

# 2021 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

**39** African countries

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

almost **170** years in *Africa*

**€5.8**  
billion of which



revenue  
(April 2020-March 2021)



Over  
**21,000**  
employees



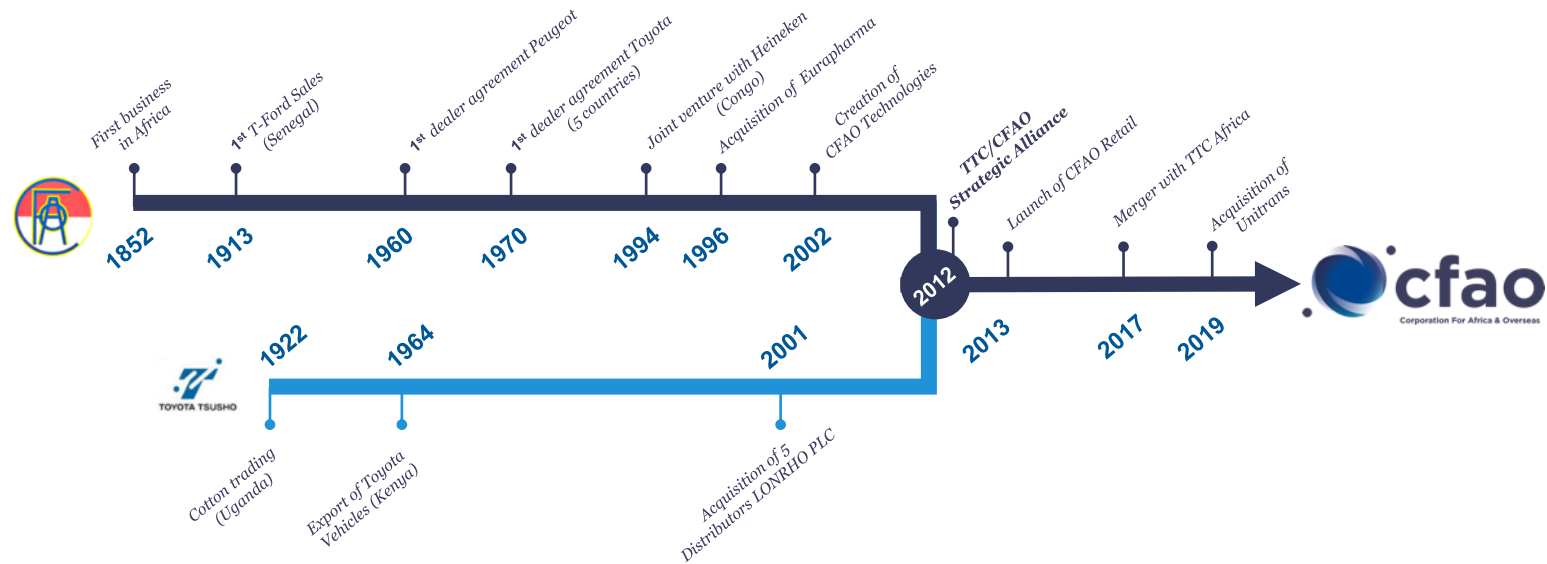
**158**  
operating  
subsidiaries

Head office in  
**France**

PART OF  
**TOYOTA TSUSHO CORPORATION GROUP**

**WITH AFRICA FOR AFRICA**

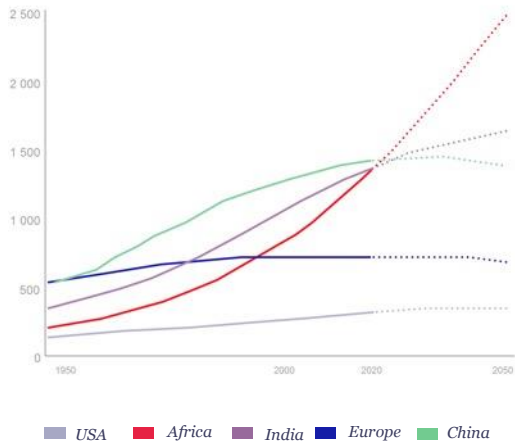
# OUR LONG EXPERIENCE IN AFRICA



# 3 MAIN COMMITMENTS FOR AFRICA

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

World population  
(in millions)

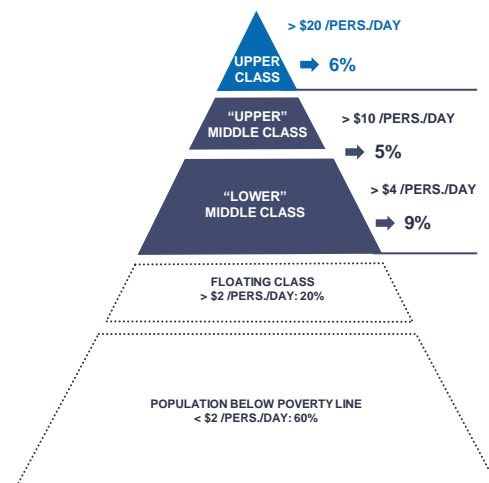


Source: United Nations, Department of Economic and Social Affairs, Population Division (2019).

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

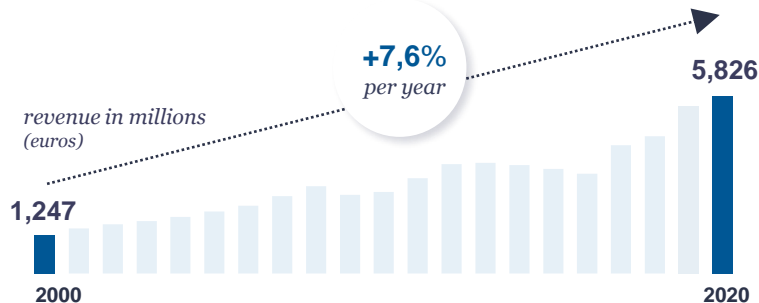
## — MARKET ENVIRONMENT —

- › **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

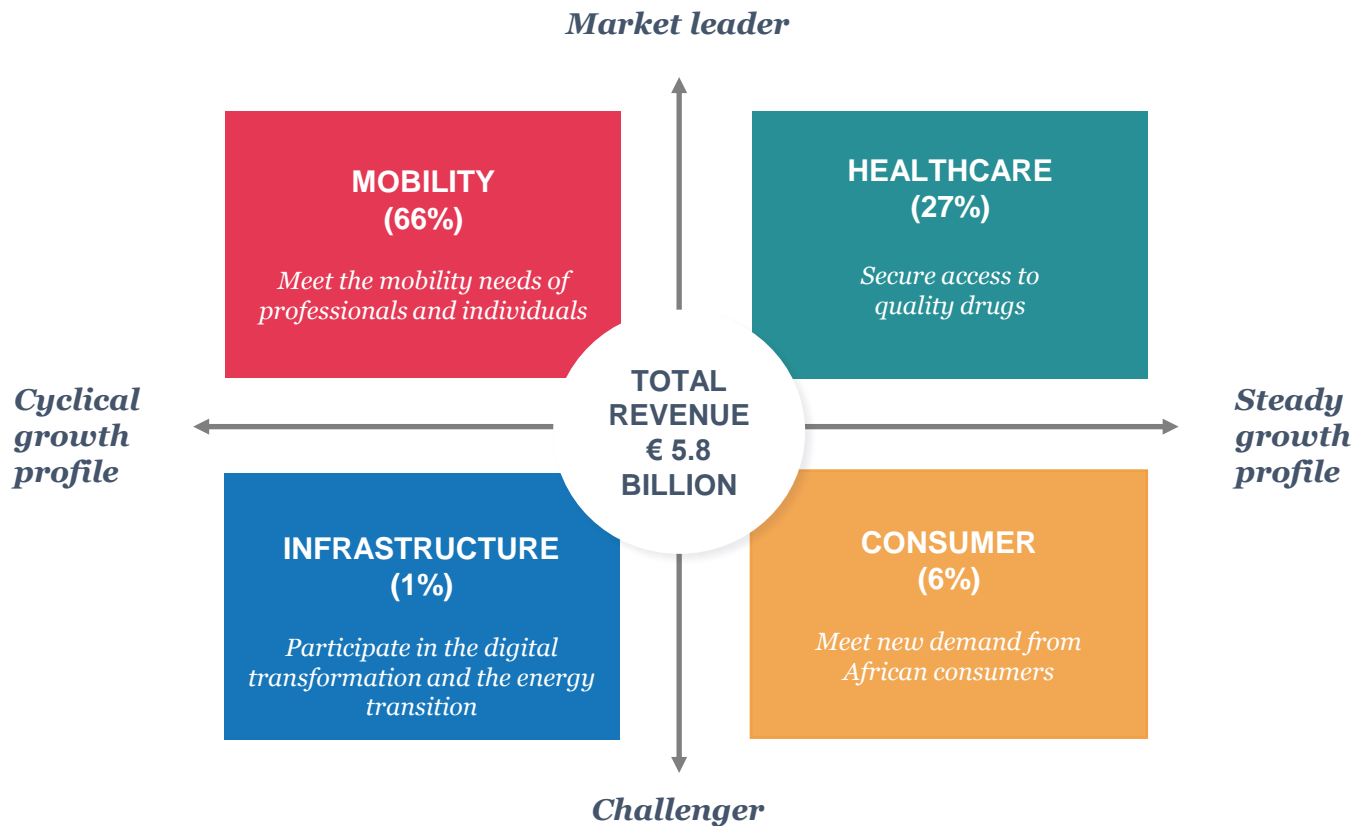
## — OUR 4 STRATEGIC AXES —

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

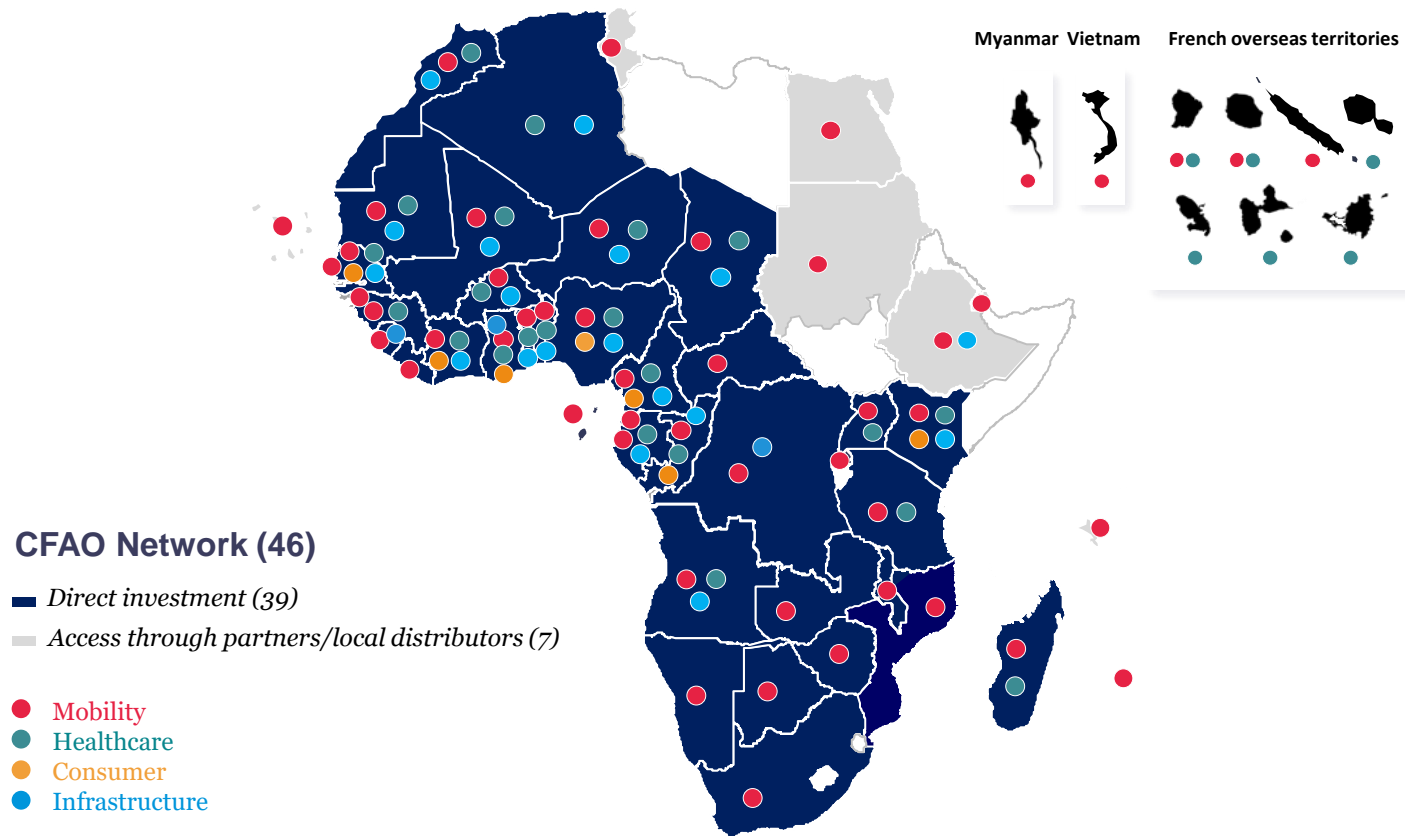
## — AVERAGE GROWTH IS NEARLY DOUBLE — AFRICA'S GDP



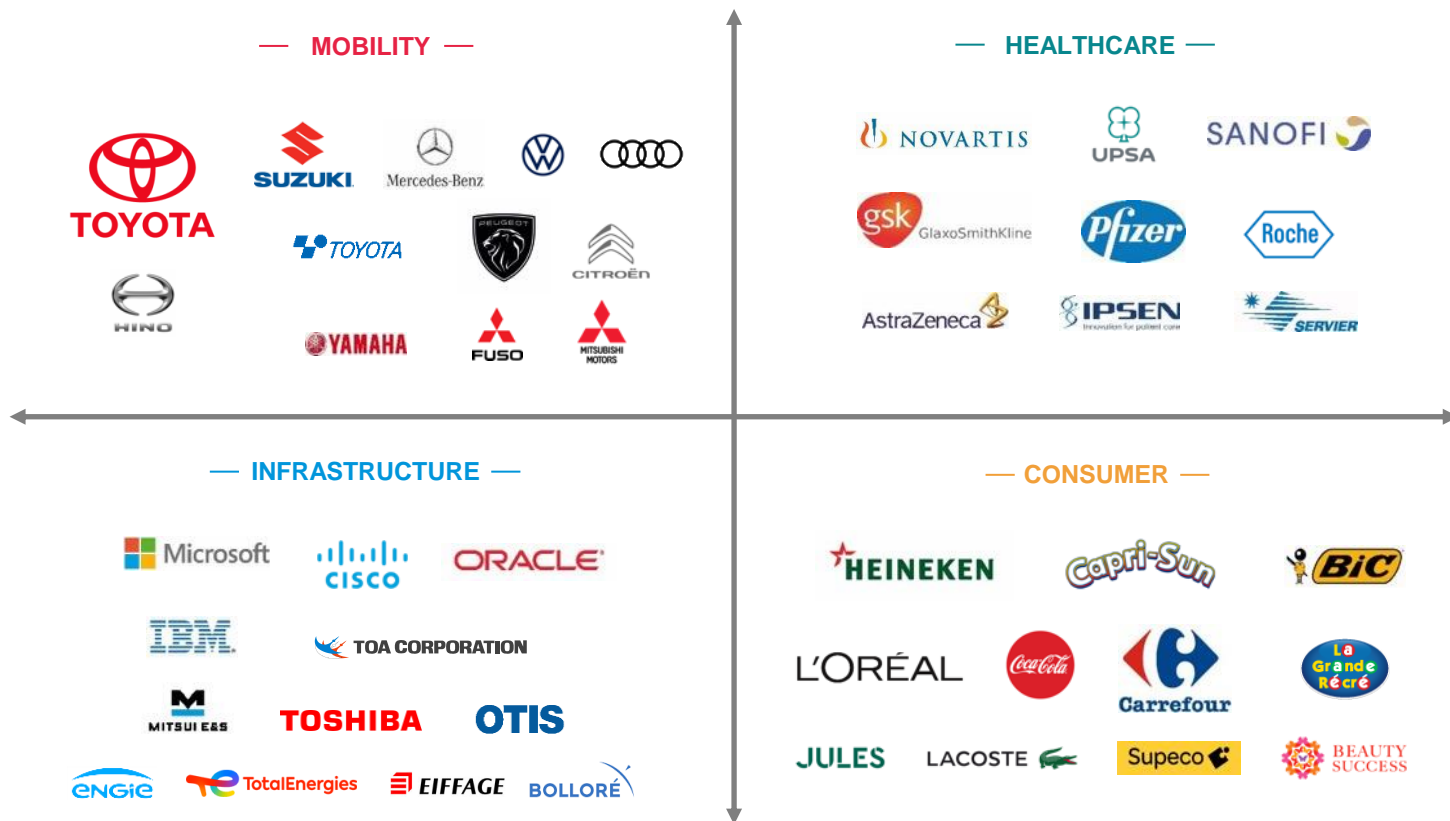
## A DIVERSIFIED & COMPLEMENTARY BUSINESS PORTFOLIO



# THE LARGEST DISTRIBUTION NETWORK IN AFRICA



## PARTNERSHIP WITH STRONG BRANDS





# VALUE CHAIN INTEGRATION: OUR MAIN TRANSFORMATION CHALLENGES

## PRODUCTION IN AFRICA “Upstream”

- Provide production support to the car industry in South Africa
- Develop several assembly plants (“KD”) in Sub-Sahara
- Production under license in North Africa (Morocco & Algeria)
- New concept for local production (“multi-purpose factory”)
- Investments in the local production of beverages
- Provide renewable energy solutions with solar panels
- Take part in local B2G infrastructure projects

## IMPORT, WHOLESALE & LOGISTICS

historical core business

### MOBILITY

Market leader in Sub-Sahara (B2B and B2G)

- Become the leader in B2C segment in Sub-Saharan Africa with new products and value chain projects (used car, 2<sup>nd</sup> channel, etc.)
- Develop our mutlibrand retail group in South Africa
- Invest into innovative startups with Mobility 54

### HEALTHCARE

Market leader in Morocco, Sub-Sahara and FOT

- Integrate pharmacies & drugstores in English speaking countries
- Develop medical services for patients (diagnostic centers)

### CONSUMER

Challenger in FMCG and beer markets

- Become the market leader in food retail in Côte d'Ivoire, Cameroon and Senegal
- Explore opportunities in non-food retail

### INFRASTRUCTURE

Challenger in ICT and lift markets (B2B and B2G)

## RETAIL B2C “Downstream”

## 4 BUSINESS DOMAINS & 7 DIVISIONS

MOBILITY

HEALTHCARE

CONSUMER

INFRASTRUCTURE



# 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*



**657,000**

**NEW CARS MARKET IN 2020**



**32%**

*in North Africa*

**13%**

*in Sub-Saharan Africa*

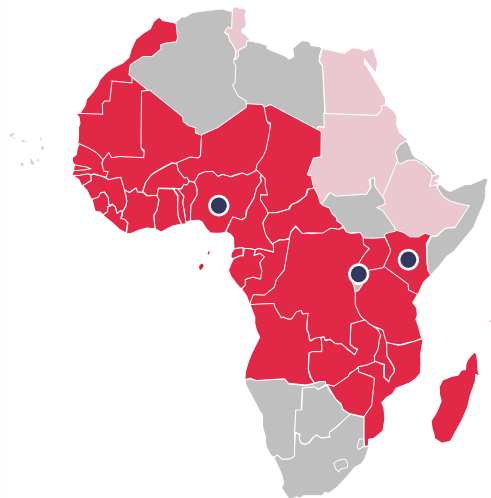
**55%**

*in the Southern African Customs Union*

## — CFAO AUTOMOTIVE —

REVENUE

**€2.41 billion**



**164**  
dealerships



over  
**8,200**  
employees



over  
**77,600**  
new vehicles  
sold



**20,100**  
two-wheelers  
sold

**35** CFAO locations

**7** local distributor partners

**●** production sites

# MULTI-BRAND DISTRIBUTION OF CARS, MOTOBIKES AND EQUIPMENT

## CARS



**37** countries



**33** countries



**13** countries



**9** countries



**7** countries



Mercedes-Benz

**8** countries



**4** countries

## MOTOBIKES



**18** countries



**7** countries



**33** countries



**23** countries



## EQUIPMENT



**23** countries



# MULTI-BRAND VALUE CHAIN EXPANSION

**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 —



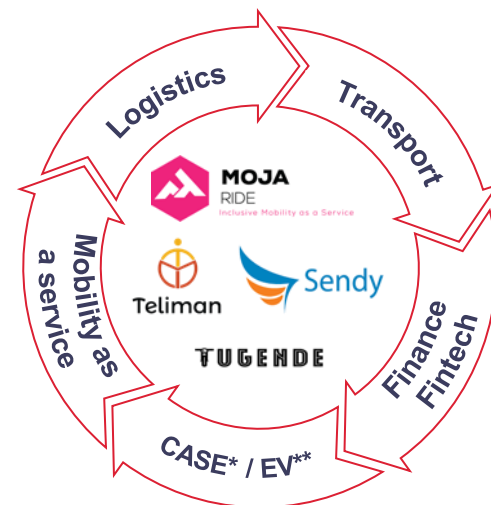
In partnership with  **TotalEnergies**



**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 & AUTOMOTIVE DISTRIBUTION



## — PRODUCTION SUPPORT —



> To the local automotive industry in South Africa



### GLOBAL TRADE AND LOGISTICS

Supply of production parts to automotive parts manufacturers

Wheel and tyre assembly to Toyota

### CHEMICALS

Supply of chemical products to automotive parts manufacturers

### METAL

Supply processed steel coil and specialised steel to automotive parts manufacturers

### MACHINERY

Supply & installation of machinery, spare parts & engineering projects

## — AUTOMOTIVE DISTRIBUTION —



established in  
the 1920's



over  
**5,300**  
employees



**€1,42 billion**  
Revenue  
(including production support activity)



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

**33,000**  
new cars



**32,500**  
used cars

over **100** multi-brand dealerships and including car rental **Hertz**



## THE HEALTHCARE MARKET IN AFRICA

**\$26 billion**

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

**\$19**

*per year/per inhabitant*

*Compared to \$3,800 in Europe and \$11,000 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

**€1.58 billion**



**454**  
supplier  
laboratories



**7,000**  
retail pharmacies  
receiving  
deliveries several  
times a day



over  
**3,200**  
employees



over  
**23,600**  
products  
references

**FRENCH OVERSEAS TERRITORIES**

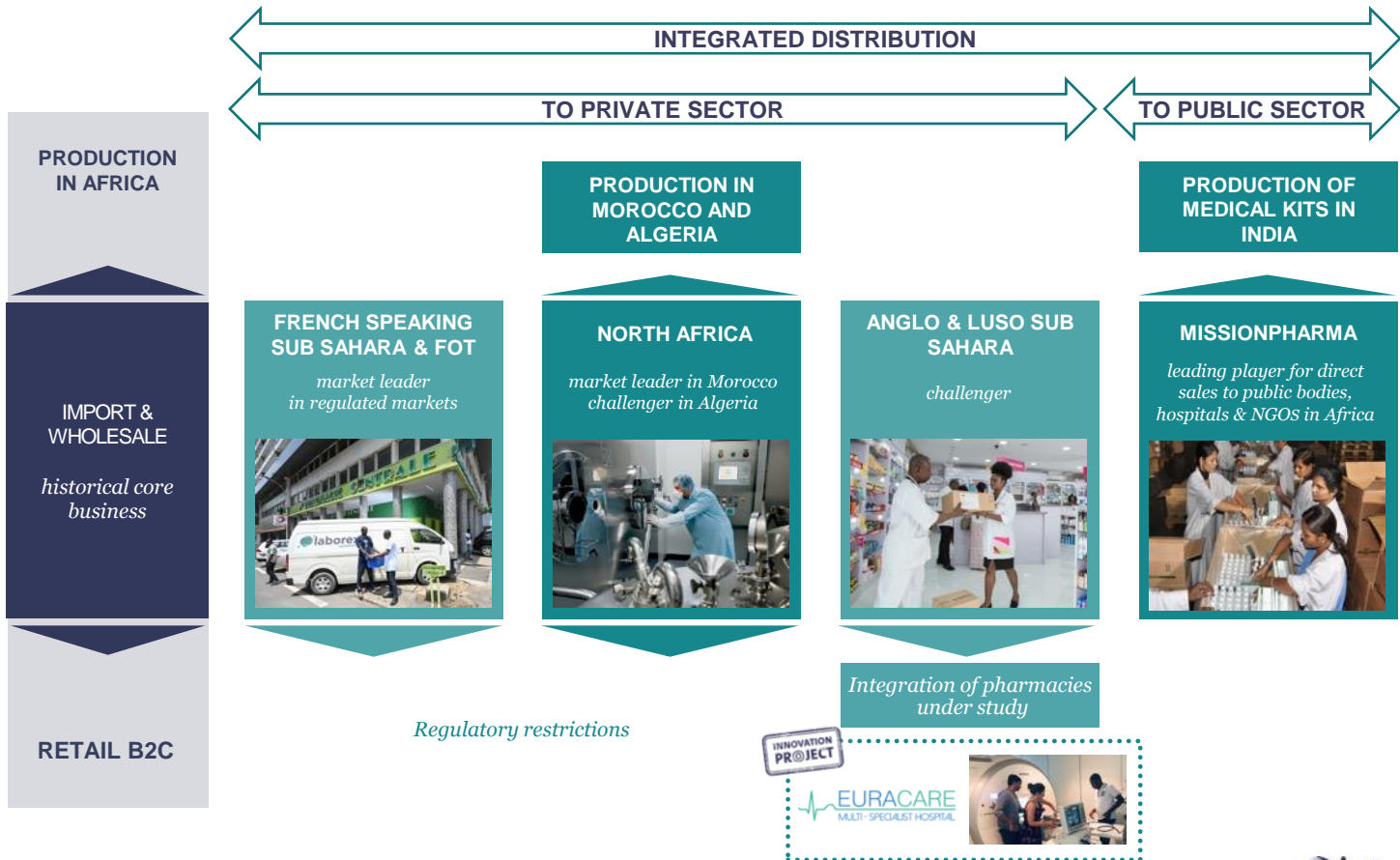
- French Guiana
- French Polynesia
- Guadeloupe
- Martinique
- La Reunion
- Saint Martin

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 **500,000** hectoliters brewed



## — FOOD, HYGIENE & CONVENIENCE —



› Manufacturing: pens and shavers in Cameroon, Côte d'Ivoire, Nigeria and Ghana. Sales over **250 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 —

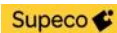


15

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



- › Building and operating a network of franchised stores

# PARTICIPATE IN THE DIGITAL TRANSFORMATION AND THE ENERGY TRANSITION

INFRASTRUCTURE



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



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

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



8

countries

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



11

subsidiaries



3

regional hubs



17

countries served

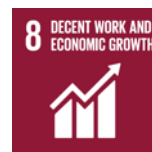
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# WITH AFRICA FOR AFRICA

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## 5 CFAO FOCUSES ON UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



## INTERNAL PROGRAMMES & PARTNERSHIPS



# EXECUTIVE COMMITTEE



**Richard BIELLE**

*Chairman &  
Chief Executive Officer*

## CORPORATE



**Annie DATEU**  
*Vice president  
Corporate Affairs*



**Alain PÉCHEUR**  
*Chief Financial  
Officer & IS*



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



**Koji MINAMI**

*Deputy CEO*

## MOBILITY

### CFAO SOUTH AFRICA



**Andrew  
VELLEMAN**  
CEO

### CFAO AUTOMOTIVE



**Marc  
HIRSCHFELD**  
CEO



**Fabrice  
DE CREISQUER**  
*East & Southern  
Africa  
CEO*



**Marc  
FERREOL**  
*Central Africa  
CEO*



**Goran  
KRIZMANIC**  
*Western  
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

## TOYOTA TSUSHO CORPORATION

Owens  
**100%**

of CFAO's  
share capital

**JPY 6,309  
billion**

revenue  
(April 2020-March 2021)

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



Over  
**66,000**  
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

### NON-EXECUTIVE MEMBERS

**Dennis AWORI**  
Chairman Kenya & Country  
Delegate

**Hideyuki IWAMOTO**  
Chief Financial Officer – TTC

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

**Pierre GUÉNANT**  
President – PGA Holding

**Momar NGUER**  
President of Africa Committee of  
MEDEF international – Senior  
Advisor to the CEO - TotalEnergies

**Sylvie RUCAR**  
Senior Advisor – Alix Partners



**WITH AFRICA FOR AFRICA**





# **2021 PROFILE**

## *English version – September 2021*

### ***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)***

