Activities in Africa

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Managing Director
Chief Division Officer of Automotive Division
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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**

<table>
<thead>
<tr>
<th>Company Profile</th>
<th>Lines of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Head Office:</strong> Nagoya and Tokyo, Japan</td>
<td><strong>Metals</strong></td>
</tr>
<tr>
<td><strong>Established:</strong> July 1, 1948</td>
<td><strong>Global Parts &amp; Logistics</strong></td>
</tr>
<tr>
<td><strong>Subsidiaries:</strong> 128 Domestic</td>
<td><strong>Automotive</strong></td>
</tr>
<tr>
<td></td>
<td>737 Overseas</td>
</tr>
<tr>
<td><strong>Sales:</strong> JPY 7.743 Trillion (consolidated)</td>
<td><strong>Machinery, Energy &amp; Project</strong></td>
</tr>
<tr>
<td><strong>Employees:</strong> 48,366</td>
<td><strong>Chemicals &amp; Electronics</strong></td>
</tr>
<tr>
<td><strong>Main stockholders:</strong> Toyota Motor Corporation (21.76%) etc.</td>
<td><strong>Food &amp; Agribusiness</strong></td>
</tr>
</tbody>
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*(FYE March 2014)*

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**Lines of Business**

- Metals
- Global Parts & Logistics
- Automotive
- Machinery, Energy & Project
- Chemicals & Electronics
- Food & Agribusiness
- Consumer Products & Services
Activities in Africa Today and Tomorrow
(Before CFAO acquisition)

Vehicle Sales Business in Eastern and Southern Africa

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

New-vehicle volume

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units</td>
<td>7,600</td>
<td>17,500</td>
<td>17,800</td>
<td>23,312</td>
</tr>
</tbody>
</table>

CY2018 (Plan) 45,000 units

Era of Trading

Purchase of 6 distributors from Lonrho Plc

Era of building foundation for operations

Era of market expansion and growth

Vehicle Sales Business in Eastern and Southern Africa

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Era of market expansion and growth
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

<table>
<thead>
<tr>
<th>Operations in:</th>
<th>32 countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees:</td>
<td>11,500</td>
</tr>
<tr>
<td>53 of 54 countries</td>
<td></td>
</tr>
<tr>
<td>14,000</td>
<td></td>
</tr>
<tr>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Brands carried (automotive)</td>
<td>Promotion of multi-brand strategy covering more than 20 brands</td>
</tr>
<tr>
<td>20+</td>
<td></td>
</tr>
<tr>
<td>Value Chain Expansion</td>
<td></td>
</tr>
<tr>
<td>Wide-ranging operations, including upstream and downstream, centered on brands of the Toyota Group</td>
<td></td>
</tr>
</tbody>
</table>

Life and Community
Earth and Resources
Mobility
Alliance Case 1: Serving as Gateway to Africa

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

Consumer and durable goods

Countries with CFAO operations
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.
Alliance Case 3:
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

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
Alliance Case 4: Meeting Local Needs with Full Automotive Value Chain

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

New Car
Retail
Finance

New Car Value Chain

Kenyan Market

New vehicles 10%

Used Vehicles 90%

Used-car Value Chain

Retail
Finance

Service

Body & Paint

Genuine Parts

General Parts
Accessories

Tsusho Capital Kenya (TCAP)

Toyotsu Auto Mart Kenya (TAMK)

Service Network in Kenya

Apply Successes to Western and Southeastern Africa


Nairobi

Meru

Nakuru

Kericho

Eldoret

Kitale

Lamu

Mombasa

Lodowar

Nyeri

Nanyuki

Naivasha

Lisanyah

Kisumu

Global Vision 2020

Toyota Tsusho Corporation
Alliance Case 5: Developing Infrastructure for Energy Resources

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

Electric power plant (Egypt)
Port-refurbishment operation (Kenya)
Desalination project (Kenya)
Fertilizer project (Kenya)
Geothermal power generation (Kenya)

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

Africa. Now!

CFAO

TTC’s Resources & Infrastructure Knowhow
Alliance Case 6: Activities with Regional Economic Communities

Activities in Eastern African Community Hub Kenya

Spreading Activities to Other Economic Communities
③ Our Everlasting Commitment to Africa
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
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
Supporting Kenyan and African Society Through Business and Social Contribution

- 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

2nd Step: Establish Similar Facilities in Southern and Western Africa
Establishment of Corporate Venture Capital (CVC) — Toyota Tsusho CSV Africa

**Aim**

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

**Mission**

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

**Objective**

- **R&D functions** in new fields (small businesses, new-business fields, etc.)
- **CSV**: Simultaneous achievement of economic value and social value
- **USD 15 million** (5-year incubation period)
TTC’s Emphasis in Africa: Partnership