



EQUIPMENT



HEALTHCARE



CONSUMER GOODS




CFAO

distributor of brands

2014 Profile

> CFAO at a glance

Present in Africa for over **125 years** 

 Operations in **34 countries in Africa**
7 French Overseas Territories,
Vietnam and Cambodia

Registered office in France 

2013 revenue of **€3,6 billion** 
of which **80 %** in Africa


11,600 employees

 **140 operating subsidiaries**

Listed on **NYSE Euronext Paris** 

 **98 % owned by Toyota Tsusho Corporation**



AFRICAN OPERATIONS

- | | |
|-------------------|----------------------------------|
| Algeria | Malawi |
| Angola | Mali |
| Benin | Morocco |
| Burkina Faso | Mauritania |
| Cameroon | Niger |
| Congo | Nigeria |
| Côte d'Ivoire | Uganda |
| Gabon | Central African Republic |
| Gambia | Democratic Republic of the Congo |
| Ghana | São Tomé and Príncipe |
| Guinea | Senegal |
| Guinea-Bissau | Sierra Leone |
| Equatorial Guinea | Tanzania |
| Mauritius | Chad |
| Kenya | Togo |
| Liberia | Zambia |
| Madagascar | Zimbabwe |

FRENCH OVERSEAS TERRITORIES (FOTs), VIETNAM AND CAMBODIA

- | | |
|------------------|---------------|
| French Guiana | New Caledonia |
| French Polynesia | Reunion |
| Guadeloupe | Saint-Martin |
| Martinique | |

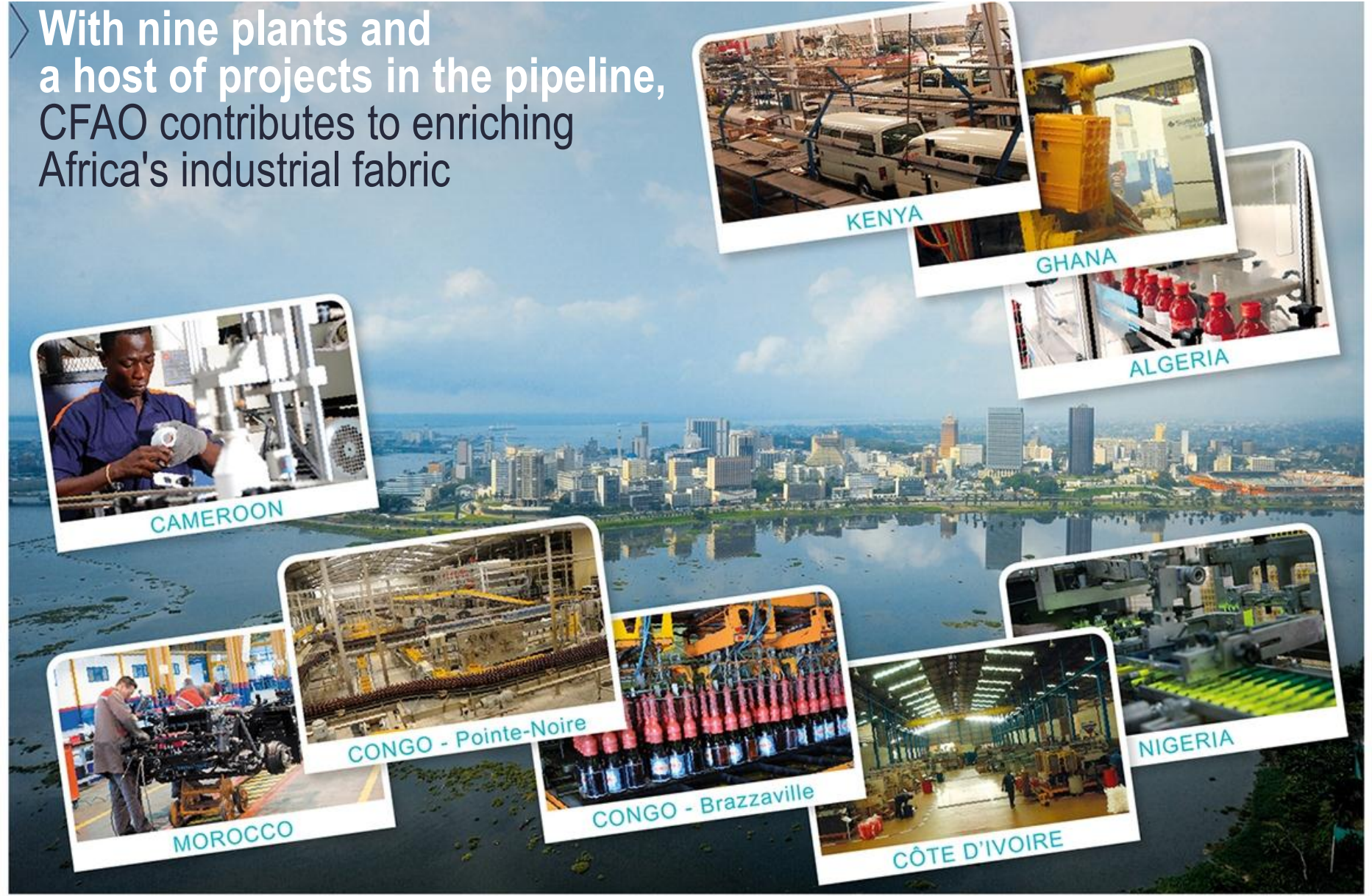
Partnering leading brands



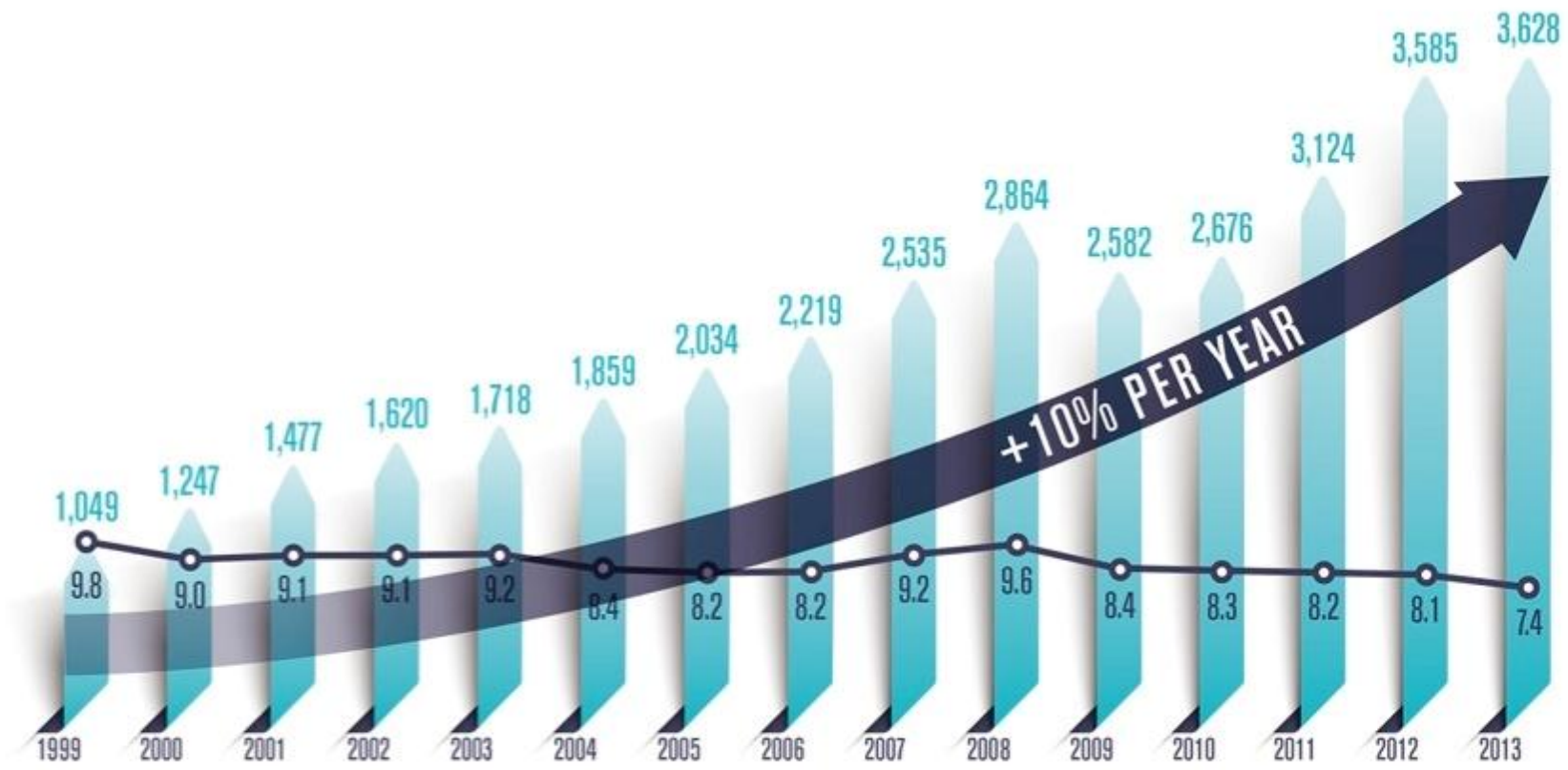
> **An integrated offering** aimed at helping global brands develop profitable, sustainable business in African markets



With nine plants and a host of projects in the pipeline, CFAO contributes to enriching Africa's industrial fabric

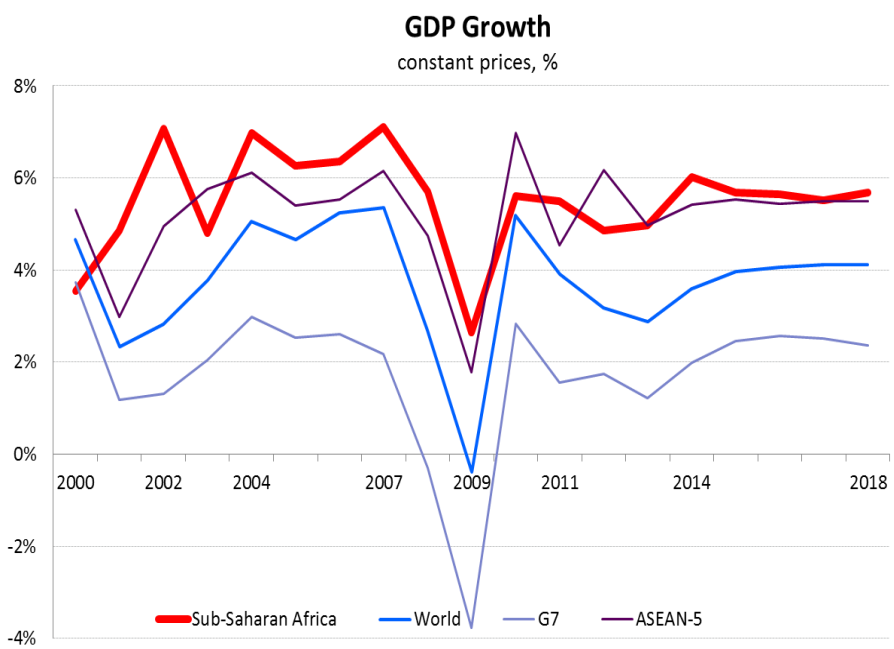


> Average growth double that of African GDP over the last 15 years

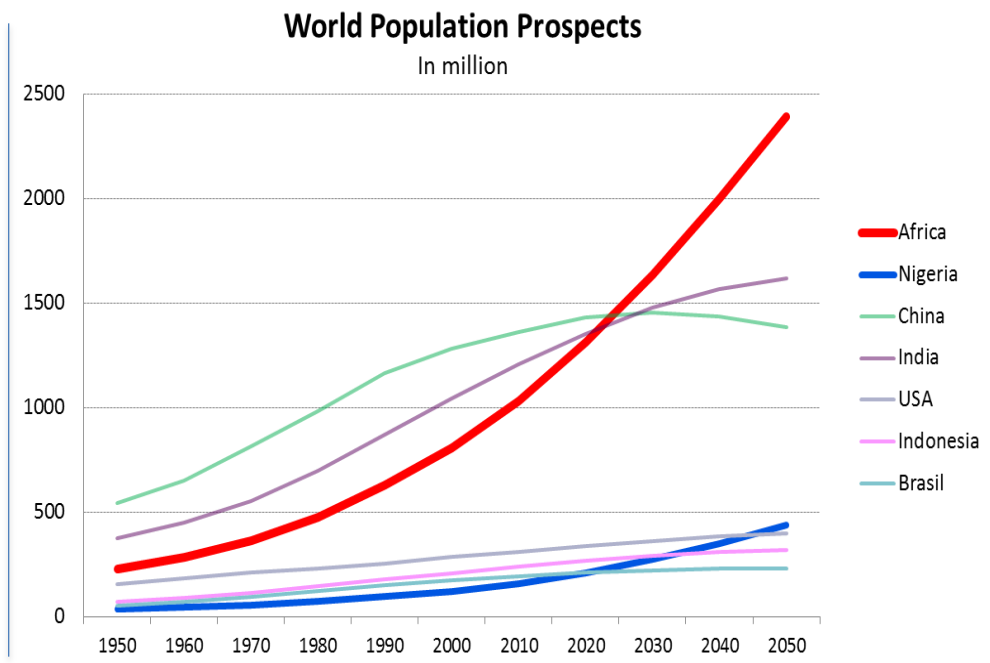


■ Revenue in € millions ○ Recurring operating margin

> Growth and population in Africa



Source: IMF



Source: United Nations

> The emergence of a middle class is driving African growth and creating new opportunities for CFAO

Source: African Development Bank (BAD) 2011 – 2010 figures

Daily salary	African population in %	Inhabitants in million 54 countries	Inhabitants in million 34 CFAO 's countries
> 20\$	5%	50	
10 to 20\$	5%	50	30
4 to 10\$	8%	80	50
2 to 4\$	21%	210	120
< 2\$	61%	610	
total	100%	1,000	587

=> *Equipment*

=> *Healthcare*

=> *Consumer goods*



> 3 business sectors



> 6 business units

EQUIPMENT



REVENUE
€2,171 m

West Africa	Eurafrica
23 countries	East Africa, Maghreb, FOTs & Asia

HEALTHCARE



REVENUE
€1,103 m

20 African countries, **7** FOTs,
Denmark, Portugal and India

CONSUMER GOODS



REVENUE
€268 m

Production plants in **5** African countries
operations in **17** countries



REVENUE
€86 m

8 subsidiaries, **21** countries



Shopping centres,
brand franchises
and a partnership with Carrefour
In **8** African countries



CFAO | West Africa

AUTOMOTIVE
EQUIPMENT & SERVICES



Benin | Burkina Faso | Cameroon | Central African Republic | Congo | Côte d'Ivoire | Democratic Republic of Congo | Equatorial Guinea | Gabon & Sao Tomé | Gambia | Ghana | Guinea | Guinea Bissau | Liberia | Mali | Mauritania | Niger | Nigeria | Senegal | Sierra Leone | Chad | Togo



CFAO AUTOMOTIVE

**PASSENGER & UTILITY VEHICLES
MOTORCYCLES & MARINE ENGINES**



Toyota 19 - Mitsubishi 5 - Suzuki 16
Peugeot 11 - Citroën 5
Yamaha 15 - Kia 1 - Bridgestone 20



CFAO EQUIPMENT

**TRANSPORT, HANDLING
& AGRICULTURAL EQUIPMENT**



Renault Trucks 7 - DAF Trucks 2 - Fuso 4
Toyota Forklift 14 - JCB 7
FG Wilson 5 - Massey Ferguson® 5
Otis 20 - Culligan 22 - Bridgestone* 18

Services

SHORT & LONG TERM RENTAL



**SECOND HAND VEHICLES,
MULTIBRANDS SPARE PARTS
& SERVICES**





MAGHREB, EAST AFRICA, FOTs & ASIA

MAGHREB

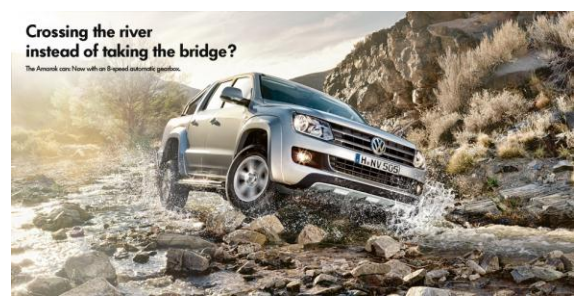
Algeria & Morocco



Chevrolet | Opel | Isuzu 2
DAF Trucks 2 | JCB 1

EAST AFRICA

Kenya | Madagascar | Malawi | Mauritius |
Tanzania | Zambia | Zimbabwe



Volkswagen 6 | Mercedes-Benz 2
Ford 2 | Hyundai 6

FOTs

French Guiana | French Polynesia
New Caledonia | Reunion



Toyota 2 | Ford 2 | Peugeot 1 Citroën 3
Mercedes-Benz 1 Chevrolet 1 | Opel 1 | BMW 2

ASIA

Vietnam & Cambodia



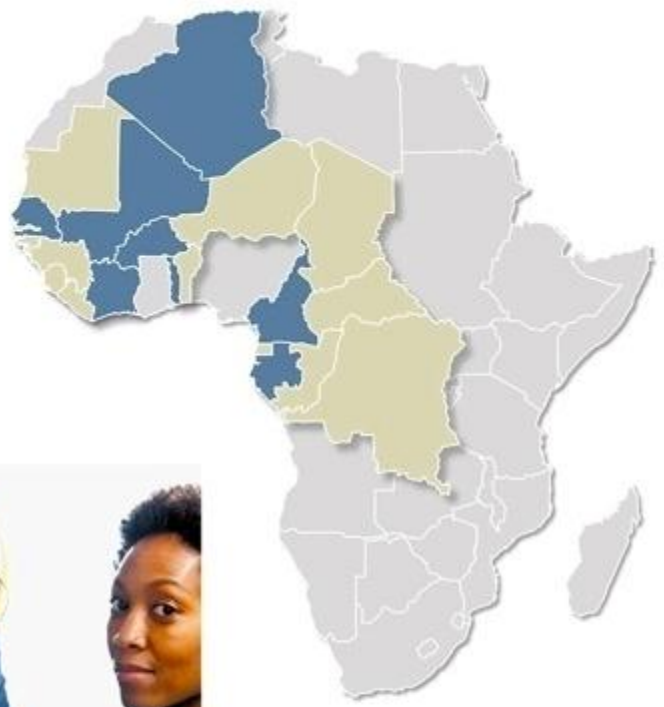
Audi 2



Integration and maintenance of IT infrastructure and software and telecommunications systems in partnership with leading global brands (IBM, Cisco, Oracle, Microsoft, APC, etc.)

Recent development of new high value-added services: audit and advisory, outsourcing and radiocommunications solutions

Full installation of data centers as part of our rapid development of cloud solutions for Africa



- Countries with CFAO Technologies subsidiaries
- Other countries in which CFAO Technologies operates

EURAPHARMA

cfaogroup.com

Import and resale in French-speaking Sub-Saharan Africa's regulated markets and in the FOTs

Partner and agent to the world's leading laboratories for the management of exports to Africa (pre-wholesale) and distribution in English-speaking Sub-Saharan Africa

Development, within Missionpharma, of a range of generics and medical supplies and equipment tailored to institutional customers: hospitals, clinics, NGOs, public entities, etc.



FRENCH POLYNESIA, GUADELOUPE, MARTINIQUE, SAINT-MARTIN, FRENCH GUIANA, NEW CALEDONIA, REUNION, PORTUGAL, DENMARK AND INDIA

- Import and resale
- Distribution agent





Partner to Heineken and Coca-Cola

at Brasseries du Congo and distributor of six brands of beer as well as Coca Cola products

Partner to BIC® in West Africa for 50 years,

distributing the brand's products in 17 countries and producing plastic racks and writing and packaging products at CFAO's four plastics plants in Nigeria, Côte d'Ivoire, Cameroon and Ghana

Launch of new partnerships with Pernod Ricard,

Ferrero and Hype through the General Import & Distribution (GI&D) distribution network which operates in nearly 20 Nigerian towns and cities

**GI & D network in Nigeria
(a network of 19 towns)**





Development of a network of several dozen stores in various formats in association with **Carrefour** in 8 major West and Central African markets, and 13 major cities

Creation of a portfolio of complementary brands suitable for trading in shopping centers alongside Carrefour stores

Construction and development of a network of shopping centers to accommodate Carrefour stores and create more rental spaces in its target markets, where opportunities are currently limited



> **Committed** to sustainable development in Africa

EMPLOYEES



HEALTHCARE

- Health insurance
- Welfare
- HIV prevention
- Diabetes prevention

EDUCATION

- High school scholarships
- University scholarships

RISK MANAGEMENT

Health and safety in the workplace

ENVIRONMENT



ENVIRONMENTAL MANAGEMENT SYSTEM

ENVIRONMENTAL INITIATIVES

- Waste management
- Water management
- Sharing of good practices

COMMUNITY



NGO PARTNERSHIPS

- Care
- Amref
- Fondation Chirac
- IECD

ROAD SAFETY

- Training & awareness
- Promoting the use of safe equipment

CFAO SOLIDARITÉ

- Healthcare
- Education and risk prevention
- Professional development and integration Environment

> **Training:** a priority area for CFAO



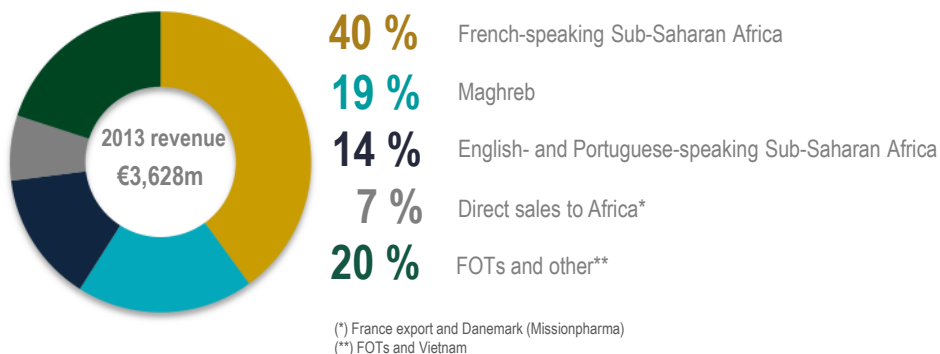
- > **3,750** employees received training in 2013
- > A training budget of **€3.2 million**, a 6% increase
- > More than **137,000** hours of training given
- > An average of **37** hours of training per employee
- > **A program of cross-functional training** courses offered by CFAO
- > **Operational/job-specific training** offered by the business units



KEY FIGURES

A solid financial structure

2013 revenue by geographic area



(in € millions)

Dec. 31, 2013

Condensed statement of financial position

Intangible assets	229.3
Property, plant and equipment	392.9
Working capital requirement	604.7
Other assets and liabilities	30.5
Capital employed	1,257.4
Total equity (including equity attributable to non-controlling interests)	853.9
Net debt	403.5

➤ **€269 m**
Recurring operating income

➤ **+€126 m**
Free operating cashflow

➤ **47 %**
Gearing (net debt/equity)

➤ **€100 m**
Group net income

➤ **€89 m**
Net operating investments

➤ **20.4 %**
ROCE (return on capital employed)

Executive committee

CORPORATE



Richard BIELLE
Chairman of the Management Board

Ichiro KASHITANI
Vice Chairman of the Management Board, Corporate Planning and Alliance Development

Olivier MARZLOFF
Executive Vice President and Corporate Secretary, and member of the Management Board

Alain PÉCHEUR
Chief Financial Officer, and member of the Management Board

Cécile DESREZ
Vice President Human Resources and Corporate Social Responsibility

Toshimitsu IMAI
Vice President Alliance Office – Business

Didier LEFEBVRE
Goup Information Systems Director

Pierre-Henri LEGRAND
General Counsel

Olivier NGUYEN KHAC
E-Commerce Development Director

Claude PASERI
Vice President Communications & Security

Emmanuel ROZIER
Head of Internal Audit & Kaizen

Yasushi SHIOZAKI
Vice President Alliance Office – Corporate

General Management Committee members

CFAO Automotive Equipment & Services

West Africa



Marc FERREOL
Chief Executive Officer



Patrick CESSANS
Chief Operating Officer

Eurafrica



Bertrand THIÉBAUT
Chief Executive Officer



Pascal LAFFARGUE
Chief Operating Officer, East Africa



Stéphane HENRY
Chief Operating Officer, Maghreb, French Overseas Territories & Asia

CFAO Technologies



Richard NOUNI
Chief Operating Officer

Eurapharma



Jean-Marc LECCIA
Chairman and Chief Executive Officer



Guy FAUCHET
Head of French Overseas Territories



Benoît JACQUOT
Pre-wholesale Director, head of English- and Portuguese-speaking Africa zone & the Maghreb



Ken ACCAJOU
Head of French-speaking Africa & Madagascar zone



Denis MAURICE
Corporate Development Director and Director of Healthcare Institutional Clients

CFAO FMCG Industries & Distribution



Jacques LECCIA
Chief Operating Officer



Marc BANDELIER
Deputy Chief Operating Officer

CFAO Retail



Xavier DESJOBERT
Chief Executive Officer

Governing bodies

THE MANGEMENT BOARD

Richard Bielle Chairman

A graduate of the Ecole Supérieure de Commerce de Paris (ESCP), Richard Bielle began his career in the financial sector. In 1988, he joined Renault Trucks where he held various financial management positions. In 1997, he joined ING Barings as Senior Manager in charge of project financing, and then CFAO in 1999 as Development Director for the Automotive division's operations. He became CFAO's head of finance in 2002 and he was appointed Chief Operating Officer of CFAO Automotive in 2005. He was appointed Chairman of the Management Board in 2009, and was succeeded by Alain Viry in September 2012.

In December 2013, Richard Bielle resumed the Chairmanship of the Management Board.

Ichiro Kashitani Vice Chairman, Corporate Planning and Alliance Development

Ichiro Kashitani graduated in Economics from the Doshisha University in Kyoto, Japan, before joining the Japanese company Toyota Tsusho Corporation ("TTC"), where he spent 29 years, with missions in various industrial divisions such as Machinery, Automotive, Food, as well as in the Administrative Division. He was also assigned overseas for a total of nine years, in France, Morocco and the UK.

In December 2012, Ichiro Kashitani joined the CFAO teams in France as Vice Chairman of the Management Board, Corporate Planning and Alliance Development.

Olivier Marzloff Executive Vice President and Corporate Secretary

Olivier Marzloff graduated from ISG with a degree in finance and accounting. He began his career as a Manager in the audit practice of PricewaterhouseCoopers. In 1994, he joined Kering (formerly PPR) as head of the group's internal audit department and then joined Pinault Distribution as Chief Financial Officer. He was appointed Corporate Secretary of Pinault Bois et Matériaux (PBM) in 1998, and continued to hold this position after PBM was acquired by the British group Wolseley in 2003. He returned to Kering in May 2004 as Executive Vice-President and Chief Financial Officer of Redcats USA in New York.

Olivier Marzloff joined CFAO in June 2008 as Corporate Secretary.

Alain Pécheur Chief Financial Officer

Alain Pécheur is a graduate of the ESG where he specialized in chartered accountancy. He also holds an eMBA from HEC. He began his career at CFAO as an auditor before becoming a financial controller. In 1997, he was appointed Internal Audit Manager and he later became the Secretary General of the purchasing office. In 2002, he became the Head of Financial Services of CFAO and, in 2005, he joined CFAO Automotive as Chief Financial Officer.

Alain Pécheur has held the position of Chief Financial Officer of CFAO since March 2009.

THE SUPERVISORY BOARD

Jean-Charles Pauze Chairman

Member of the Supervisory Board since February 8, 2011 and Chairman since September 5, 2012

Nathalie Delapalme

Member of the Supervisory Board since May 17, 2010

Corinne Le Goff

Member of the Supervisory Board since October 28, 2014

Yasuhiko Yokoi

Member of the Supervisory Board since August 2, 2012

Pierre Guénant Vice Chairman

Member of the Supervisory Board since November 16, 2009

Takashi Hattori

Member of the Supervisory Board since August 2, 2012

Sylvie Rucar

Member of the Supervisory Board since May 25, 2012

A stable shareholder structure with a long-term vision

TOYOTA TSUSHO CORPORATION

TTC owns **98 %** of CFAO's share capital

Revenue of : **JPY 7,743 billion**

48,336 employees
in over **60** countries

Nearly **600** operating subsidiaries

Listed on the Tokyo Stock Exchange,
33% of TTC's shares are owned by Toyota

Extensive logistics and industrial expertise

TTC operates in seven different segments

-  **Metals**
-  **Global Parts & Logistics Division**
-  **Automotive**
-  **Machinery, Energy & Project**
-  **Chemicals & Electronics**
-  **Food & Agribusiness**
-  **Consumer Products & Services**





EQUIPMENT

HEALTHCARE

CONSUMER GOODS

> 2014 Profile – English version – November 4, 2014

CFAO Group

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www.cfaogroup.com

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Alcohol abuse is bad for your health, drink responsibly.