

PLAYCE

M A R C O R Y

VOTRE RENDEZ-VOUS SHOPPING

PlaYce Marcory Opening

Abidjan, Côte d'Ivoire



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CFAO supports Africa's transformation



frica's transformation is underway. Patterns of consumption are changing on an unprecedented scale. We estimate that 250 million African people will have a level of income that allows them to afford equipment, healthcare and consumer goods by 2040. CFAO plans to open several dozen shopping centers in sub-Saharan Africa over the next few years with the specific aim of catering to this outstanding middle-class growth. PlaYce Marcory is the first.

We did not choose Côte d'Ivoire by chance. We have a long-established presence in the country, which is a powerhouse in the sub-region, driven by its revitalised economy. Côte d'Ivoire also has assets that allow us to be competitive, such as the quality of its infrastructure and its seedbed of local talent. This is a vital consideration for the longterm success of our operations.

As a distributor of brands on the continent for the past 160 years with a presence in 34 African countries, the CFAO Group is in the perfect position to observe and understand the trends now shaping Africa. To secure the success of the project, we have joined forces with Carrefour, whose distribution network has already been successful in emerging markets. We are proud to have them as a partner.

We also believe that effectively managed distribution channels are one of the keys to successful development. Consumption is a driver for local industry, which in turn creates jobs, especially in the food-processing industry but also in manufacturing. Here, in Côte d'Ivoire, we will create more than 500 direct jobs and 800 indirect jobs. We have also launched an ambitious local sourcing plan.

A number of international brands have clearly grasped the immense potential of the continent and have chosen to join our Club of Brands, which we unveiled in late 2014. Yet, winning over African consumers will be no easy task. Africa's rise to the rank of consumer society does not necessarily mean standard practice will follow. The trend also brings demand for "home-grown" products and services.

Our shopping centers will therefore ensure a balance between the international brands sought by these new consumers and a comprehensive selection of African brands. The "Y" in PlaYce symbolises this intersection of cultures, just as it represents the alliance between three complementary aspects of the consumer experience: the Carrefour hypermarket, the mall and the food court.

The success of the project will hinge on this chemistry and on the operational expertise of a Group with a history in Africa dating back more than one and a half hundred years.

Welcome to the PlaYce!



Richard Bielle
Chairman of the Management Board
CFAO

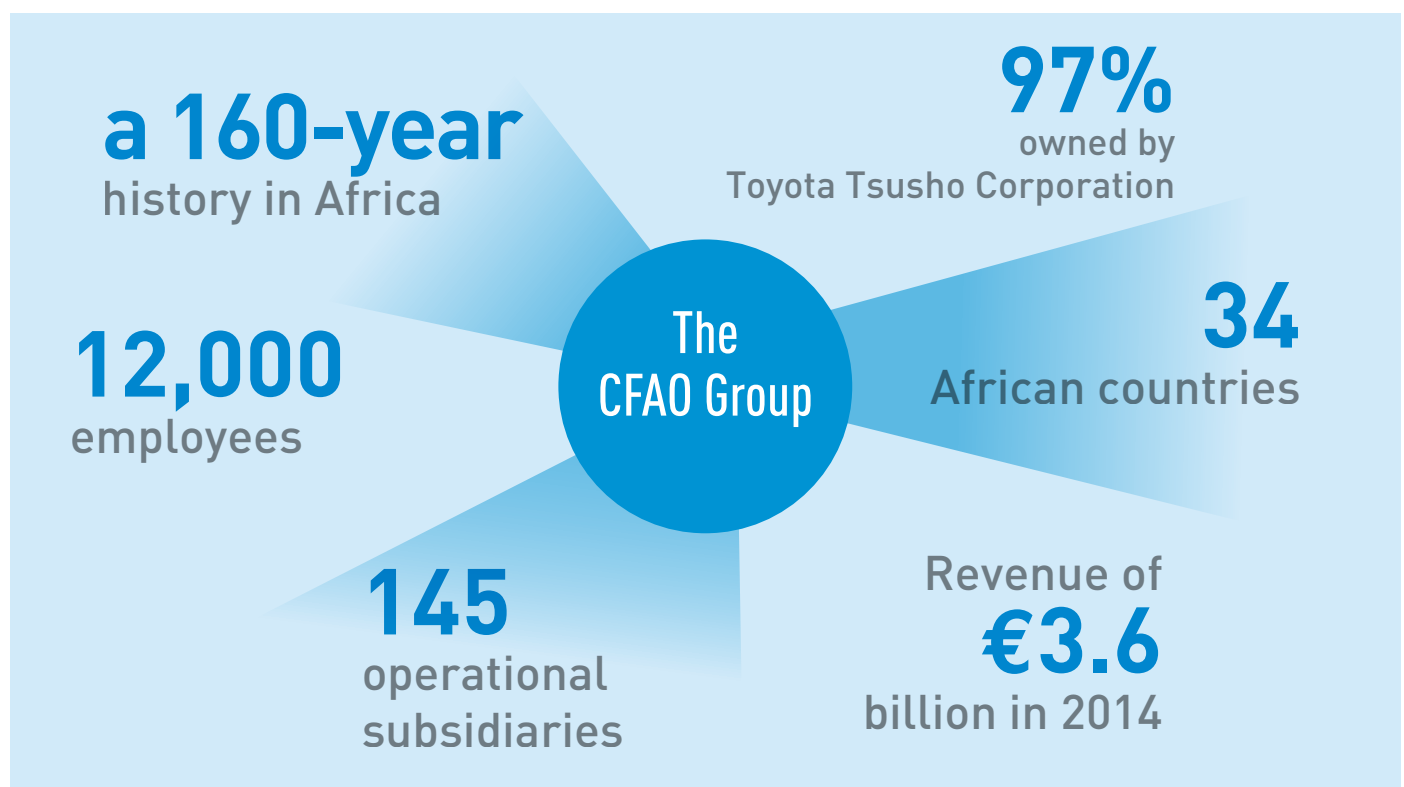
CFAO Retail vision for Africa

CFAO Retail is the latest addition to the CFAO Group, established in 2013. It aims to create and manage several shopping centers of different types—including malls, food courts and local brand outlets—by 2025 across eight countries in West and Central Africa. CFAO Retail plans to roll out a new generation of shopping centers in Africa designed to be modern and accessible, offering a range of product mixes at prices unprecedented on the continent.

CFAO Retail brings an integrated business model to a region that is home to nearly 400 million people, with an average annual GDP growth of 6% in 2013 (source: World Bank). The Group and its partners are committed to addressing the needs of Africa's emerging consumer class through a range of initiatives spanning everything from construction and lease management to sourcing. PlaYce Marcory, now opening in Abidjan, Côte d'Ivoire, will be the first shopping center to embody this vision for Africa.

CFAO Retail facts & figures

Established	2013
Global workforce	550 employees at 15 December 2015
CEO	Xavier Desjobert
Targeted openings by 2020	more than 80 commercial sites in eight African countries
Special partnership with Carrefour	joint venture between CFAO (55%) and Carrefour (45%) for hypermarkets and supermarkets
The Club of Brands	15 international brands distributed by CFAO through PlaYce shopping centers





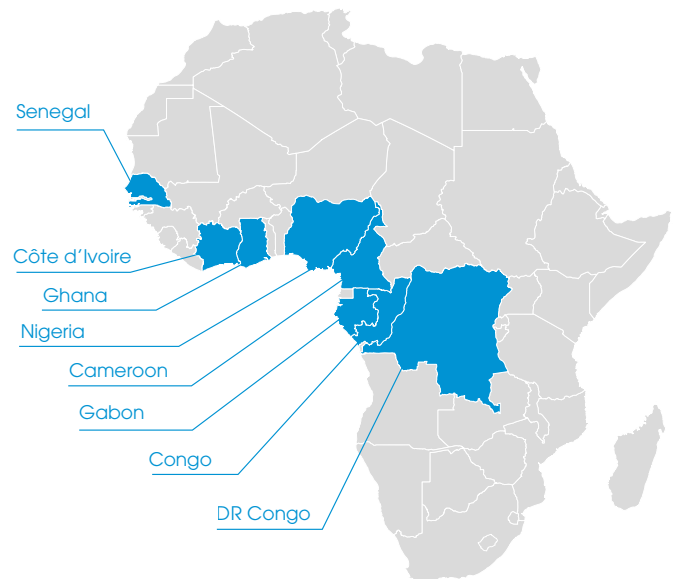
CFAO and Carrefour: A unique partnership

The partnership signed in May 2013 involves a joint venture (55% owned by CFAO and 45% by Carrefour) to operate supermarkets and hypermarkets in PlayYce shopping centers across the eight countries in the region: Cameroon, Congo, Côte d'Ivoire, Gabon, Ghana, Nigeria, DRC and Senegal.

Through this agreement, CFAO—the leading name in distribution in Africa—and Carrefour—the world's second-largest retailer—will bring consumers the strength of the Carrefour banner and group purchasing organisations, backed by CFAO's in-depth knowledge of distribution channels in Africa.

There will be three types of Carrefour outlets in PlayYce shopping centers: convenience stores, supermarkets and hypermarkets.

Six Carrefour stores will open in Côte d'Ivoire by 2020.



Retail expertise

CONSTRUCTION AND MANAGEMENT OF SHOPPING CENTERS

CFAO has a unique development model that combines land management, construction of infrastructure and facilities, and operational management of shopping-center outlets.

The 550 employees at the PlayYce Marcory shopping center are all on the CFAO payroll. The Group targets recruitment and training to shape more than 100 professions in Côte d'Ivoire.

MASS FOOD RETAIL

Through its special partnership with Carrefour, the world's second-largest retailer, CFAO Retail offers distinctive selections of both local and international products at each of its shopping centers.

The Marcory Carrefour hypermarket spans 3,200 square metres and sells more than 30,000 products.

INTERNATIONAL BRANDS

CFAO Retail is a franchisee of the international brands it develops in West and Central Africa. CFAO expertise in these countries gives these brands a vital foothold in markets that can sometimes be hard to penetrate.

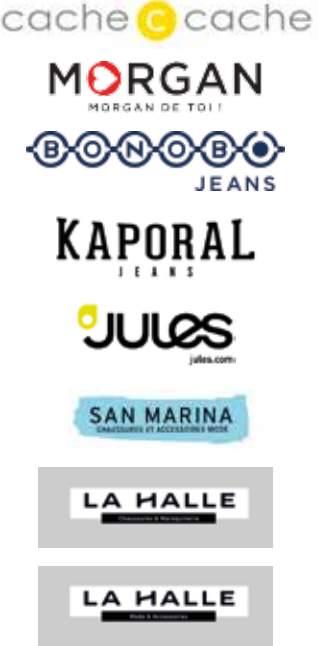



The PlayYce Marcory mall will feature 55 brands, including the 15 members of the Club of Brands. The shopping center also has a food court, featuring four international brands.

The CFAO Club of Brands

CFAO Retail forges close partnerships with leading international brands keen to develop their business in Africa by providing a commercial platform, avenues for products and services, and new distribution channels.

15 international brands have joined the Club of Brands in the past year, putting CFAO in a position to offer a truly international selection of products at PlaYce shopping centers in Africa.

The club also gives brands an opportunity to establish a foothold in fast-growing markets (GDP growth of 6% across the eight countries in the region in 2013) and adapt their offering and marketing strategy where necessary. These brands provide CFAO with a pioneering commercial approach in a market representing nearly 400 million people.

<p>Fashion</p> 	<p>Beauty</p> 	<p>Food court</p> 
<p>Toys & Games</p> 		

Showcasing national brands



PlaYce shopping centers offer a wide selection of products that showcase local brands and companies. In food, textiles and services, “home-grown” African names enhance the selection of products from leading international brands. PlaYce Marcory will feature a number of Ivorian designers, including Pathé’O (blouses and wraps), AssekeOro (jewellery) and Yahimi (textiles). A number of services brands will also be unveiled at the opening, including eyewear, telecommunications and services.

“Africa is the new frontier for the global consumer goods industry”

How does the PlaYce shopping center set itself apart from the competition in Côte d’Ivoire?

PlaYce Marcory’s first asset is its state-of-the-art facilities. We don’t make shopping centers the way we used to 15 or 20 years ago: everything is designed to make PlaYce a “one-stop” shopping experience for consumers. This reflects a specific strategy that involves offering a modern social, consumer environment for the emerging middle classes. We will be replicating this model in other African countries. Our promise is simple: PlaYce is a shopping center that offers a selection of international brands at affordable prices. PlaYce sets itself apart through the number of brand outlets, which represent more than 60% of the shopping center’s surface area. Lastly, PlaYce reflects the desire of the people of Abidjan to have access to a community space that provides a rounded consumer experience. The food court will offer the highest standards in catering with a wide array of different types of cuisine and meals, all at affordable prices.

How do you explain brands’ interest in Africa?

Africans love brands; many are real fashion-lovers. Consumers are now beginning to attain a level of income that allows them to afford these brands. International brands have clearly grasped this but have so far encountered difficulties in penetrating markets in sub-Saharan Africa, where finding reliable distribution channels can be a problem compounded by small markets, long distances and logistical difficulties. These brands see Africa’s potential as a real growth driver. We are their catalyst. We offer them

a gateway to a booming market. Not to mention the fact that the first brands to establish a foothold will gain a lasting competitive advantage.

And what do you offer to local brands?

High-quality commercial real estate is still a rare commodity in Africa. PlaYce provides a state-of-the-art community consumer experience that is on par with its counterparts in Europe, the United States and the Middle East.

The idea is to enhance the selection of international products through the addition of national and, in some cases, pan-African brands. We have been struck by the sheer number of requests we have received and especially by the speed with which they have come to us. This clearly reflects the buoyant nature of local commerce and its drive to be part of a forward-looking environment.

What does the partnership with Carrefour involve?

The partnership covers eight countries in sub-Saharan Africa. In concrete terms, this means that every site developed by CFAO Retail will include some form of Carrefour outlet.

Above all, Carrefour brings the strength of a brand known virtually the world over. It also has a group purchasing organisation able to ensure a variety of products at the most competitive prices, all year round. Carrefour means access to quality products whose freshness is guaranteed by working with local suppliers.



PlaYce creates value in Côte d'Ivoire and throughout the sub-region

PlaYce Marcory: 550 direct jobs and more than 800 indirect jobs

The PlaYce Marcory shopping center has made human resources a focal point of its investment. Between 2014 and 2015, a far-reaching recruitment campaign led to more than 13,000 applications and was used to select future PlaYce employees. PlaYce Marcory opens with a workforce of 550 people. PlaYce also required an ecosystem compliant with international retail standards.

This process was made possible through an ambitious training policy that actively involved Carrefour teams in selection processes and training to pass on skills and expertise to new employees. Members of the Club of Brands have also provided sales-specific training programmes in France for managers from Côte d'Ivoire.

The 550 PlaYce Marcory employees

48%
are women

70%
of those hired
have no higher education and **30%**
have at least five years
of higher education

60%
are in their first job
or were previously unemployed

58%
are under the age of 29



PlaYce Marcory: a high-impact training strategy

PlaYce has created 100 jobs in Côte d'Ivoire in a variety of professions including managers, accountants, legal experts, IT specialists, logisticians, electricians, checkout assistants, salespersons, hygienists, fishmongers, butchers, cheese sellers, bakers, waiters

and warehousemen. CFAO Retail develops careers that bring real added value on a regional scale. PlaYce Marcory employees will train staff at other shopping centers to be built elsewhere in Côte d'Ivoire and throughout the sub-region.



“Our training strategy is designed to offer strong career opportunities for the young people of Côte d'Ivoire in line with international retail standards. These are the people who will ensure the success and feasibility of new PlaYce shopping centers in Côte d'Ivoire and throughout the sub-region.”

Souleymane Traoré
HR Officer,
CFAO Retail Côte d'Ivoire

Retail training as a cornerstone of the PlaYce project

ACQUIRE	DEVELOP	SHARE
<p>Shopping center employees received 16,000 hours of training prior to the opening:</p> <ul style="list-style-type: none"> • 391 data sheets for the various jobs, with a focus on food (catering, restaurants, fresh produce, etc.) • Health & safety courses • Training for service providers, security teams and suppliers, particularly with regard to product calibration 	<p>The CFAO Retail training center is housed within the shopping center itself and accredited by the Ivorian government and the country's Fonds de développement de la formation professionnelle (FDFP). It will provide training for professionals throughout the sub-region:</p> <ul style="list-style-type: none"> • 150 people per day. • 100 e-learning modules available for each job and tailored to ability level • Four training rooms • A training “passport” is given to all employees to reflect the three levels of training and help staff gauge their progress. 	<p>PlaYce managers will conduct training programmes on specific themes through Ivorian bodies such as <i>Lycée Hôtelier d'Abidjan, Institut Polytechnique de Yamoussoukro</i> and three business schools, which will enhance expertise in the country's retail and catering sectors.</p>

Local transformation is a centrepiece of the PlaYce initiative

PlaYce brings value to the local economy by establishing clearly defined, dependable sourcing channels. An array of partnership agreements have given suppliers in Côte d'Ivoire training in retail professions and in international standards

related to product calibration, hygiene and management. Training workshops have covered a range of topics including product selection, composition, cold chain, billing and delivery times.



“We have signed 170 contracts with local manufacturers and suppliers in Côte d'Ivoire spanning food, textiles and hardware. These contracts are designed to ensure compatibility with leading international standards.”

Jean-Paul Denoix,
Managing Director, CFAO Retail Côte d'Ivoire

PlaYce provides specific offerings in line with individual aspects of consumer demand. Whether targeting customers familiar with international products or those with a lower level of income, PlaYce buyers will find a product mix to meet

their relevant expectations. The Carrefour hypermarket will offer a wide range of products including national brands, its own Carrefour brand and local products.

“The PlaYce partnerships will allow customers to meet their full range of purchasing and leisure needs in a single outing. PlaYce offers choice, modernity and affordable prices to the thousands of visitors we expect every day!”

Jean-Paul Denoix, Managing Director, CFAO Retail Côte d'Ivoire

Gédéon Logon

Cattle breeder in Jacquenville (Lagunes region)

I hope to expand this partnership by supplying Carrefour with poultry meat in addition to beef.

How did you become a Carrefour supplier?

I have been breeding cattle for 19 years. I have 300 heads in Jacquenville, notably Zebus. I heard about the arrival of Carrefour on the radio and someone in my family suggested I contact them. Since then, I have been supplying beef to the Marcory hypermarket.

How has this partnership changed the way you work?

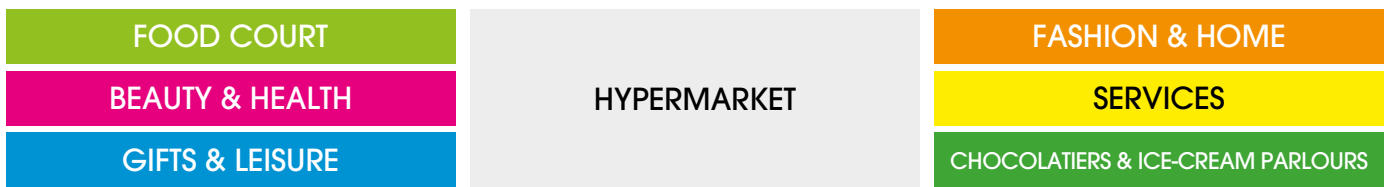
I had to build a modern slaughterhouse to meet relevant hygiene standards, which was a

prerequisite to working with Carrefour. I also had to get a refrigerated truck. I received financial aid from CFAO Solidarité and the Rotary Club to buy the necessary equipment. They also sent me butchers to train my employees.

Is this a long-term partnership?

I have taken on four people, including a qualified butcher, who work exclusively for this customer. I hope to expand this partnership by supplying Carrefour with poultry meat in addition to beef.

PlaYce Marcory, a new-generation shopping center



PlaYce Marcory's community



www.facebook.com/PlaYce.Marcory.ci
www.playce-marcory.ci

4 restaurants

420 seats

20,000 sqm

including a 3,200 sqm
Carrefour hypermarket

20

**supermarket
checkouts**

550

employees
at 15 December 2015

PLAY/CE
MARCORY

VOTRE RENDEZ-VOUS SHOPPING

Key figures

100

**professions
created**

510

parking spaces

391

data sheets
(jobs, recipes, etc.)

55 shops

including 15 members
of the Club of Brands

170

distribution contracts
signed with growers
and suppliers
in Côte d'Ivoire

15

months' work

16,000

hours of training
since April 2015

CONTACT

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