



MOBILITY
HEALTHCARE
CONSUMER
INFRASTRUCTURE



WITH AFRICA
FOR AFRICA

PROFILE 2023

AT A GLANCE

— 4 BUSINESS DOMAINS —

Mobility
Healthcare
Consumer
Infrastructure



locations in

39 out of **54** African countries

6 French Overseas Territories (FOTs)

over **170** years in *Africa*

€7.9

billion,
of which



revenue

(April 2022-March 2023)



over

22,600

employees



86

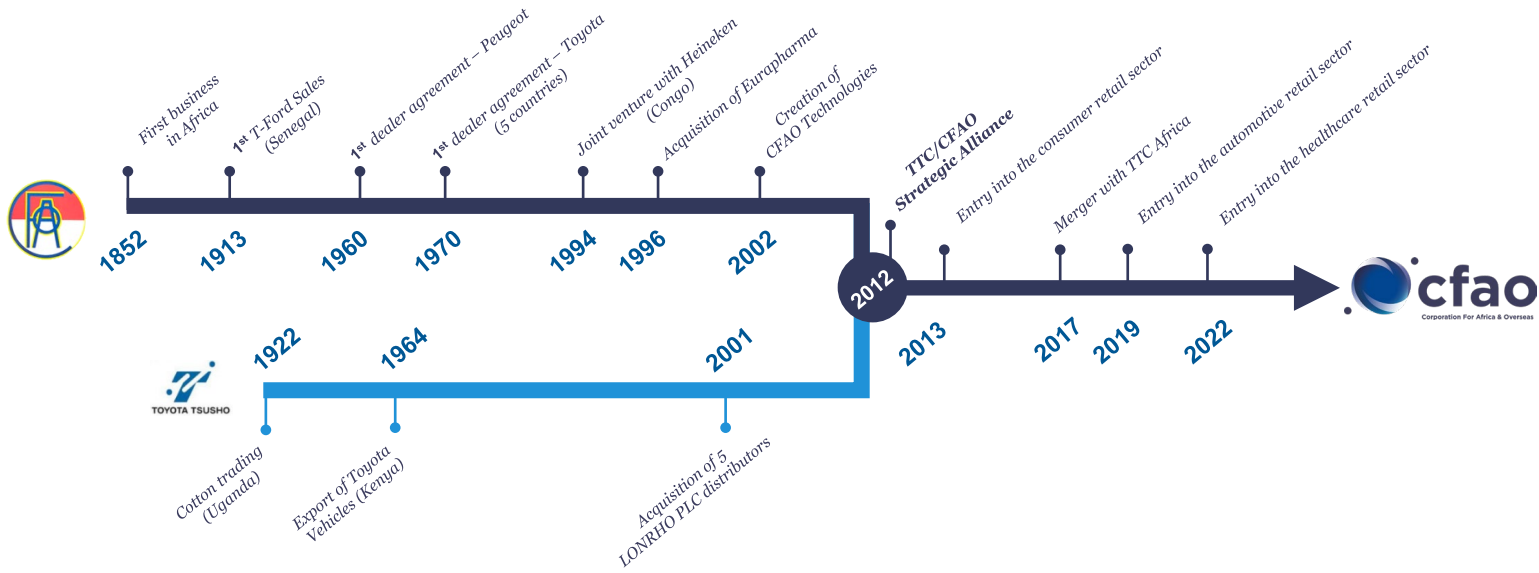
operating units

Head office in
France

PART OF
TOYOTA TSUSHO CORPORATION GROUP

WITH AFRICA FOR AFRICA

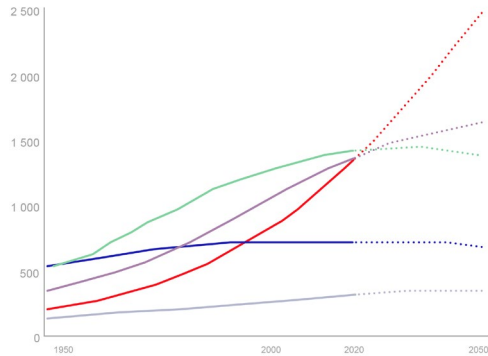
OVER 170 YEARS OF EXPERIENCE IN AFRICA



OUR COMMITMENTS FOR AFRICA

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

World population (in millions)

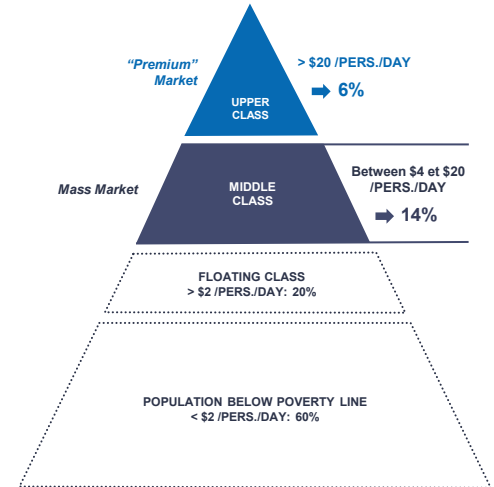


USA Africa India Europe China

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

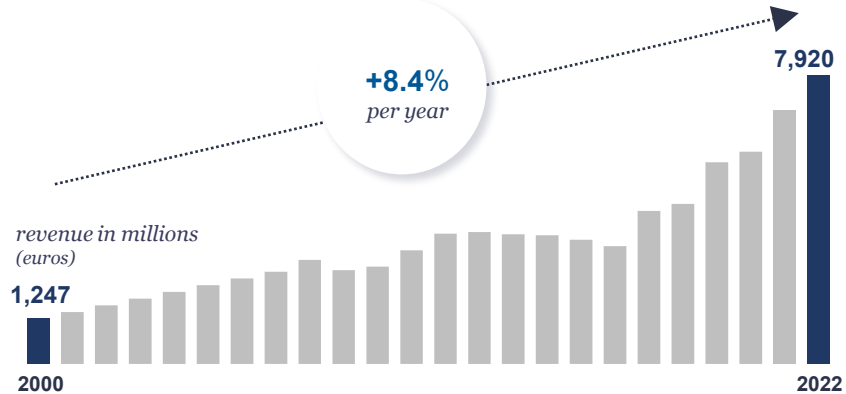
— MARKET ENVIRONMENT — WITH MANY CHALLENGES

- › **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 AREAS —

1. *Diversified business portfolio and large pan-African presence*
2. *Partnerships with strong brands*
3. *Value chain integration*
4. *Contribution to the development of renewable energies and shift towards the use of clean vehicles*

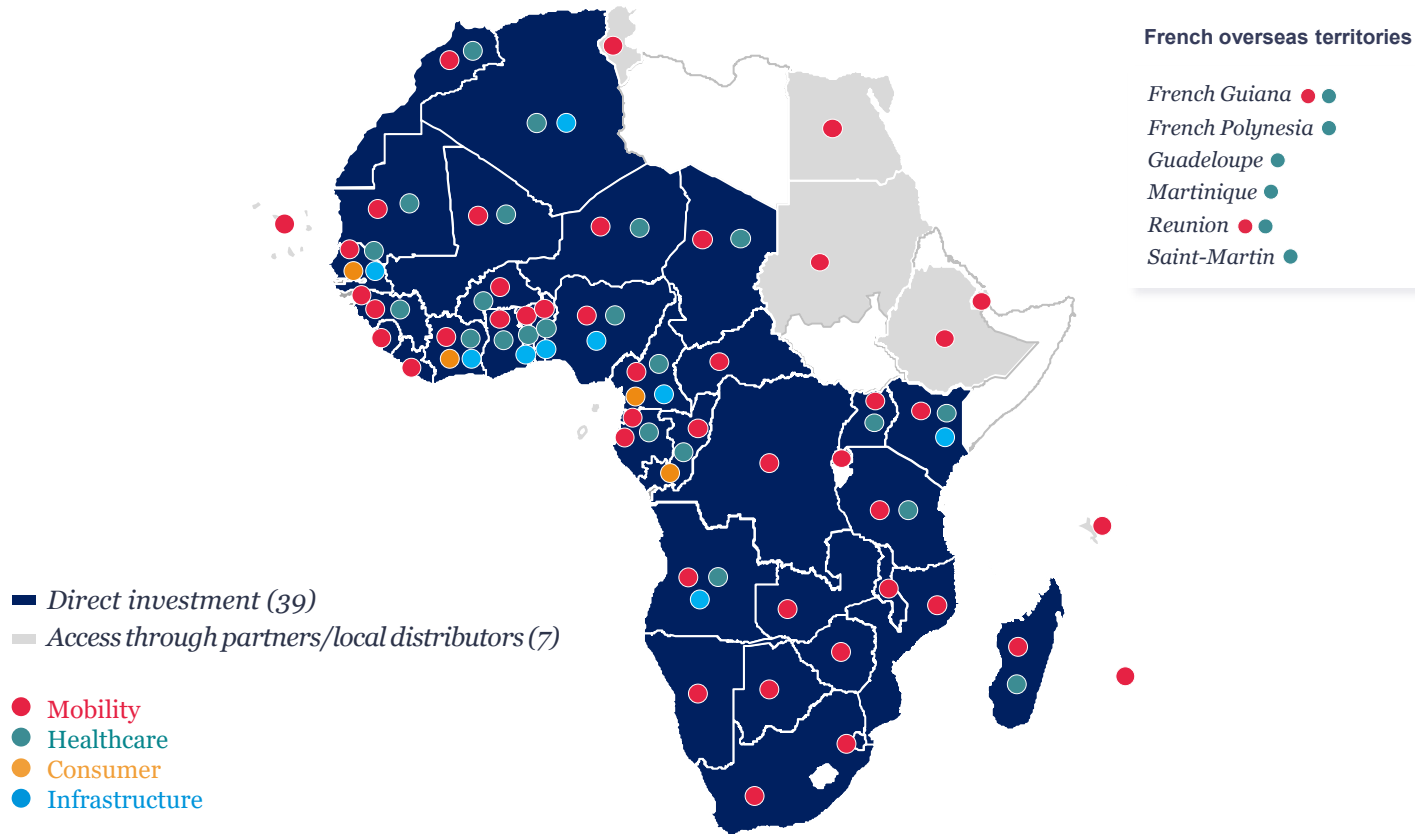
— AVERAGE GROWTH IS NEARLY DOUBLE — AFRICA'S GDP



A DIVERSIFIED & COMPLEMENTARY BUSINESS PORTFOLIO



THE LARGEST DISTRIBUTION NETWORK IN AFRICA



IN PARTNERSHIP WITH THE STRONGEST BRANDS

— MOBILITY —



— HEALTHCARE —



— INFRASTRUCTURE —

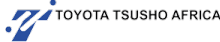


— CONSUMER —



INTEGRATION OF PRODUCTION AND RETAIL

PRODUCTION
IN AFRICA
“Upstream”



Projects for clean
electricity production

IMPORT,
WHOLESALE &
LOGISTICS

Historical core
business

MOBILITY

Pan African
market leader

HEALTHCARE

Market leader in
French-speaking Africa
and overseas territories

CONSUMER

Challenger in West and
and Central Africa

INFRASTRUCTURE

New player

RETAIL B2C
“Downstream”



Carrefour



Increasing
focus
on retail



MOBILITY

REVENUE

€5.6 billion



distribution
in
45
countries
2 FOTs



over
126,800
new vehicles
sold



over
240
dealerships

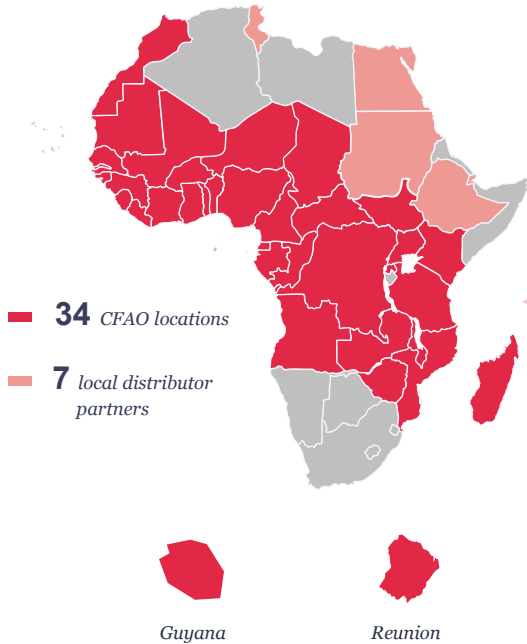


over
33,300
used vehicles
sold

ACCELERATE THE DEVELOPMENT OF NEW MOBILITY SOLUTIONS IN AFRICA



REVENUE
€3.5 billion
 excluding South Africa



The largest multi-brand distribution network for new and used vehicles



over
98,300
 new vehicles sold



over
19,300
 two-wheelers sold



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



over
4,300
 new handling equipment and trucks sold



Pan-African long-term rental network



Repair center and maintenance automotive parts distribution



SOUTH AFRICA, OUR LARGEST MARKET IN AFRICA

REVENUE

€2.1 billion

in South Africa



140
sites



over **28,500**
new vehicles
sold



over **8,200**
Toyota Forklift
rented



28,000
used vehicles
sold

— RETAIL AUTOMOTIVE GROUP & VEHICLE RENTAL —



over **100** multi-brand
vehicle & rental service
dealerships

23 brands distributed



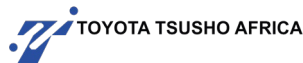
— DISTRIBUTION OF MANUTENTION EQUIPMENT —



Market leader in
materials handling
equipment



— PRODUCTION SUPPORT —



Supply of parts and
services to the
automotive industry
in South Africa





HEALTHCARE

REVENUE

€1.9 billion



27
countries
6 FOTs



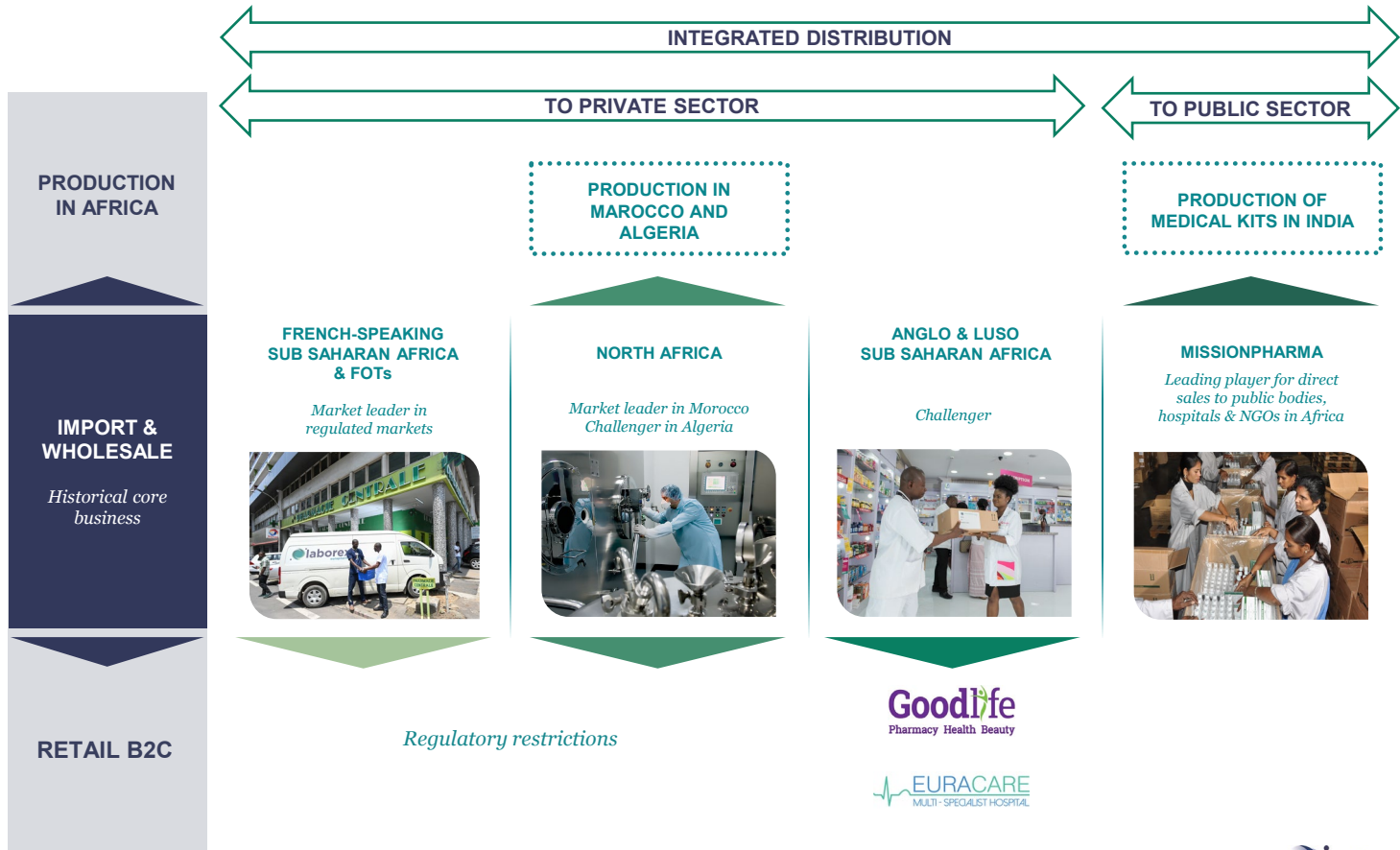
almost
9,000
retail pharmacies
delivered several
times a day



over
500
supplier
laboratories



over
31,000
product
references





CONSUMER

REVENUE

€340 million

Food purchases account for **25%** of the budget of the African middle classes



4
countries



29 stores
6 shopping centers



breweries
over **360** million bottles sold

DEVELOP MODERN FOOD RETAIL IN WEST AND CENTRAL AFRICA

Development in **Cote d'Ivoire**, **Cameroon** and **Senegal** of various food retail formats in partnership with Carrefour (hypermarkets, supermarkets and cash & carry stores), PlaYce shopping centers and a network of franchised stores. Import and production in **Cameroon** and **Cote d'Ivoire**.



Local production and distribution in **Cote d'Ivoire** and **Congo** of beer and soft drinks in partnership with Heineken.

Beers: **1.7 million** hectolitres
Soft drinks: **0.6 million** hectolitres



JULES

LACOSTE



Capri-Sun

L'ORÉAL

INFRASTRUCTURE

REVENUE

€75 million



9

countries



140

sites equipped



14,900

kW



*with our solar
panel solutions*

CONTRIBUTE TO RENEWABLE ENERGY SOLUTIONS AND SUSTAINABLE INFRASTRUCTURES

RENEWABLE ENERGY & FACILITY MANAGEMENT SOLUTIONS FOR ENTERPRISES

Services to industrial and commercial customers

The partner of data centers, commercial and industrial buildings for multi-technical services



Design / Delivery / Installation / Maintenance / Operation

- Renewable energy solutions and energy efficiency
- Smart building and workplace
- Elevators - escalators
- Cooling systems and air conditioning

RENEWABLE ENERGY & INFRASTRUCTURE PROJECTS FOR SOCIETY

Contribution to sustainable development

Experienced developer for renewable energy and sustainable infrastructure



Renewable Energy IPP
(Independent Power Producer)

- Wind
- Solar
- Geothermal

Infrastructure EPC
(Engineering, Procurement and Construction)

- Electricity
- Desalination
- Port development

WITH AFRICA
FOR AFRICA



OUR 3 PRIORITIES TO REDUCE OUR CARBON FOOTPRINT



Solar
panels

USE RENEWABLE ELECTRICITY FOR OUR ACTIVITIES

“Solar4savings” action plan (-50% by 2030)



Clean
vehicles

PROMOTE THE USE OF CLEAN VEHICLES IN AFRICA

Hybrid and electric vehicles



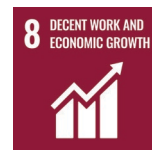
Renewable
energy

CONTRIBUTE TO RENEWABLE ENERGY PRODUCTION

Direct investments in power generation projects financed by Japan

OUR SUSTAINABLE DEVELOPMENT COMMITMENTS

CFAO FOCUSES ON UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

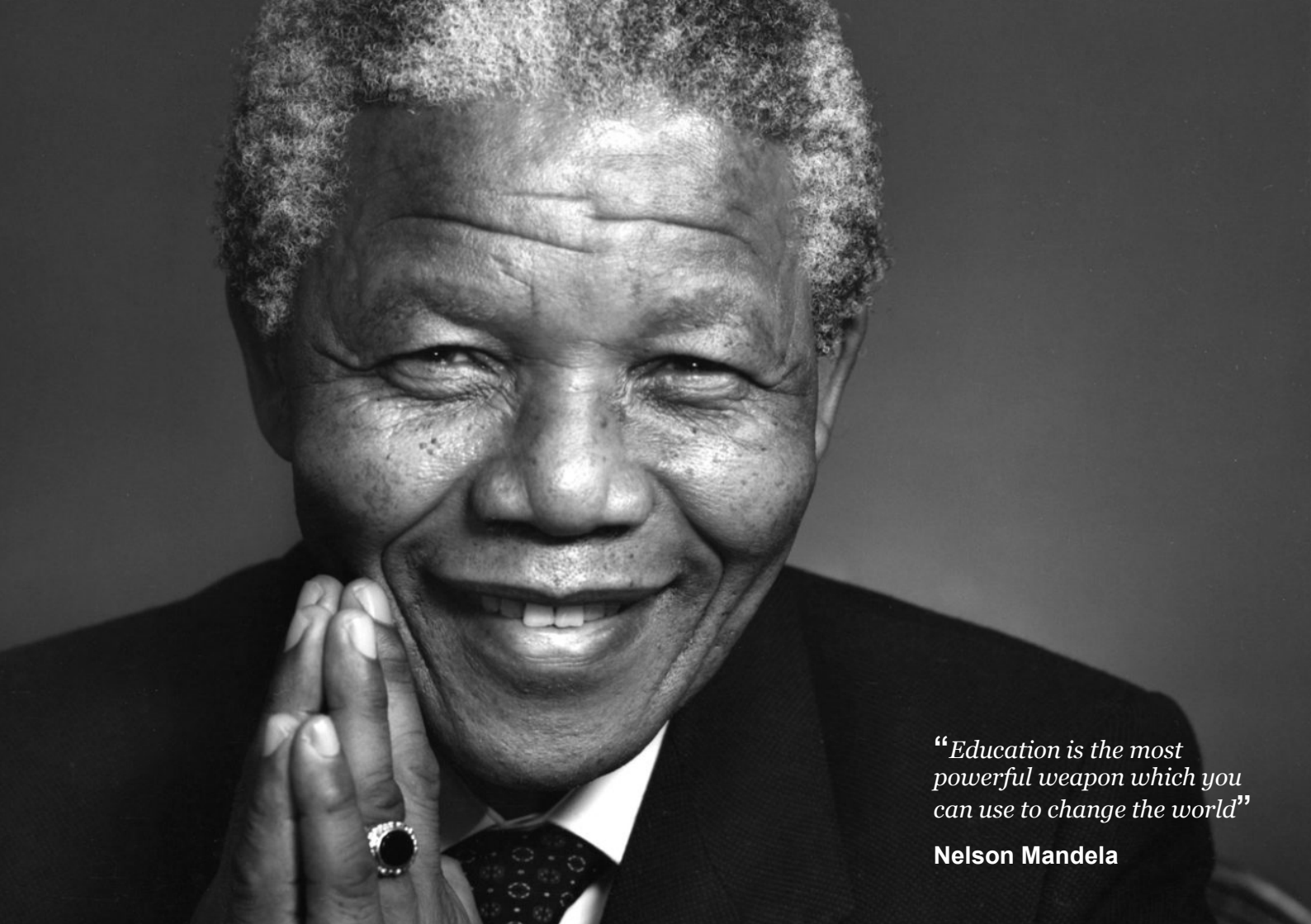


INTERNAL PROGRAMMES & PARTNERSHIPS

Health
by cfao

Education
by cfao





“Education is the most powerful weapon which you can use to change the world”

Nelson Mandela

2023 PROFILE

English version – May 2023

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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