



Activities in Africa

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① Company Profile & Self-introduction



Self-introduction

- 1978** **Joined Toyota Tsusho Corporation
Africa Team, Automotive Division**
- 1984-88** **Representative, Nairobi Office**
- 1993-97** **Chief Representative, Abidjan Office**
- 2000-06** **President, Toyota Tsusho Africa Pty Ltd.
(in Johannesburg)**
- 2006** **Executive Officer**
- 2008** **Chief Regional Officer for Africa**
- 2012** **Managing Director,
Chief Division Officer of Automotive Division**

Company Profile and Lines of Business

General Trading Company of the Toyota Group

Company Profile

Head Office: Nagoya and Tokyo, Japan
 Established: July 1, 1948
 Subsidiaries: 128 Domestic
 737 Overseas
 Sales: JPY 7.743 Trillion (consolidated)
 Employees: 48,366
 Main stockholders: Toyota Motor Corporation (21.76%) etc.



(FYE March 2014)

Lines of Business



Metals



Global Parts & Logistics



Automotive



Machinery, Energy & Project



Chemicals & Electronics



Food & Agribusiness



Consumer Products & Services



② Activities in Africa Today and Tomorrow



(Before CFAO acquisition)

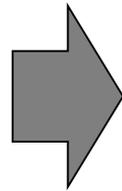
Africa.
Now!

Vehicle Sales Business in Eastern and Southern Africa

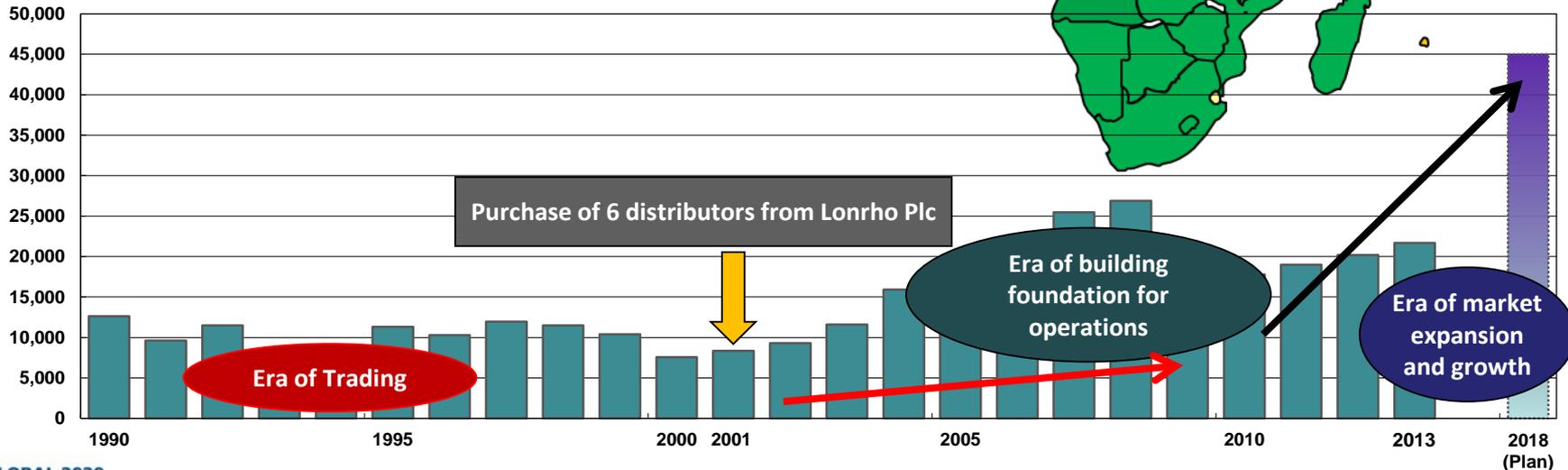
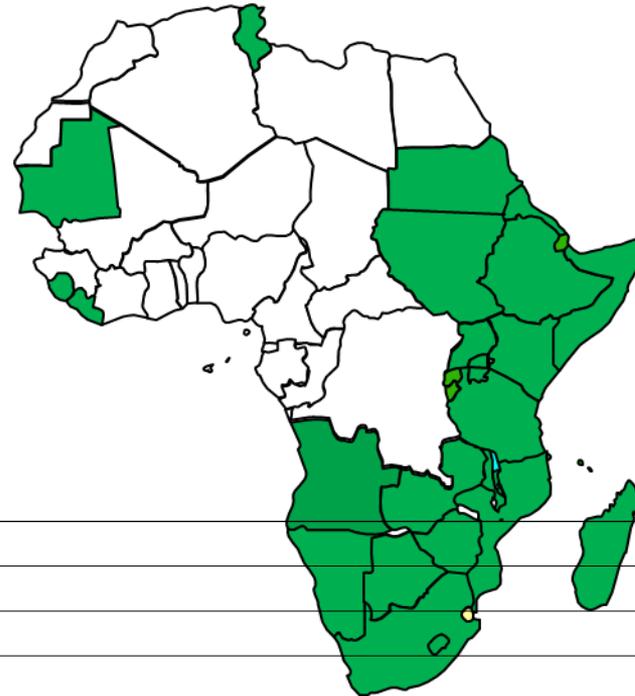
We Market Vehicles in 29 African Nations, Mainly in Eastern and Southern Africa

New-vehicle volume

Year	2000	2005	2010	2013
Units	7,600	17,500	17,800	23,312

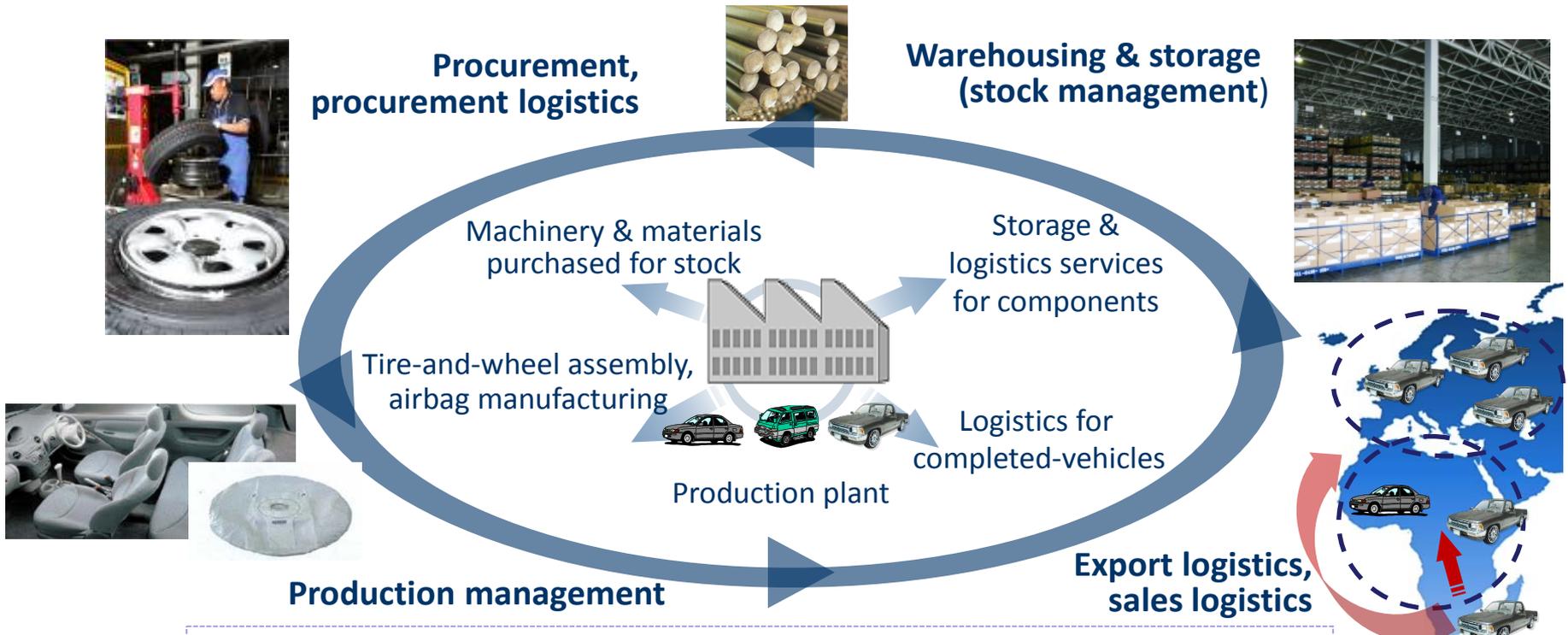


CY2018
(Plan)
45,000 units



Vehicle Production Support Business in South Africa

Structure of Our Production Support Business for 150,000 Vehicles Made Annually at Toyota's Durban Plant

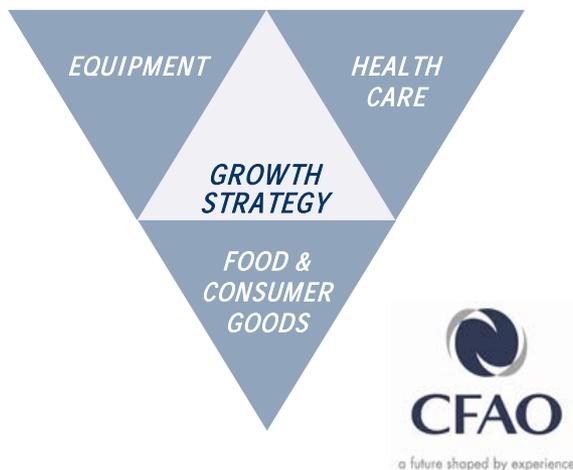


Overview of Toyota Tsusho Africa (Pty) Ltd

- Established: March 1, 2000
- Capital: 20 million rand (approx. 240 million yen)
- Head offices: Johannesburg, Durban
- Representative Office: Luanda, Lusaka
- Employees: 347 (as of March 31, 2014)

Bringing CFAO into Group and Building Alliance

Toward Becoming Leading Corporate Group in Africa



Joint growth through coordinated action



Operations in:

32 countries

53 of 54 countries

30 countries

Number of employees:

11,500

14,000

2,500

Brands carried (automotive)

Promotion of multi-brand strategy covering more than 20 brands

20+

Wide-ranging operations, including upstream and downstream, centered on brands of the Toyota Group



Value Chain Expansion



CFAO's Network + TTC's Partners in Japan and Asia

Attracting Top Japanese and Asian Businesses to Central and Western Africa



Presence in Central and Western Africa

Logistics Platform & Operational Knowhow



Global Corporation with Trust Built on Long-term Relationships



Countries with CFAO operations

Consumer and durable goods



Pioneering African Operations with French Expertise

CFAO's New-business Capability + TTC's Financing Knowhow

Promoting African Operations Through Collaboration with French Company

- ✓ **Overview:**
CFAO has started a joint venture with the Carrefour Group, the world's second largest retailer.
- ✓ **2025 Plan**
Countries: 80 stores in 8 Central and Western African countries
Sales: 1 billion euro
Investment: 500 million euro
Employment: Approx. 10,000 people
- ✓ **TTC can support CFAO with its financing knowhow.**



Store No. 1 concept (in Ivory Coast)



Developing /Locally Producing Products Based on Needs

CFAO's Business Assets + TTC's Production & Logistics Knowhow Accelerating African Economic and Production Advancement Via New Production Operations



Long-time producer of consumer goods



Automotive-related knowhow

Plastic production



- Operations started 45 years ago
- Production in 4 countries, sales in 18
- Manufacture of plastic products, such as Bic ball pens (more than 100 million per year), shaving razors (approx. 100 million per year), etc.

Beer & soft drink production



- Established in 1994
- Joint business with Heineken N.V.
- Beer production and wholesale, soft drink bottling and wholesale

Applying knowhow based on the Toyota Production System acquired as a member of the Toyota Group to wide-ranging production and logistics operations

Achievement of more-efficient production and logistics operations
Also starting local production



CKD operations



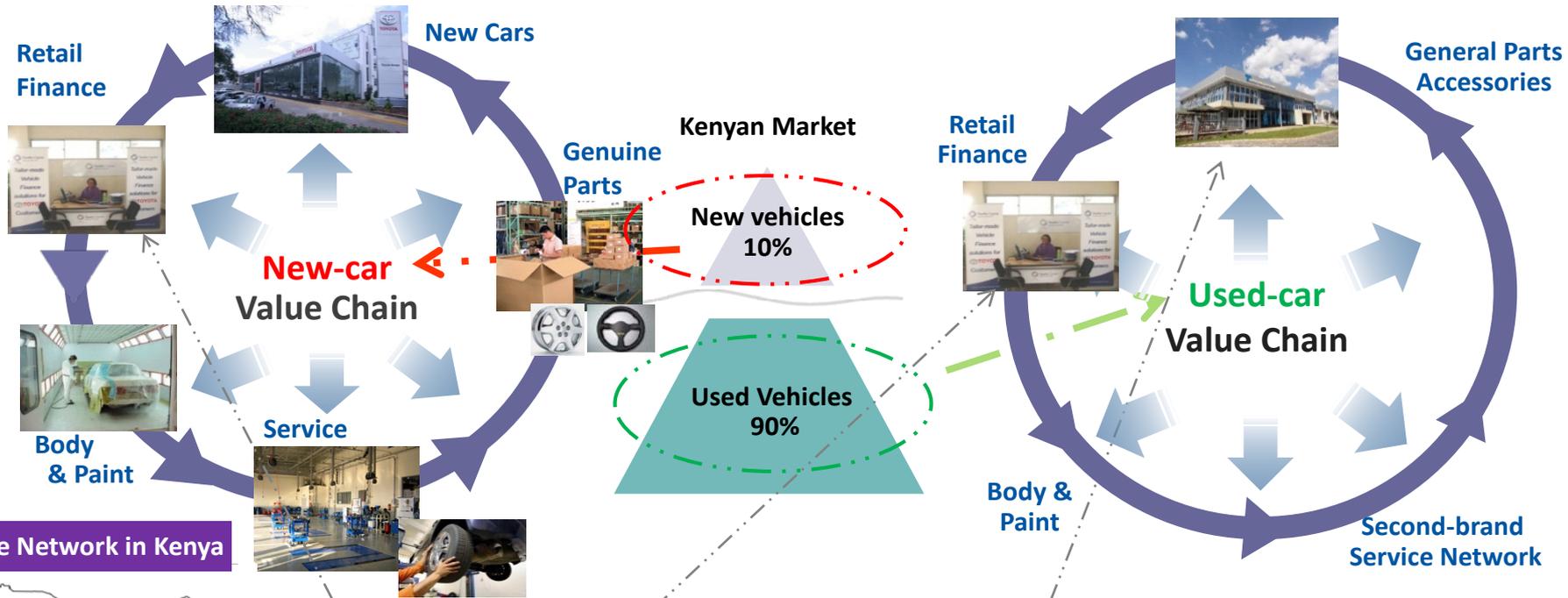
Logistics operations (Milk run method)



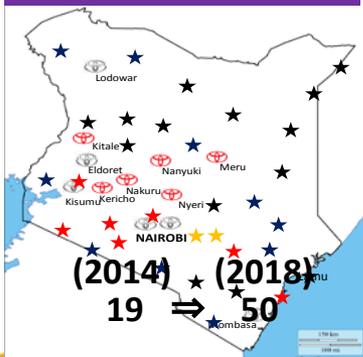
Metal-recycling operations

Meeting Local Needs with Full Automotive Value Chain

CFAO's Automotive Network + TTC's Automotive Value Chain Creating Used-car sales and aftersales network



Service Network in Kenya



Apply Successes to Western and Southeastern Africa

CFAO's Local Connections + TTC's Resources & Infrastructure Knowhow Contributing to Enhancement of Africa's Basic Infrastructure and Economic Foundations

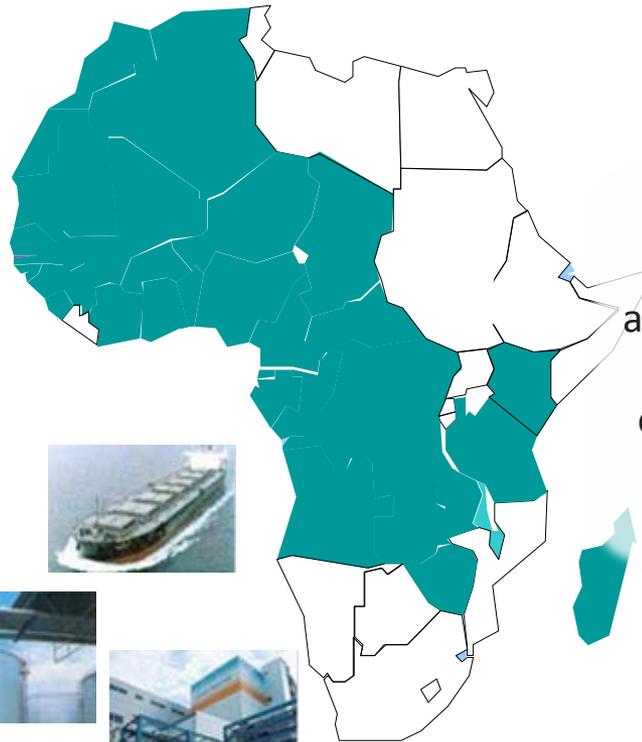


Central and Western Base

■ Countries with CFAO operations



Abundant experience and knowhow



Applying TTC's operational experience and knowhow and CFAO's local connections to expand energy-resource and infrastructure businesses

Electric power plant (Egypt)



Port-refurbishment operation (Kenya)



Desalination project (Kenya)



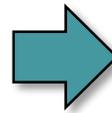
Geothermal power generation (Kenya)



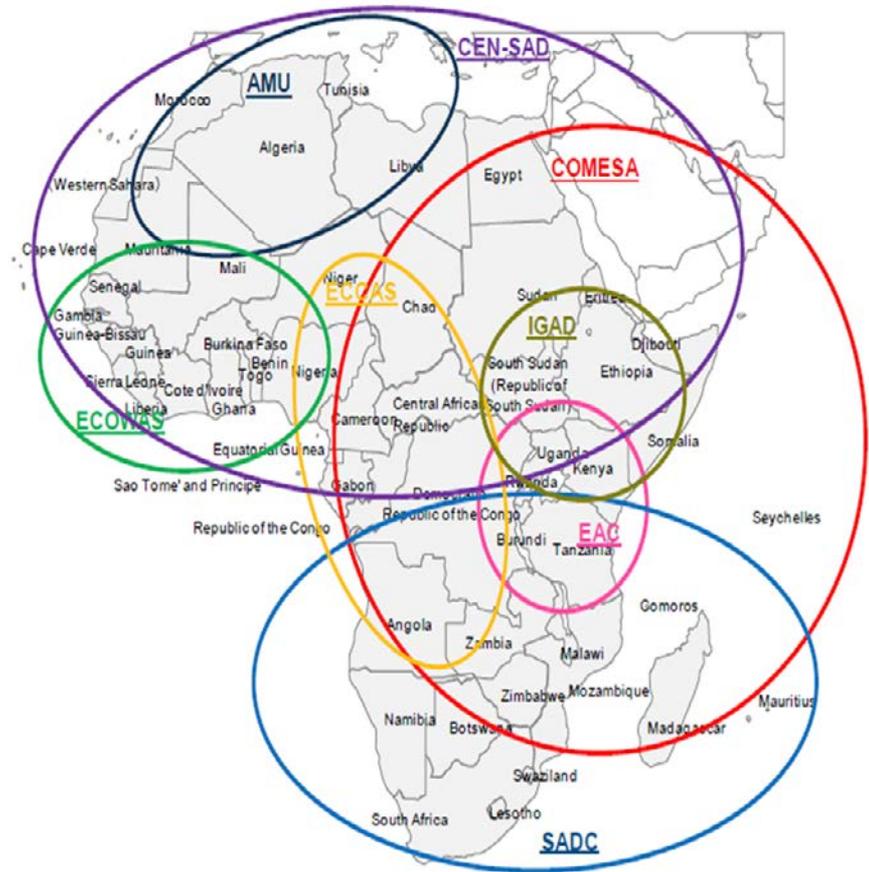
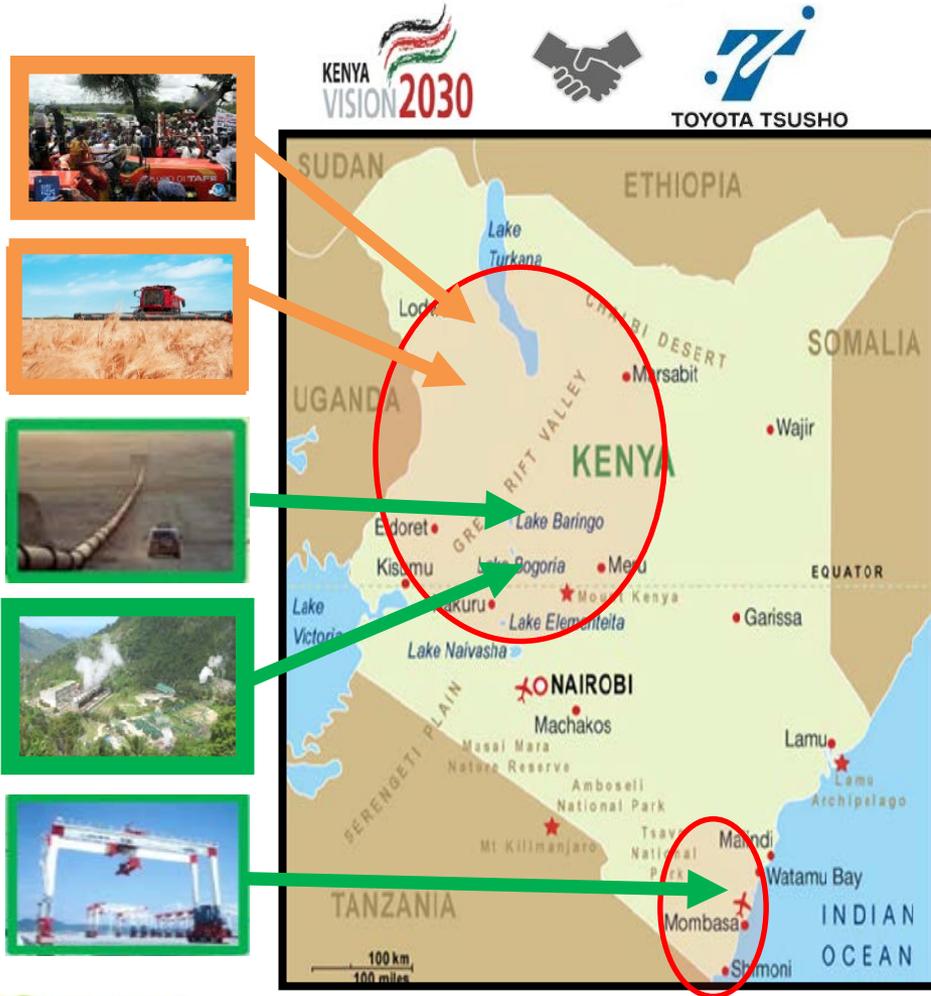
Fertilizer project (Kenya)



Activities in Eastern African
Community Hub Kenya



Spreading Activities to
Other Economic Communities





③ Our Everlasting Commitment to Africa



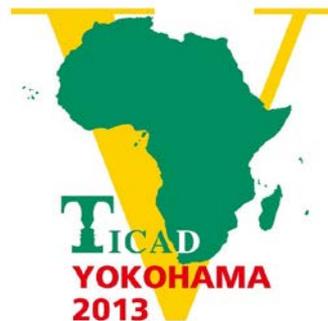
Africa's Expectations of Japan Expressed at TICAD V

What Africa Wants: Shift from Aid to Investment

Basic Policy:

- ◆ Promote private trade and give momentum to African growth (in areas of infrastructure, cultivation of human resources, etc.)
- ◆ Through Japanese-style support, promote “people security” (in areas of agriculture, education, peace and stability, etc.)

Over the next 5 years, African growth will be supported by government and private-sector activities worth a maximum of approx. 3.2 trillion yen (USD 32 billion), including approx. 1.4 trillion yen (USD 14 billion) in ODA



TTC Actions for HR Cultivation & Education Support (1)

Employ “Center of Excellence”-based Stratified HR Cultivation Throughout Africa, Including Throughout CFAO’s African Operations

Active Promotion of Local Personnel
Appoint Africans to positions of authority at all 8 directly controlled vehicle distributors



- Global Rotation, MBO (BSC)
- Global Advanced Leadership Program
- Regional Rotation, MBO (BSC)
- Leadership Development Program
- Intra-company Trainee Program
- Skill Training

Build management structure based on Africans and promote local HR cultivation

TTC Actions for HR Cultivation & Education Support (2)

Supporting Kenyan and African Society Through Business and Social Contribution

Toyota Kenya Academy



- ✓ Cultivating Automotive-related (motorcycles, cars, trucks) service technicians
- ✓ Cultivating construction, agricultural and industrial machinery technicians (including technicians from other companies)
- ✓ Offering management and leadership development
- ✓ Providing training open to the public through collaboration with JICA and local universities, thus contributing to regional society



Our training center

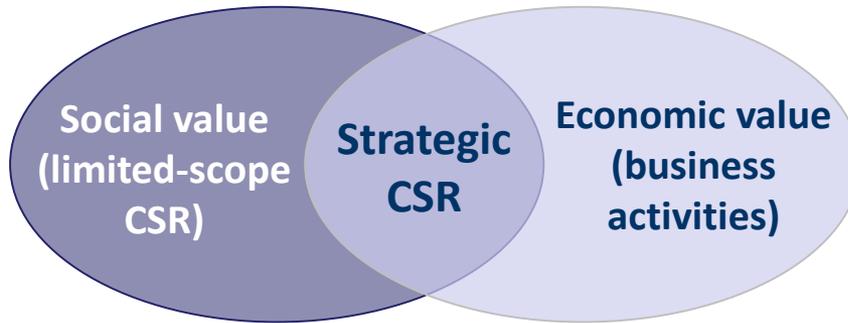


2nd Step: Establish Similar Facilities in Southern and Western Africa

Innovation Through New Tie-ups

Establishment of Corporate Venture Capital (CVC) — Toyota Tsusho CSV Africa

Aim



- 1) **Job creation**
- 2) **Greater added value**
- 3) **Social-issue resolution**

Mission

- To establish CVC for strategic CSR
- To contribute to self-reliance, vitalization and sustainable growth

Objective

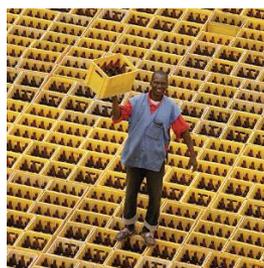
- **R&D functions** in new fields (small businesses, new-business fields, etc.)
- **CSV:** Simultaneous achievement of economic value and social value

Total Facility

- **USD 15 million** (5-year incubation period)



TTC's Emphasis in Africa: Partnership



KENYA
VISION 2030

