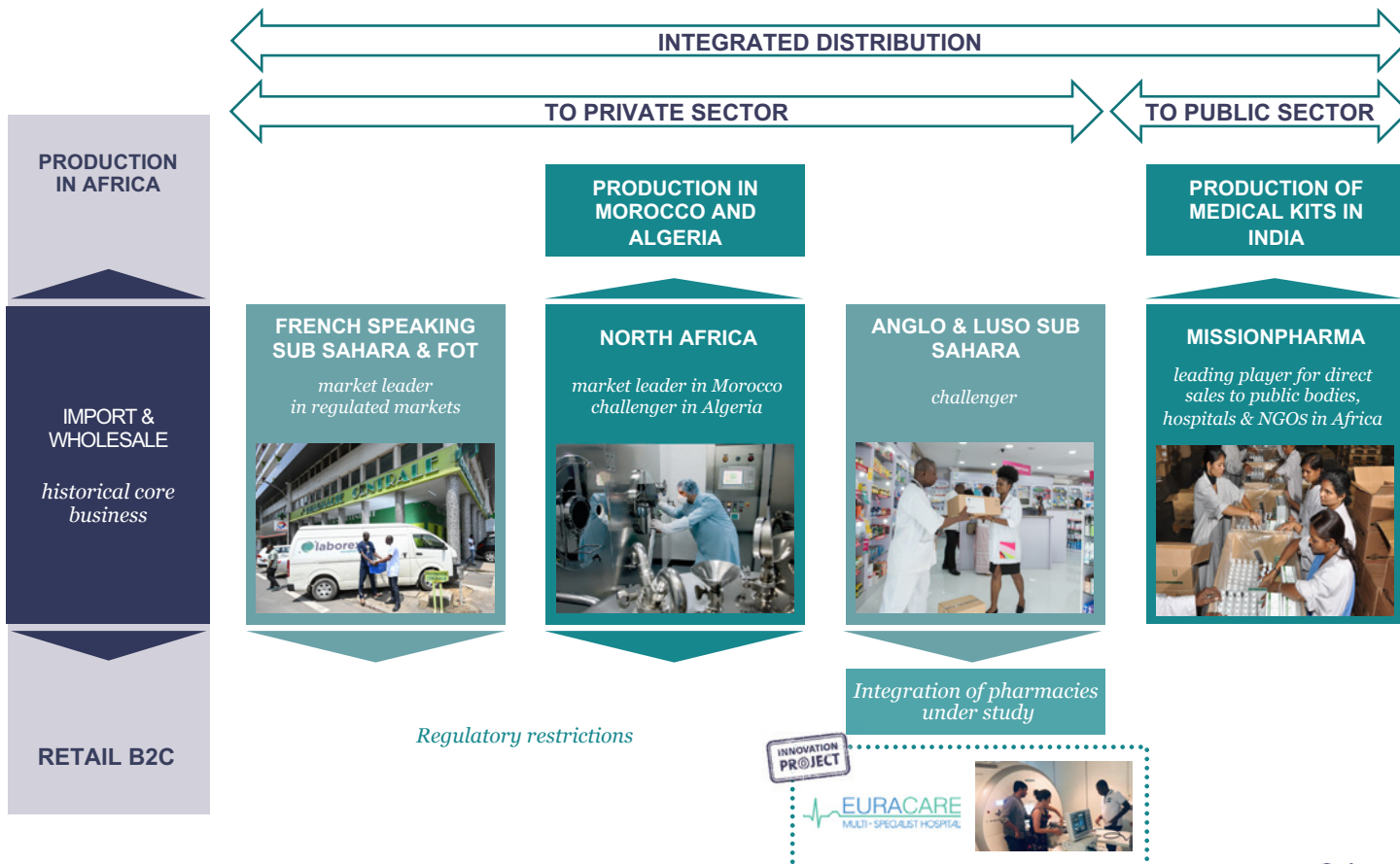
DISTRIBUTION IN

**28**

*countries and territories*



# A WIDE RANGE OF HEALTHCARE SERVICES





# A KEY PLAYER IN THE GROWING AFRICAN CONSUMER GOODS MARKET

## — BREWERIES —

In partnership with  **HEINEKEN**

› «**BRASCO**» in Congo  
Over **2 million** hectolitres produced

Manufacturing and sale of Coca-Cola range



› «**Brassivoire**» in Côte d'Ivoire  
Over **400,000** hectoliters brewed



## — FOOD, HYGIENE & CONVENIENCE —



› Manufacturing: pens and shavers in Cameroon, Côte d'Ivoire, Nigeria and Ghana. Sales over **280 million** products in 11 countries

L'ORÉAL

› Manufacturing: over **3,5 million** cosmetic products in Côte d'Ivoire



› Manufacturing: over **2,8 million** pouches in Côte d'Ivoire

## — MULTI-PURPOSE FACTORY —



› Products made locally to bring leading brands to Africa's emerging middle classes at affordable prices



## — AGRIBUSINESS —



› Baraka Fertilizers: manufacturing and distribution Farming business established in Kenya since 2016

# A PIONEER IN THE EMERGING DISTRIBUTION MARKET IN AFRICA

## — FOOD —



11

stores



**Carrefour**  
market



> Developing a network of stores in  
**Cameroon, Côte d'Ivoire and Senegal**

> Several distribution formats: hypermarket,  
supermarket and cash & carry

## — PROPERTIES —



2

PlaYce shopping malls in  
Côte d'Ivoire



> Supporting the development plan of Carrefour network

## — BRANDS —

LACOSTE



JULES



BEAUTY  
SUCCESS



> Building and operating a network of franchised stores

# AN ESTABLISHED PLAYER IN THE INFRASTRUCTURE MARKET

INFRASTRUCTURE



— B2B —

ICT



*Integration, outsourcing and managed service for IT and communication solutions including data centers*

LIFT



*Installation and outsourcing of OTIS in 19 countries*

ENERGY



*« Solar for Savings » projects for SMEs*



▲ headquarters in Senegal  
● regional hubs  
■ CFao Technology & Energy locations  
■ other countries covered



**10**  
subsidiaries



**3**  
regional hubs



**16**  
countries served

- > EXPERTISE
- > INNOVATION
- > CUSTOMER PROXIMITY
- > COMMITMENT TO RESULTS



— B2G —



*Support of TTC Japan on development projects for government clients to:*

- > Renewable energy
- > Infrastructure
- > Off-grid



**6**  
countries

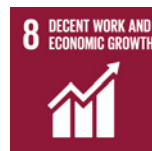
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# WITH AFRICA FOR AFRICA

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## 5 CFAO FOCUSES ON UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



# EXECUTIVE COMMITTEE



**Richard BIELLE**

*Chairman &  
Chief Executive Officer*

## CORPORATE



**Annie DATEU**  
*Corporate Secretary*



**Alain PÉCHEUR**  
*Chief Financial  
Officer & IS  
Member of the Board*



**Cécile DESREZ**  
*Vice president  
Human Resources,  
Communications & CSR*



**Koji MINAMI**

*Deputy CEO  
Member of the Board*

## MOBILITY

### CFAO SOUTH AFRICA



**Andrew  
VELLEMAN**  
*CEO*

### CFAO AUTOMOTIVE



**Marc  
HIRSCHFELD**  
*CEO*



**Fabrice  
DE CREISQUER**  
*Western Africa  
CEO*



**Marc  
FERREOL**  
*Central Africa  
CEO*



**Goran  
KRIZMANIC**  
*East & Southern  
Africa CEO*



**Masakazu  
OHIRA**  
*Toyota BU  
CEO*

## HEALTHCARE

### CFAO HEALTHCARE



**Jean-Marc  
LECCIA**  
*Chairman &  
Chief Executive Officer*



**Ken  
ACCAJOU**  
*Deputy CEO & Head of  
distribution activity*

## CONSUMER

### CFAO FMCG & AGRI



**Marc  
BANDELIER**  
*CEO*

### CFAO RETAIL



**Jean-Christophe  
BRINDEAU**  
*CEO*

## INFRASTRUCTURE

### CFAO TECHNOLOGY & ENERGY



**Alexis  
MADRANGE**  
*CEO*

### CFAO POWER & INFRASTRUCTURE



**Koji  
MINAMI**  
*Acting*

## A RELIABLE SHAREHOLDER WITH A LONG-TERM VISION



Owens  
**100%**

of CFAO's  
share capital

**JPY 6,694  
billion**

revenue  
(April 2019-March 2020)

listed on the Tokyo  
stock exchange,  
nearly **22%** of TTC's shares  
are owned by TOYOTA

extensive **logistics**  
and **industrial** expertise



Over  
**58,500**  
employees



**1,000**  
operating  
subsidiaries



Over **120**  
countries

### 7 Business units

- > Africa
- > Metals
- > Global parts and logistics
- > Machinery, Energy and projects
- > Automotive
- > Food and consumer services
- > Chemicals and electronics



### BOARD OF DIRECTORS



#### EXECUTIVE MEMBERS

**Richard BIELLE**  
Chairman and CEO

**Koji MINAMI**  
Deputy Chief Executive Officer

**Alain PÉCHEUR**  
Chief Financial Officer & IS

**Dennis AWORI**  
Chairman Kenya & Country  
Delegate

#### NON-EXECUTIVE MEMBERS

**Hideyuki IWAMOTO**  
Chief Financial Officer – TTC

**Toshimitsu IMAI**  
COO for Africa Division –  
Automotive SBU – Regional Officer  
for Africa - TTC

**Yasuhiko YOKOI**  
Senior Executive Advisor – TTC

**Pierre GUÉNANT**  
Président – PGA Holding

**Momar NGUER**  
Président du Comité Afrique du  
MEDEF international – Conseiller  
auprès du Président - Total

**Sylvie RUCAR**  
Senior Advisor – Alix Partners



**WITH AFRICA FOR AFRICA**





## **2020 PROFILE**

*English version – September 2020*

### ***Communications Department***

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*Alcohol abuse is bad for your health, drink responsibly.*

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### **CFAO GROUP**

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*RCS Nanterre B 552 056 152*

***[www.cfaogroup.com](http://www.cfaogroup.com)***

