

November 4, 2022
Investors briefing

Toyota Tsusho's Initiatives in Africa

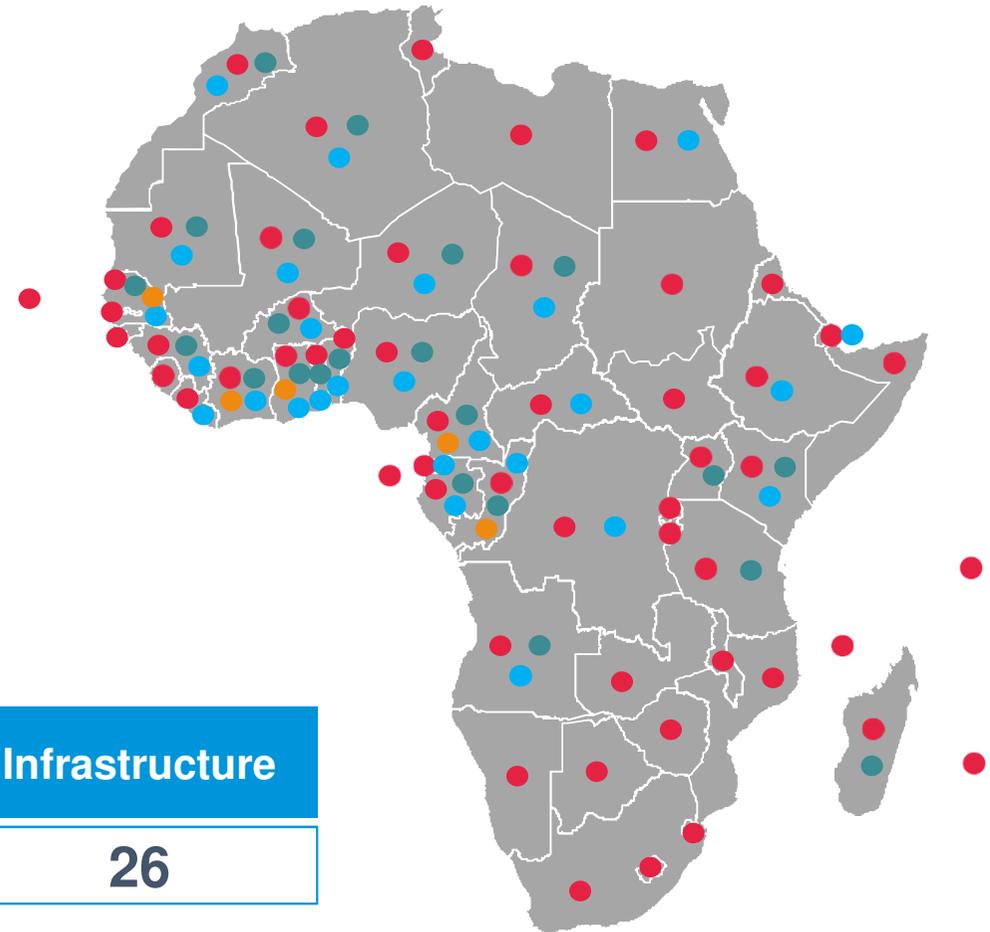
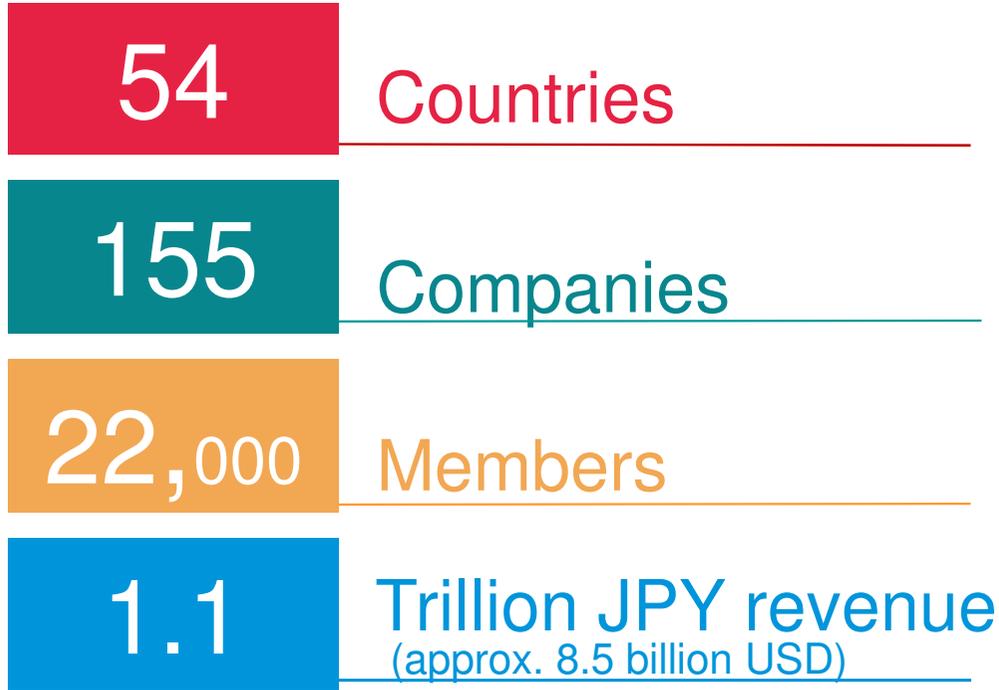
Richard Bielle
CEO for Africa Division &
President of CFAO

Toyota Tsusho Group's presence in Africa

WITH AFRICA FOR AFRICA



Africa **No.1** presence



Business domain & footprint

Mobility	Healthcare	Consumer	Infrastructure
54	22	5	26

Organization of Africa Division

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As of Sep 2022



Kazumasa KIMURA
COO for Africa Division New Business Development



Shinichiro OTSUKA
COO for TTC Africa Division



Koji MINAMI
COO for Africa Division Vice President of CFAO



Richard BIELLE
CEO for Africa Division President of CFAO

CFAO Non-Executive BOD Member

Momar Nguer **Frannie Léautier** **Dennis Awori**

Hideyuki Iwamoto **Toshimitsu Imai**

Japan (#150 people)

- Africa Planning Dept. **Akira WADA**
- Toyota Africa Automotive Dept. **Masakazu OHIRA**
- Africa Automotive Dept. **Hiroyuki KOGA**

France & Africa (#21,000 people)

CORPORATE

- FINANCE & IT: **Alain PECHEUR**
- CORPORATE SECRETARY: **Annie DATEU**
- HUMAN RESOURCES COMMUNICATIONS & CSR: **Cécile DESREZ**

MOBILITY		HEALTHCARE	CONSUMER		INFRASTRUCTURE	
SOUTH AFRICA	AUTOMOTIVE	EURAPHARMA	FMCG & AGRI	RETAIL	TECHNOLOGY & ENERGY	POWER & INFRASTRUCTURE
Andrew VELLEMAN	Marc HIRSCHFELD	Jean-Marc LECCIA	Marc BANDELIER	Jean-Christophe BRINDEAU	Alexis MADRANGE	Koji MINAMI acting

*Approx. half of MDs of the 155 subsidiaries are of African nationality

Our Purpose for business in Africa

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- Contribute to the **development of the African economies**
- **Growing with the people and communities of Africa** while further reinforcing and expanding business foundations.
- Actively engaging in **carbon neutral** business in Africa such as promoting eco-friendly cars, and providing/using clean energy
- Realizing our **5 prioritized SDGs** in Africa



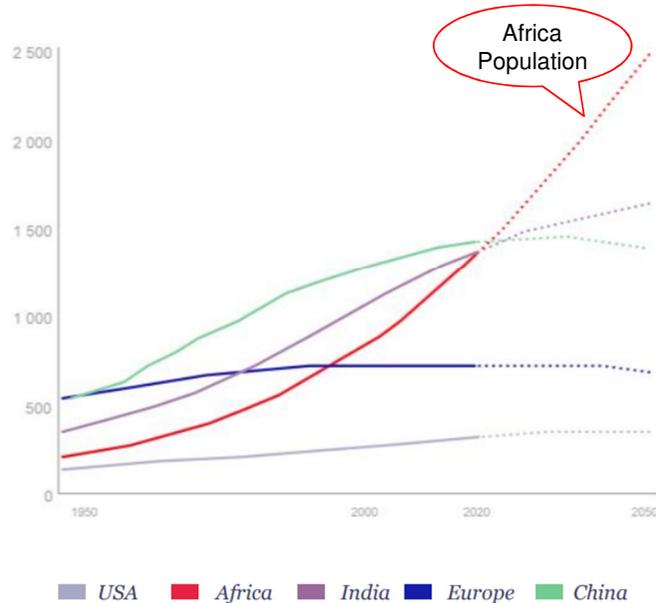
Contributions for the Continent

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Contribute to a faster economic growth than the rapid growth of the African Population

World population (in millions)



Source: African development bank (data 2015)

Contribute to the industrialization of the Continent



Mobility
Vehicle assembly

Healthcare
Pharmaceutical production

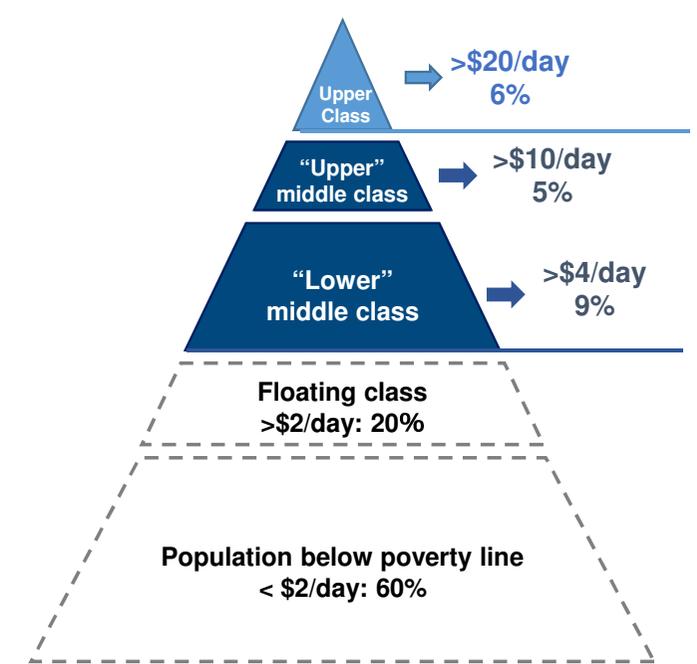


Consumer
Breweries

Infrastructure
Wind, Geothermal and Solar power generation

Contribute to the emergence of the middle class by creating jobs & offering affordable products

Average income per day



Source: BearingPoint based on ADB data, 2015

Our target : African GDP growth X 2

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— AVERAGE GROWTH IS NEARLY DOUBLE —
AFRICA'S GDP

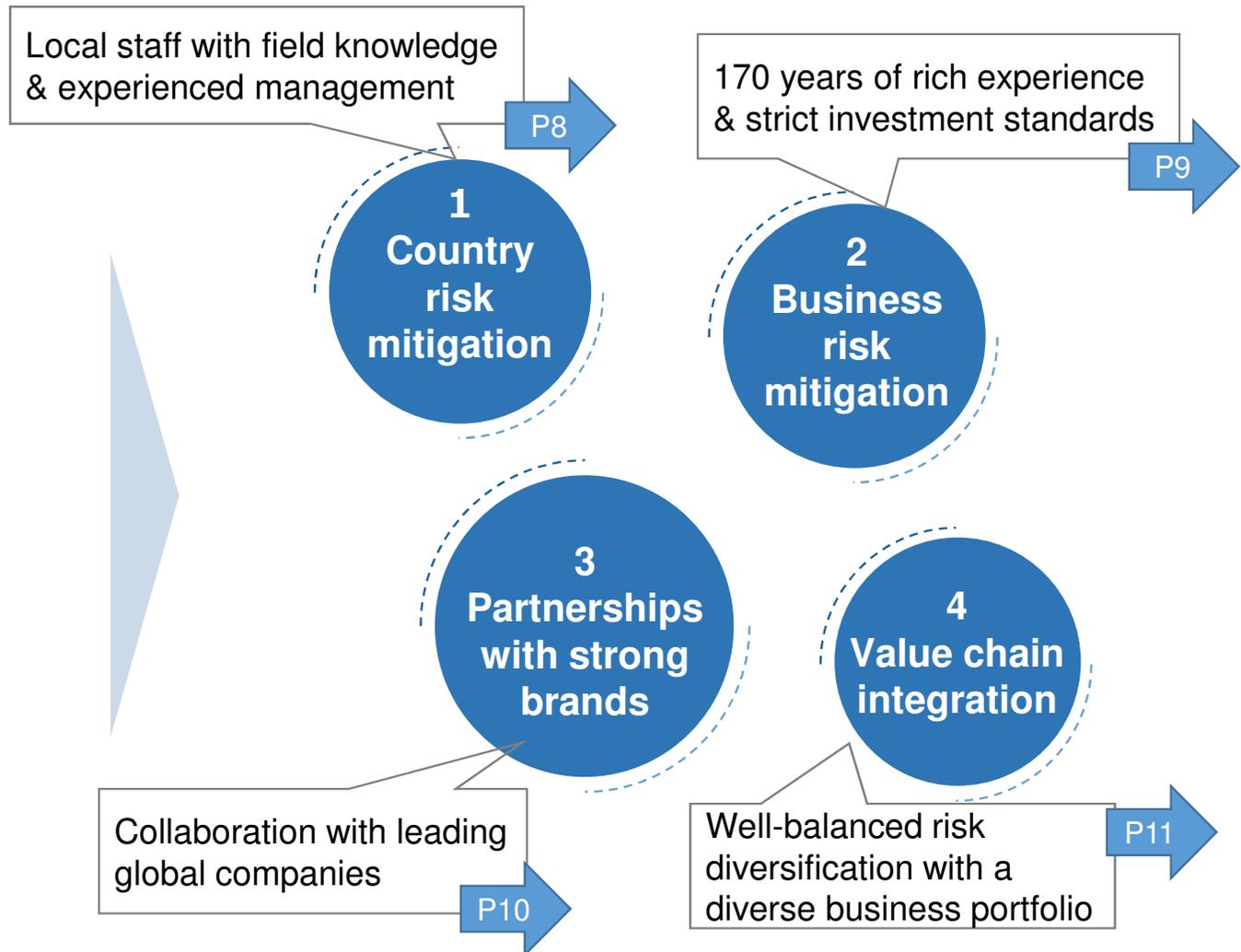


Our Strategy to deliver a sustainable growth

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- **High potential markets**
- **Fragmented** market (54 countries)
- Sub-Saharan markets are still **small and volatile**
- **Regional integration** under construction
- Various **risks** : devaluation, Forex, political, security...
- **Growing** middle class but **limited** purchasing power

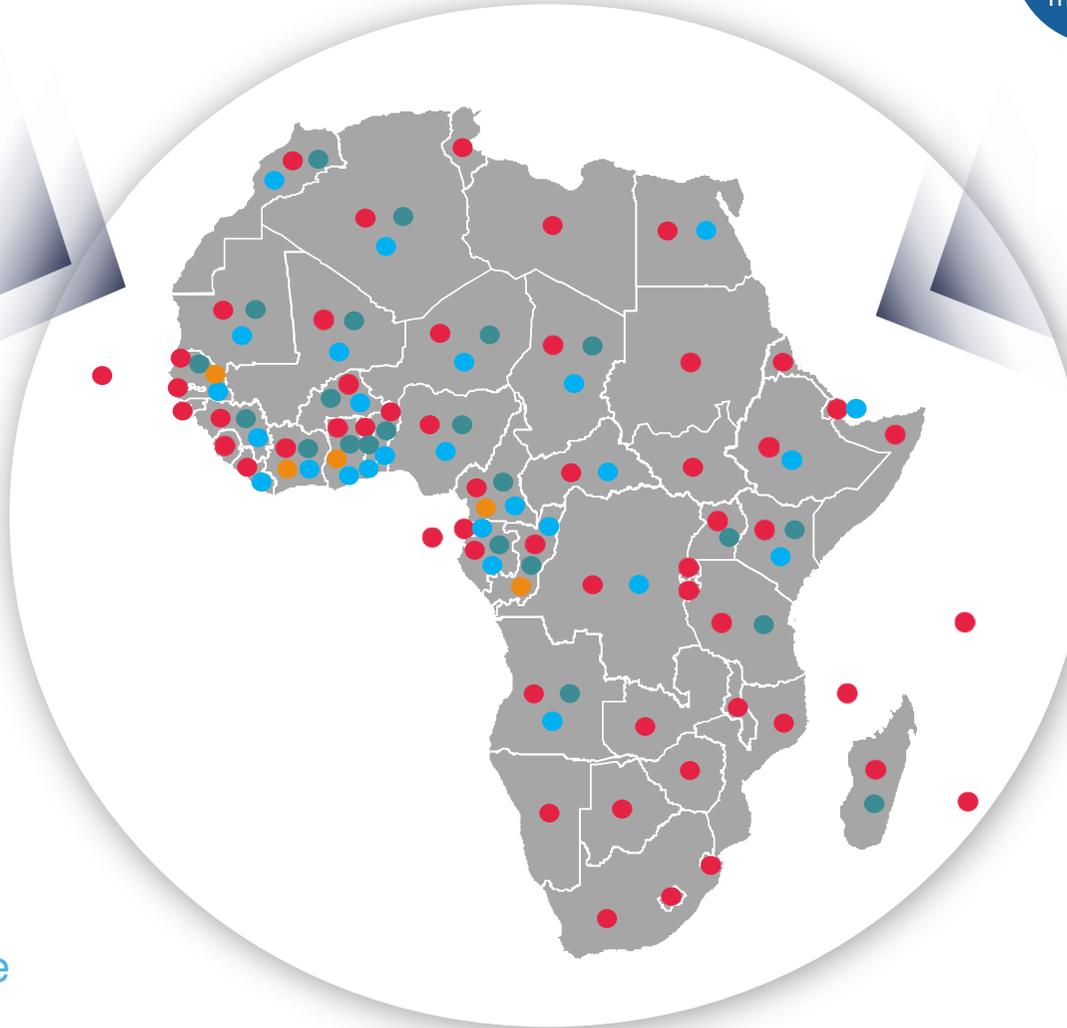


A unique pan African network



Since 1852
in AFRICA

- Mobility
- Healthcare
- Consumer
- Infrastructure



1
Country risk
mitigation



TOYOTA TSUSHO

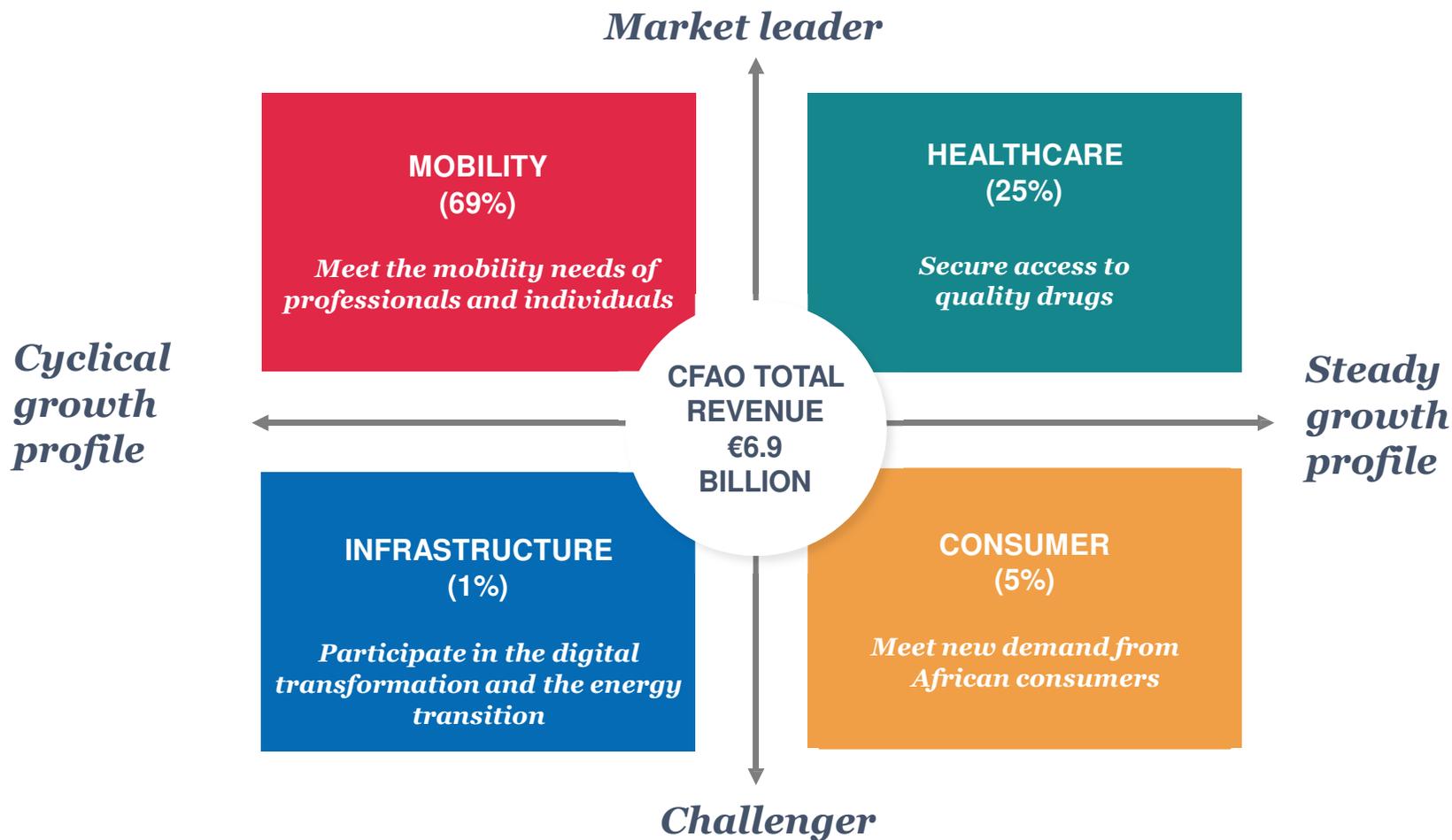
Since 1922
in AFRICA

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A diversified & complementary business portfolio

2
Business risk mitigation



Partnerships with strong brands To offer quality and affordable products

3
Partnerships
with strong
brands

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MOBILITY



HEALTHCARE



INFRASTRUCTURE



CONSUMER



Integration of production and retail

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4
Value chain
integration



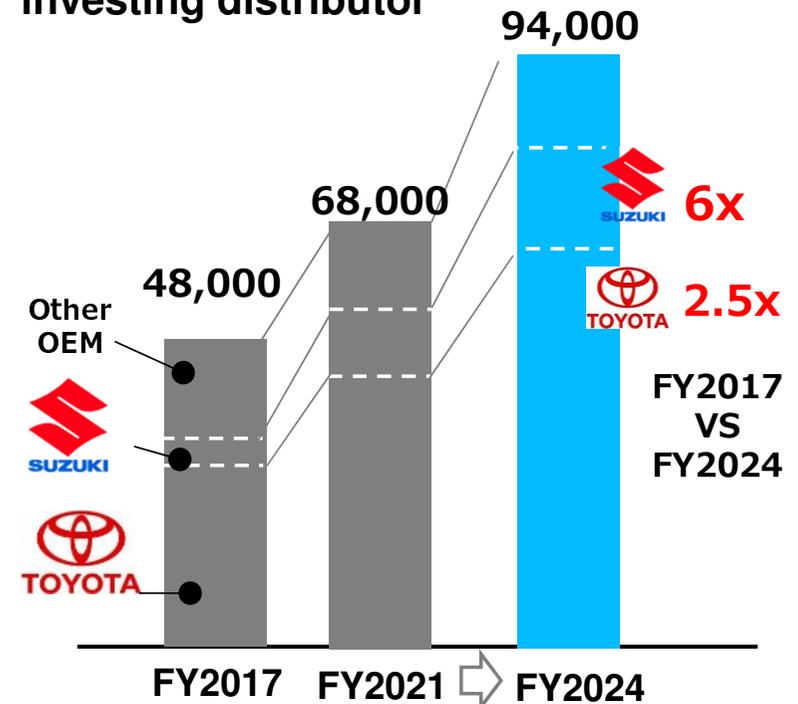
Value chain integration - retail

Downstream expansion (**Mobility**)

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✓ Challenge:
Automobile unit sales through our investing distributor



3) One of the largest automotive dealer networks in South Africa.
(100 car dealerships and 113 franchises)



Value chain integration - retail

Healthcare

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- established in 2014,
- **the largest pharmacy chain in East Africa**



1.7 million



100 stores
(Kenya, Uganda)



Plan to expand for
low-income populations

- TTC/CFAO Group's **first milestone** to expand into the **retail sector** of pharmaceuticals in Africa, establishing an **integrated value chain** from local production to wholesaling and retailing of pharmaceutical.
- By combining the strength of Goodlife and CFAO, we contribute to **improving access in East Africa to high-quality pharmaceuticals.**



- in **22** African countries
- Daily delivery to **8,600** pharmacies & hospitals
- Handling **31,000** products, business with 500 manufacturers

Value chain integration – retail

Develop & provide a range of affordable, high-quality consumer goods

- Develop a range of 3 different food retail formats



hypermarket

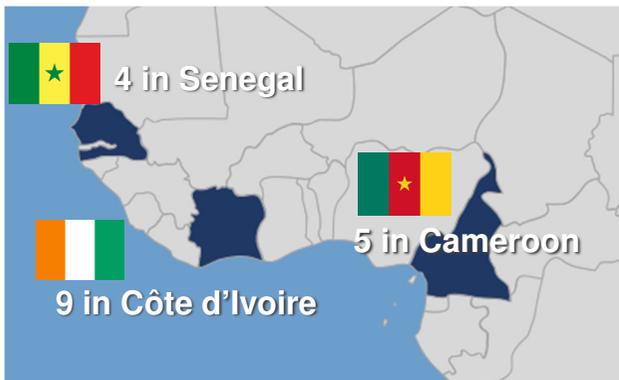


supermarket



cash & carry

- Focus in **Côte d'Ivoire, Cameroon and Senegal** to cater to demand from Africa's middle-class consumers.

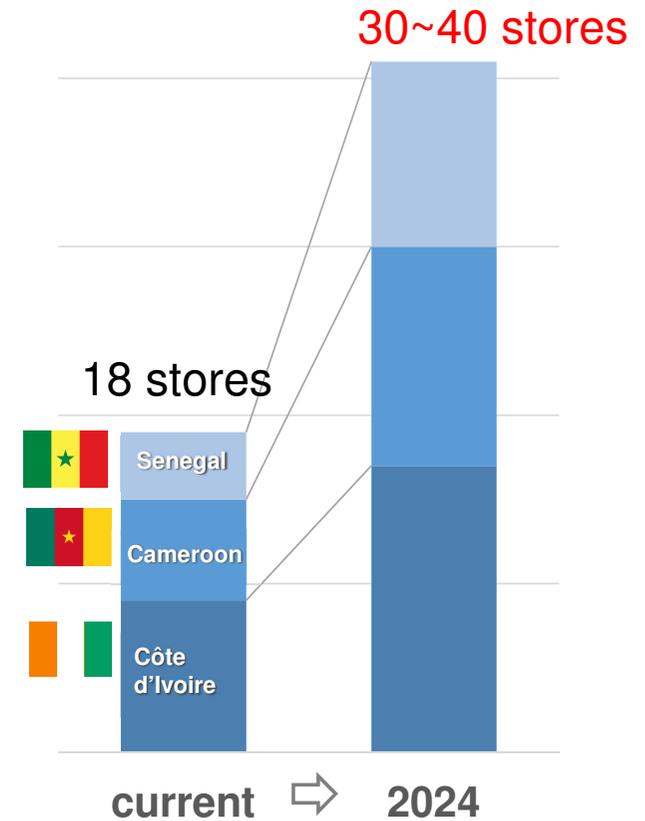


Consumer

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- ✓ Challenge: Expansion of number of stores



Initiative on Carbon Neutrality

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◆ 3 KEY PRIORITIES

Use Clean Electricity



Solar4savings Action Plan

- ◆ Reduction of fossil origin electricity by ▲25% by 2024



◀ CFAO Kenya



Senegal Supeco (Carrefour) ▶

Promote Clean Cars



CN Mobility Enhancement

- ◆ Accelerate **HEV/PHEV** sales



- ◆ Start **ZEV** trial project in S.A./Egypt



- ◆ Contribute to the circular economy by working on **HEV Battery 3R** in S.A.



Produce Clean Energy



IPP Project Investments

- ◆ Investments in IPP projects



✓ Geothermal



✓ Solar power



✓ Wind power

Business themes to focus on for the next generation

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『for the future children of Africa』

for the
future children
of Africa

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Industry
Transformation



- ✓ Creating an exciting future, bright and dynamic society

Green Economy



- ✓ Contributing to sustainability by greener business growth

Global Health



- ✓ Bringing health and well-being, healthcare for everybody everywhere

Capacity Building



- ✓ Human resource development to support future leaders

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