

MOBILITY
GREEN INFRA
HEALTHCARE
CONSUMER



Profile 2026

WITH AFRICA FOR AFRICA



Meaningful contributions to Africa's development

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.



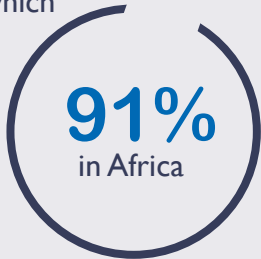
Richard Bielle
*Chairman and
Chief Executive Officer*

“Our With Africa
For Africa
promise unites
us all around a
shared project”

Key figures for 2025

Revenue of
€9.1 billion

of
which



22,990
employees

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

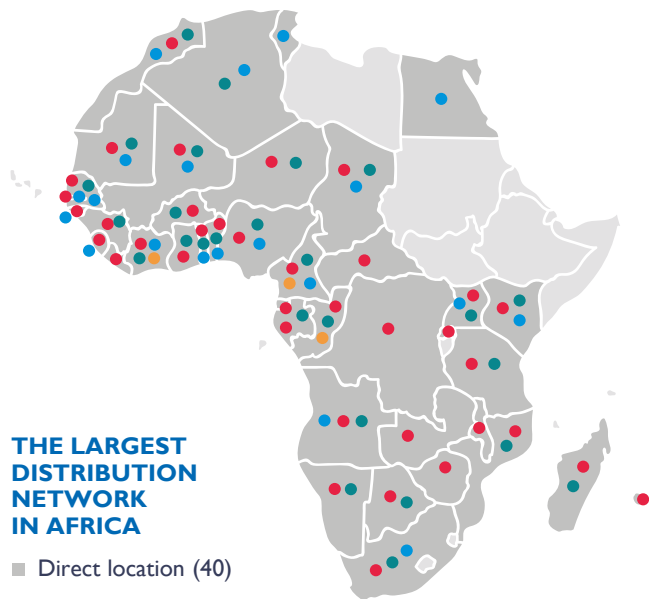
Partnerships with strong brands, quality of the products and services.

#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



● 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



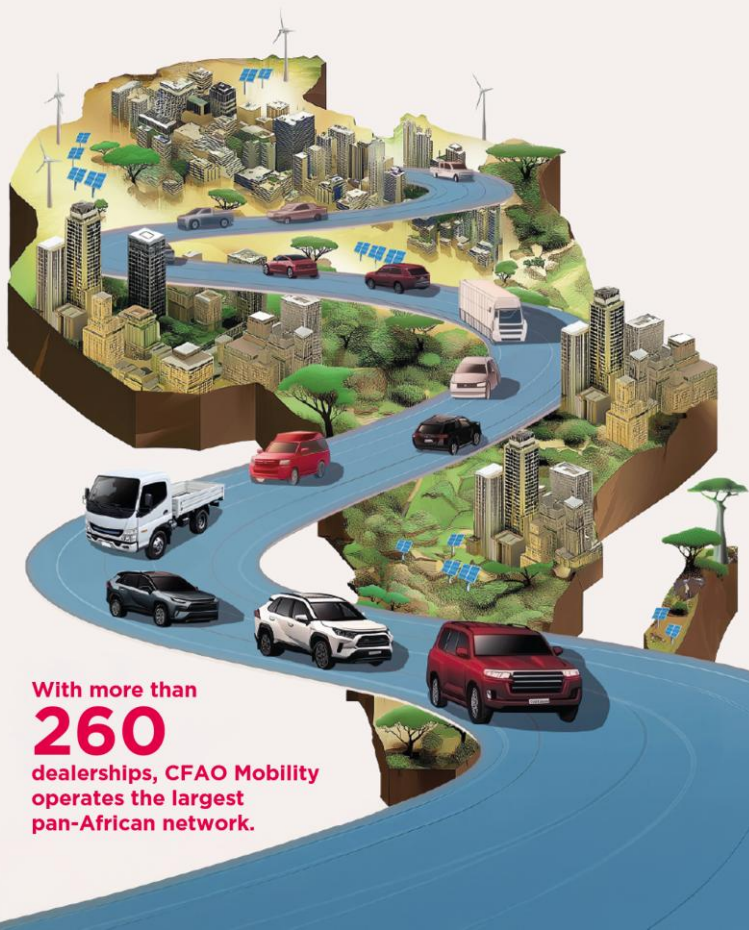
Each business domain contributes to the “With Africa For Africa” commitment



- **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.

ams
Africa Mobility Solutions

3 logistics platforms
to supply CFAO
Mobility network



CPS

Direct sales to
African customers
in sub-Sahara

RETAIL



cfao
MOBILITY

cfao
EQUIPMENT



MOBILITY AFRICA



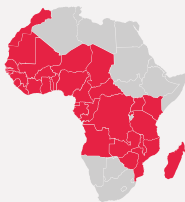
"Our ambition is to progressively replace aging vehicle fleets with more modern, safer, and less polluting vehicles, trucks, and buses, to support the rapid development of road infrastructure, particularly in Sub-Saharan Africa."

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*



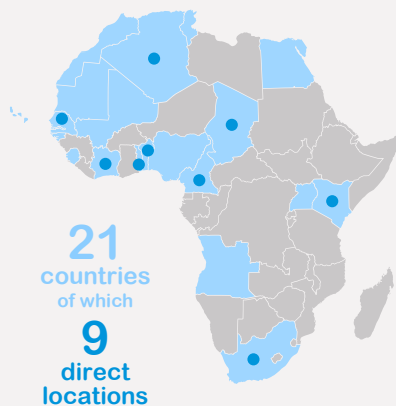
"Our aim is to accelerate the development of green infrastructure through sustainable, innovative solutions centered around renewable energy and other environmentally friendly technologies. Our solutions cover a wide range, from large-scale projects for governments to solutions for private companies.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



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



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.



LOGISTICS

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.



RETAIL



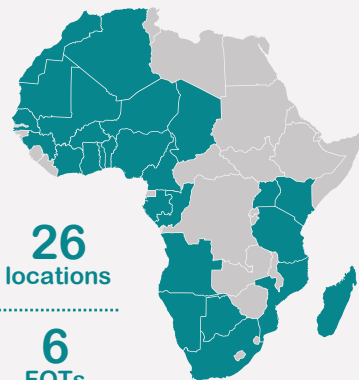
“In Africa, we are the only player in the healthcare sector able to operate across every step of the value chain, from manufacturing to the patient. This model enables us to address the Continent’s key healthcare challenges: ensuring access to affordable, high-quality medicines and strengthening the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

JEAN-MARC LECCIA | CEO

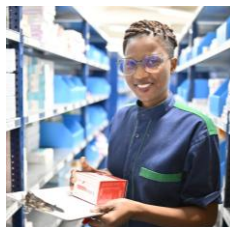
Revenue of
€2.3 billion



4,340 employees

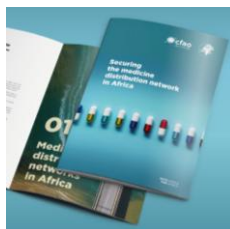


(French Overseas Territories)



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

Carrefour

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



RETAIL

SHOPPING MALLS

PRODUCTION



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.

PLAYCE

VOTRE RENDEZ-VOUS SHOPPING



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



Health
by cfao

Education
by cfao



iecd



Sur le
Chemin de l'école



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
July 2026

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World Bank.

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