

MOBILITY  
GREEN INFRA  
HEALTHCARE  
CONSUMER



Profile 2026



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

Direct presence in  
**38** of 54  
countries

**4**

business domains

**MOBILITY**  
**GREEN INFRA**  
**HEALTHCARE**  
**CONSUMER**

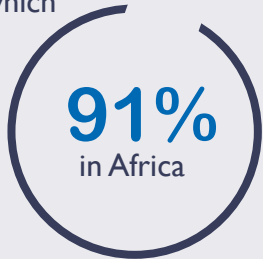


# Key figures for 2025

Revenue of  
**€9.1 billion**

**22,990**  
employees

of  
which



**145**  
operating  
subsidiaries

## Key events

- **1852:** Creation of “Établissements Verminck” in Marseille to develop import and export activities between Europe and Africa
- **1887:** The Group changes its name to “CFAO”
- **1913:** First automotive imports into Senegal
- **1970:** First exclusive distribution contract with Toyota for Chad
- **1990:** Acquisition of CFAO by the Pinault Group and refocus on Africa
- **1996:** Acquisition of competitor SCOA, including its Healthcare division
- **2012:** Acquisition of CFAO by Toyota Tsusho Corporation
- **2018:** Integration of TTC’s African operations in East and Southern Africa
- **2024:** Creation of Aeolus, a joint venture with Eurus Energy, to invest in renewable energy in Africa

## 4 shared values





## A strategy in motion

### Offering affordable products to a wider range of customers

Upper class  
>\$20/pers./day

**5% - 8%**

Middle class  
Between \$7 and \$20/pers./day

**15% - 20%**

Floating class  
>\$2/pers./day

**35% - 45%**

Population below poverty line  
<\$2/pers./day

**35% - 40%**

## 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

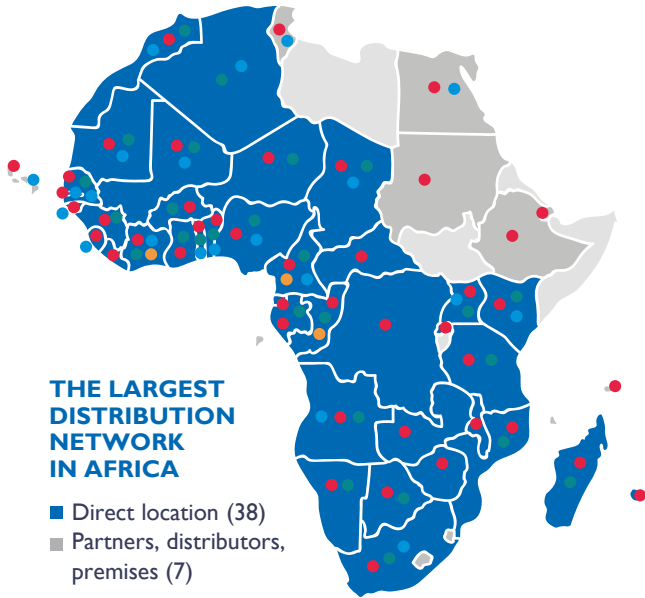
Partnerships with strong brands, quality of the products and services.

#3

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

Annual growth of **+8.3%** over the past 25 years, more than twice of Africa's GDP.

# #1 A broad pan-African presence

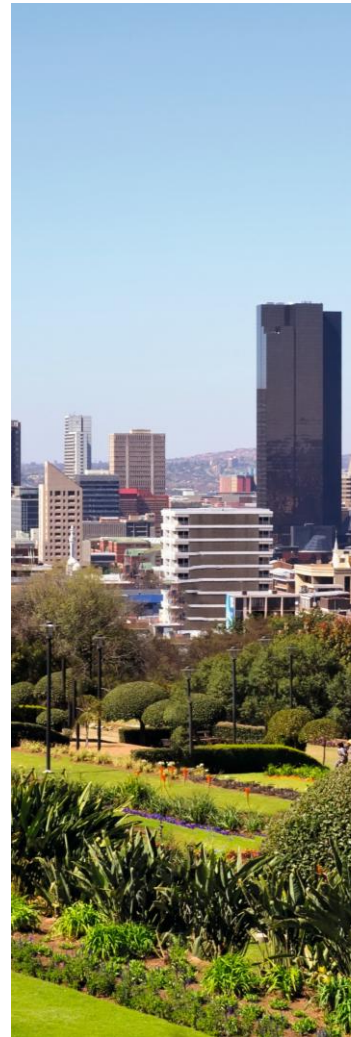


## THE LARGEST DISTRIBUTION NETWORK IN AFRICA

■ Direct location (38)  
■ Partners, distributors, premises (7)

- MOBILITY
- GREEN INFRA
- HEALTHCARE
- CONSUMER

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





## #2 Partnerships with strong brands

Offering our industrial and distribution know-how and our knowledge of Africa to **major international brands**.

Offering **high quality** and **more affordable products** for new customers.



# #3 Value chain integration

FROM LOCAL PRODUCTION TO RETAIL



Contribution to local manufacturing



Efficient & secure supply chain



Investment in retail



## Each business domain contributes to the “With Africa For Africa” commitment



WITH AFRICA  
FOR AFRICA



- **MOBILITY:**  
Renewing the African fleet with safer, cleaner and accessible vehicles



- **GREEN INFRA:**  
Investing in renewable energy infrastructures



- **HEALTHCARE:**  
Securing access to high-quality medicines



- **CONSUMER:**  
Contributing to the development of modern distribution in West Africa



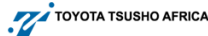
SAFER, CLEANER AND ACCESSIBLE VEHICLES



With more than **260** dealerships, CFAO Mobility operates the largest pan-African network.

PRODUCTION

We support the production of Toyota cars in South Africa, and we meet local assembly obligations in few other markets.



LOGISTICS

Our logistics organization optimizes the supply of vehicles and spare parts to most African markets.



3 logistics platforms to supply CFAO Mobility network



Direct sales to African customers in sub-Saharan

RETAIL

Our multi-brand automotive distribution network, established in 37 countries, is now unified under the CFAO Mobility banner.



## MOBILITY AFRICA



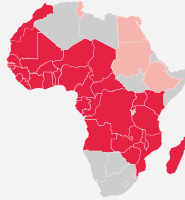
*“Our ambition is to progressively replace aging vehicle fleets with more modern, safer, and less polluting vehicles, trucks, and buses, to support the rapid development of road infrastructure, particularly in Sub-Saharan Africa.”*

**MARC HIRSCHFELD** | CEO

Revenue of **€4.2 billion**



**8,780** employees



### CFAO Mobility

The largest multi-brand distribution network for new and used vehicles with more than 159 sites: over 117,500 new vehicles, 18,300 two-wheelers sold.



### CFAO Equipment

Distribution and maintenance of a wide range of capital goods: trucks, buses, machinery, and handling equipment. More than 6,150 new machines and trucks sold.



### Services

Loxea: pan-African long-term rental network.

Winpart: distribution of automotive parts.



## MOBILITY SOUTH AFRICA



*“South Africa is the largest automotive market on the African continent, with over 600,000 new vehicles registered each year. The local automotive industry serves both domestic demand and export markets. CFAO Mobility operates across the entire value chain, from production to retail.”*

**ANDREW VELLEMAN** | CEO

Revenue of **€2.3 billion**



**7,180** employees



### CFAO Mobility

Automotive retail and vehicle rental. 132 multi-brand dealerships and 43 Hertz outlets, over 31,500 new vehicles and almost 28,000 used cars sold.



### CFAO Equipment

Market leader in the distribution of material handling equipment available for sale or rental with more than 3,700 Forklifts sold.



### Production Support (TTAF)

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





Our subsidiary **AEOLUS** combines **CFAO**'s experience in Africa with **Eurus Energy**'s expertise as a leader in renewable energy in Japan

EPC / B2G

Engineering, procurement and construction of large-scale infrastructure financed by Japan and operated by African public entities.



IPP

Development and management of large-scale wind and solar power plants through our joint venture with Eurus Energy Japan.



B2B

Design & maintenance of sustainable and high-performing solutions for corporate & industrial customers in West Africa.



**Renewable Energy Solutions**

*Solar*

**Energy Services Solutions**

*Cooling, energy efficiency, high/low voltage, EV support*

**Lift**

*Elevators & escalators & automatic doors*



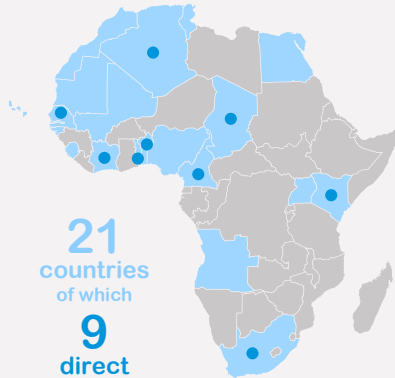
*“Our aim is to accelerate the development of green infrastructure through sustainable, innovative solutions centered around renewable energy and other environmentally friendly technologies. Our solutions cover a wide range, from large-scale projects for governments to solutions for private companies. 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

Revenue of  
**€88 million**



**630** employees



**21**  
countries  
of which  
**9**  
direct  
locations



### Enhancing access to electricity

Only 55% of Africans have access to electricity. Electrification remains insufficient in the face of rapid population growth: nearly 600 million people are still not connected. This energy gap significantly constrains the development of African markets.



### Developing renewable energy

Africa has exceptional renewable energy potential, offering a powerful lever to sustainably address the continent’s energy deficit. Clean, affordable solutions such as solar and wind power can accelerate access to electricity while helping tackle climate challenges.



**1,013 Mw**  
in operation by Aeolus



**20 Mw**



**202 sites**  
installed



SECURE ACCESS  
TO HIGH-QUALITY  
MEDICINES



CFAO Healthcare is a committed player across the entire value chain, from medicines production to pharmacy network

PRODUCTION



LOGISTICS

From our logistics hub in France, we supply wholesalers in the French Overseas Territories and in Africa including our own **Laborex** network. Our supply chain complies with the highest traceability standards.



RETAIL

**Goodlife** is the leading retail network in Kenya & Uganda with more than 150 pharmacies.

**Missionpharma** supplies safe & affordable medical kits to NGOs and public entities.





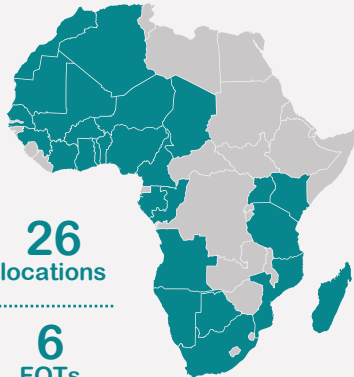
*“ In Africa, we are the only player in the healthcare sector able to operate across every step of the value chain, from manufacturing to the patient. This model enables us to address the Continent’s key healthcare challenges: ensuring access to affordable, high-quality medicines and strengthening the reliability of supply and distribution chains.”*

**JEAN-MARC LECCIA** | CEO

Revenue of  
**€2.3 billion**



**4,340** employees



**26**  
locations

**6**  
FOTs

(French Overseas Territories)



### High growth potential market

With a pharmaceutical market worth more than \$25 billion, access to affordable, high-quality products remains a major challenge for Africa.



### Securing access to quality medicines

Across the Continent, an estimated 30% of medicines in circulation are counterfeit. With the OPALS Foundation, CFAO Healthcare has published a white paper on “Securing Africa’s medicine distribution network”.



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



more than  
**1,325**  
suppliers  
**laboratories**



more than  
**40,100**  
product  
**references**



CONTRIBUTING TO THE DEVELOPMENT OF MODERN DISTRIBUTION IN WEST AFRICA



A network of **25 stores** and **5 shopping malls**, located as close as possible to consumers.

PRODUCTION



SHOPPING MALLS

**5 shopping malls** in west Africa offering a premium shopping experience centered around a Carrefour store, a food court, and numerous local and international brands.



RETAIL

**17 supermarkets** in Cote d'Ivoire and Cameroon offering a wide range of products to the emerging middle class.





*“Our business is the perfect response to consumer expectations. We offer them the possibility to have a good time in our PlaYce shopping malls, to shop in comfort at Carrefour hypermarkets, and supermarkets.”*

**FRANCK ROUQUET** | CEO

Revenue of  
**€210 million**



**1,850** employees



**12 million**  
consumers/year  
in Cote d'Ivoire &  
Cameroon



**22,000**  
items in  
Carrefour stores



more than  
**1,000**  
partners



### Modernizing distribution

CFAO Consumer supports customers by rolling out modern retail formats that combine convenience, accessibility, enhanced shopping experience, quality, and full product safety and compliance.



### Delivering a unique experience with PlaYce

Our shopping malls offer a unique experience that combines shopping, dining, and leisure, centered around a Carrefour store and a mix of local and international brands.



### Offering adapted retail formats with Carrefour

In our hypermarkets and supermarkets, we provide urban consumers with a varied, high-quality assortment at competitive prices, while promoting local production channels.

# CFAO

a unique employer



*“Being part of CFAO means being able to exceed oneself professionally and individually, by acting every day, in your own way, to support the transformation of the African continent.”*

**With Africa For Africa**

**CÉCILE DESREZ**

Vice President of Human Resources,  
Communications & CSR



**93% of  
employees  
in Africa**



nearly  
**1 in 2  
employees  
is trained  
per year**



more than  
**2,500  
permanent  
hires  
per year**

# Our contribution to sustainable development

Through our commitment to education, health, environment and solidarity, our ambition is to create a positive, concrete and sustainable impact for our employees, our partners, our clients and local communities.



**1,571**  
scholarships

**+40,000**  
beneficiaries  
assisted by Alima

**111**  
CFAO sites equipped  
with solar panels

**178**  
entrepreneurs  
supported by IECD



# Our programs & partnerships

## In corporate social responsibility and the arts



THE TOYOTA TSUSHO CFAO

# African Art Award

## 5 prizes

### 1 Grand Prize



**Moffat TAKADIWA**  
*Zimbabwe*

### 2 Distinguished Awards



**Gosette LUBONDO**  
*DRC*



**Unathi MKONTO**  
*South Africa*

### 2 Sponsor Awards



**Katlego C.L. TWALA**  
*Botswana*



**Tizta BERHANU**  
*Ethiopia*

**WITH AFRICA  
FOR AFRICA**



**Communications Department**  
**June 2026**

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