

MOBILITY  
GREEN INFRA  
HEALTHCARE  
CONSUMER



Profile 2025

WITH AFRICA FOR AFRICA



## A meaningful contribution to the development of Africa

With more than 20,000 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 cover 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**

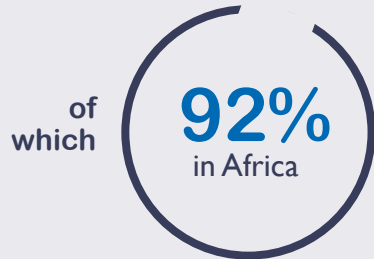
**HEALTHCARE**

**CONSUMER**



## Key figures for 2024

Revenue of  
**€8.4 billion**



more than  
**22,100**  
employees

**20** production  
sites

**93** operating  
presence

Part of the  
TOYOTA TSUSHO CORPORATION Group since 2012

Head office in **FRANCE**

### Key events:

- **1852:** Creation of CFAO
- **1913:** First T-Ford sales in Senegal
- **1996:** Acquisition of the healthcare subsidiary
- **2015:** Opening of the first retail shopping mall in Abidjan
- **2019:** Acquisition of the automotive retail activity in South Africa
- **2022:** Entry into retail healthcare
- **2024:** Joint venture in renewable energy

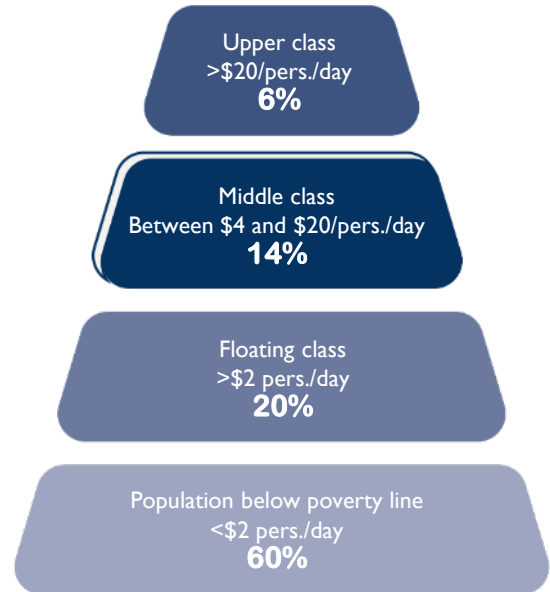
### 4 shared values:





## 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 **+8.3%** over the past 25 years, more than twice 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

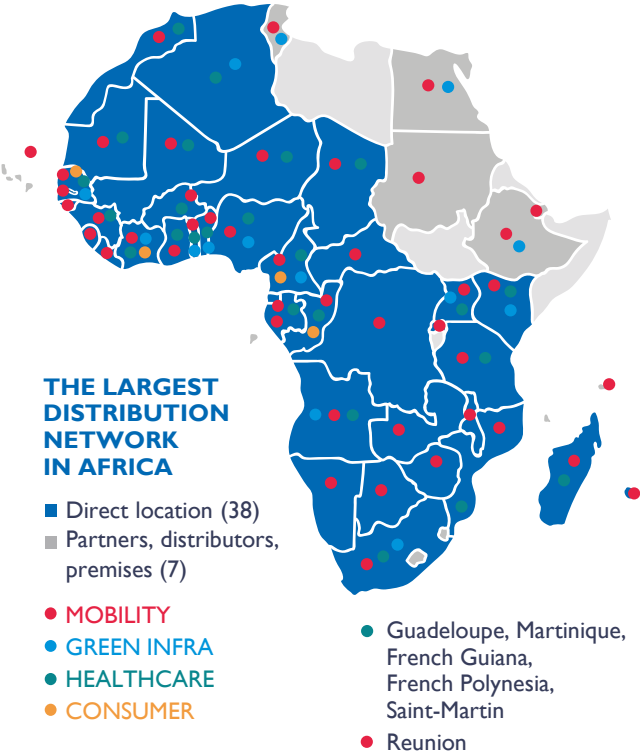


Challenger





# 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 medicines 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 high standards 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.



## WITH AFRICA FOR AFRICA

### MOBILITY

Renew the African vehicle fleet with safer and cleaner mobility solutions

### GREEN INFRA

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

### HEALTHCARE

Secure access to high-quality medicines for all African countries

### CONSUMER

Contribute to the development of modern food distribution in West Africa

# Complementary portfolio and integrated value chain



# MOBILITY

Revenue of  
**€3.9 billion**



more than **8,460**  
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.*

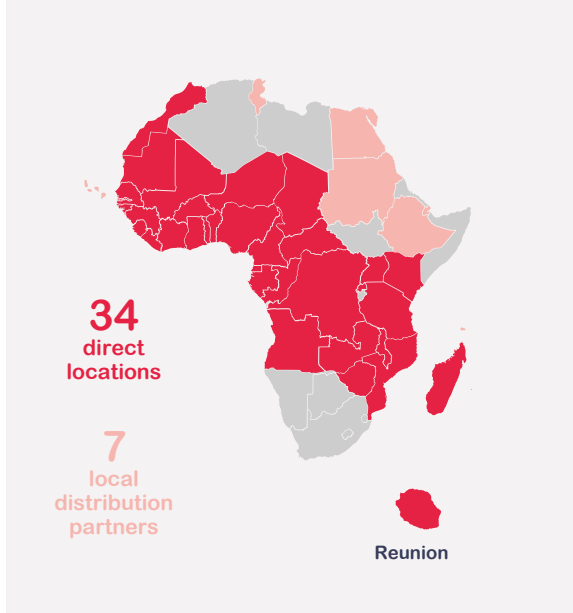
*Wherever we operate, we need to  
move from selling vehicles to providing  
mobility solutions for everyone.*

**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 used 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.



### Autofast and Winpart

Repair and maintenance  
center.  
Distribution of automotive  
parts.



more than  
**140 sites**



over **109,200**  
new vehicles  
and over **13,600**  
two-wheelers sold



more than  
**4,900**  
new machines  
and trucks sold



# MOBILITY

Revenue of  
**€2.1 billion**



Almost **7,000**  
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.

We also support the development of CFAO's other activities, like healthcare and renewable energy.

**ANDREW VELLEMAN**  
CEO  
CFAO South Africa







### 3 BUSINESS AREAS

#### **CFAO Mobility**

Automotive retail and vehicle rental.  
119 multi-brand dealerships and 43  
Hertz outlets.



over  
**30 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  
**30,500**  
new vehicles and  
**26,500** used  
vehicles sold



over  
**4,400**  
new &  
pre-owned  
forklifts sold



**9**  
industrial  
sites



# GREEN INFRA

Revenue of  
**€83 million**



more than **680**  
employees

## Invest

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



*Our aim is to accelerate the development of green infrastructure through sustainable, innovative solutions centered around renewable energy and other environmentally friendly technologies. Our solutions cover a wide range, from large-scale projects for governments to solutions for private companies. By connecting these elements, we aim to build a green energies value chain and contribute to the overall reduction of environmental impact in society.*

**TATSUYA HIRATA**  
CEO  
CFAO Green Infra



## ACTIVE ACROSS THE ENTIRE GREEN ENERGIES VALUE CHAIN

CFAO Green Infra contributes to the creation of the entire green energy value chain, from the public sector to private companies.

### GENERATION

Projects for the public sector

We provide engineering, procurement, and construction services for national-level green infrastructure development.

For large-scale renewable energy projects, we advance development through investments by Aeolus.

### MANAGEMENT

### UTILIZATION

Solutions for industrial and commercial customers

The renewable energy centered total energy efficiency solution and the e-mobility platform offer economic benefits and reduce environmental impact for commercial and industrial customers.



**767 Mw** in operation   **250 Mw** under construction

Including all assets owned by Toyota Tsusho Group in Africa



**12 Mw**



**185 sites** installed

# HEALTHCARE

Revenue of  
**€2.1 billion**



more than **3,570**  
employees



## Secure access to high-quality medicines for all African countries

With a drug and medicine market worth more than. \$25 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



## THE PANAFRICAN LEADER IN PHARMACEUTICAL DISTRIBUTION

**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.



The **GoodLife** private retail pharmacy networks in Kenya and Uganda serve more than 2 million patients every year

## AN INTEGRATED HEALTHCARE PLAYER



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



more than  
**500**  
supplier  
laboratories



more than  
**30,000**  
Product  
references



# CONSUMER



Revenue of  
**€349 million**



more than **2,300**  
employees

## **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 Congo and Cote d'Ivoire.



**22,000**  
items in  
Carrefour stores



**30 stores**  
**6 shopping**  
**centers**



**420**  
million bottles  
sold (breweries)



## Our contribution to sustainable development

**■** Guided by our promise *WITH AFRICA FOR AFRICA*, we contribute to the sustainable development of the Continent through our activities and also our CSR programs.

*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:

- Preventing high-impact diseases
- Combating fake medicines
- Ensuring health and safety at work
- Supporting humanitarian health programs

### Education:

- Promoting access to education
- Facilitating training and integration
- Strengthening employability

### Other areas of intervention:

- Promoting renewable energy
- Training in road safety
- Encouraging entrepreneurship
- Supporting solidarity initiatives

Health  
by cfao



Education  
by cfao

iecd



cfao  
SOLIDAIRE

## In 2024



almost  
**64,000**  
employees and beneficiaries  
made aware of healthcare  
topics



more than  
**1,200**  
scholarship holders supported  
in secondary and  
higher education



almost  
**6,000**  
young people trained and  
guided towards employment



**Communications department**  
**June 2025**

Credits: Yoan Bardeletti, Geoff Brown, Irène de Rosen, Franck Dunouau, IECD, Thomas Renaut, Shutterstock,  
Nabil Zorkot, CFAO group all rights reserved.

Cover photo: city of Abidjan, Cote d'Ivoire  
Sources: BearingPoint (based on ADB 2015 data),  
World Bank, ADB.

Alcohol abuse is dangerous for your health. Drink in moderation.  
Printed on paper from sustainably managed forests.

---

**CFAO GROUP**

Head office: 59, rue Yves Kermen, 92 100 Boulogne-Billancourt, France  
Nanterre Trade and Companies Register 552 056 152

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

