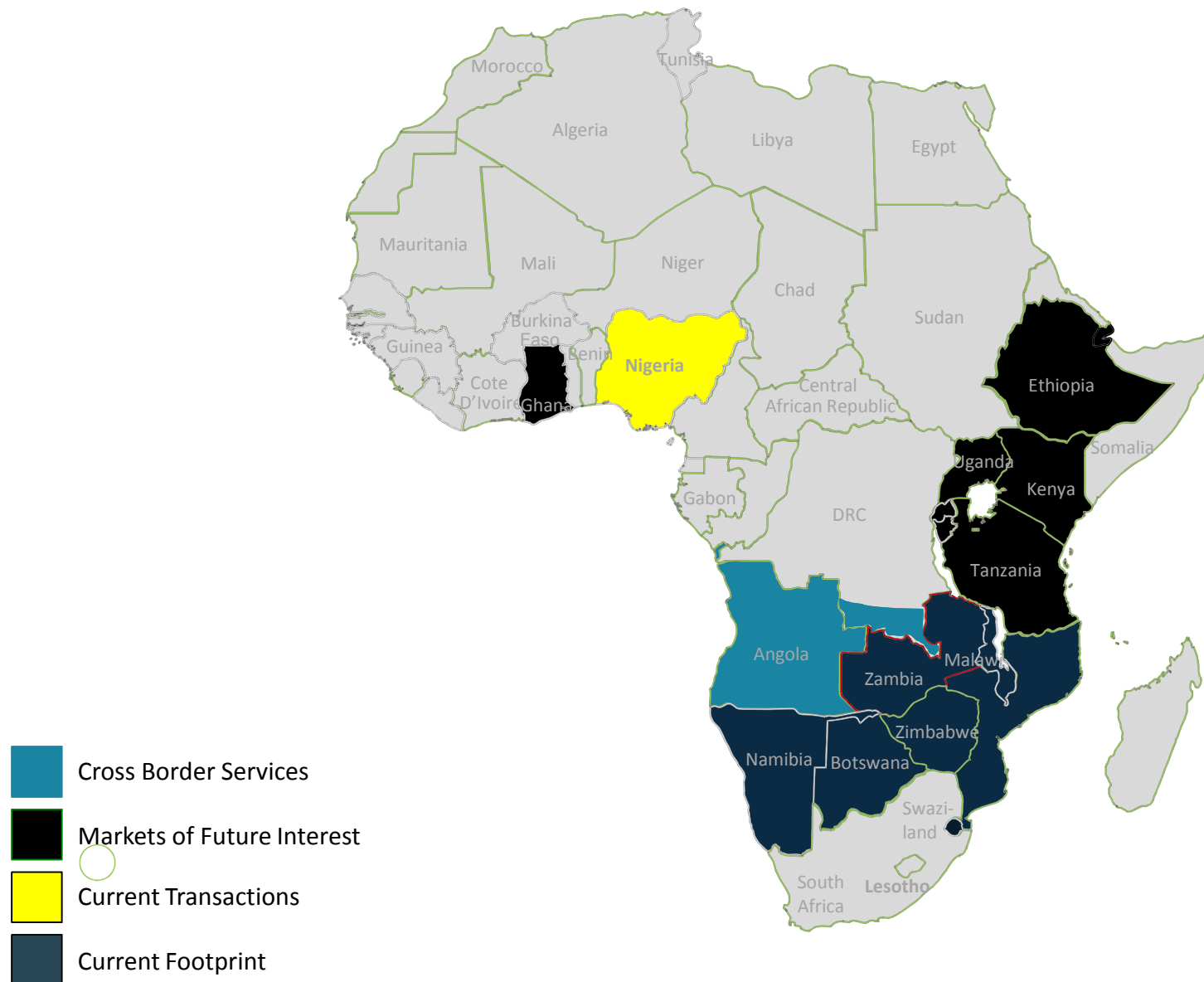




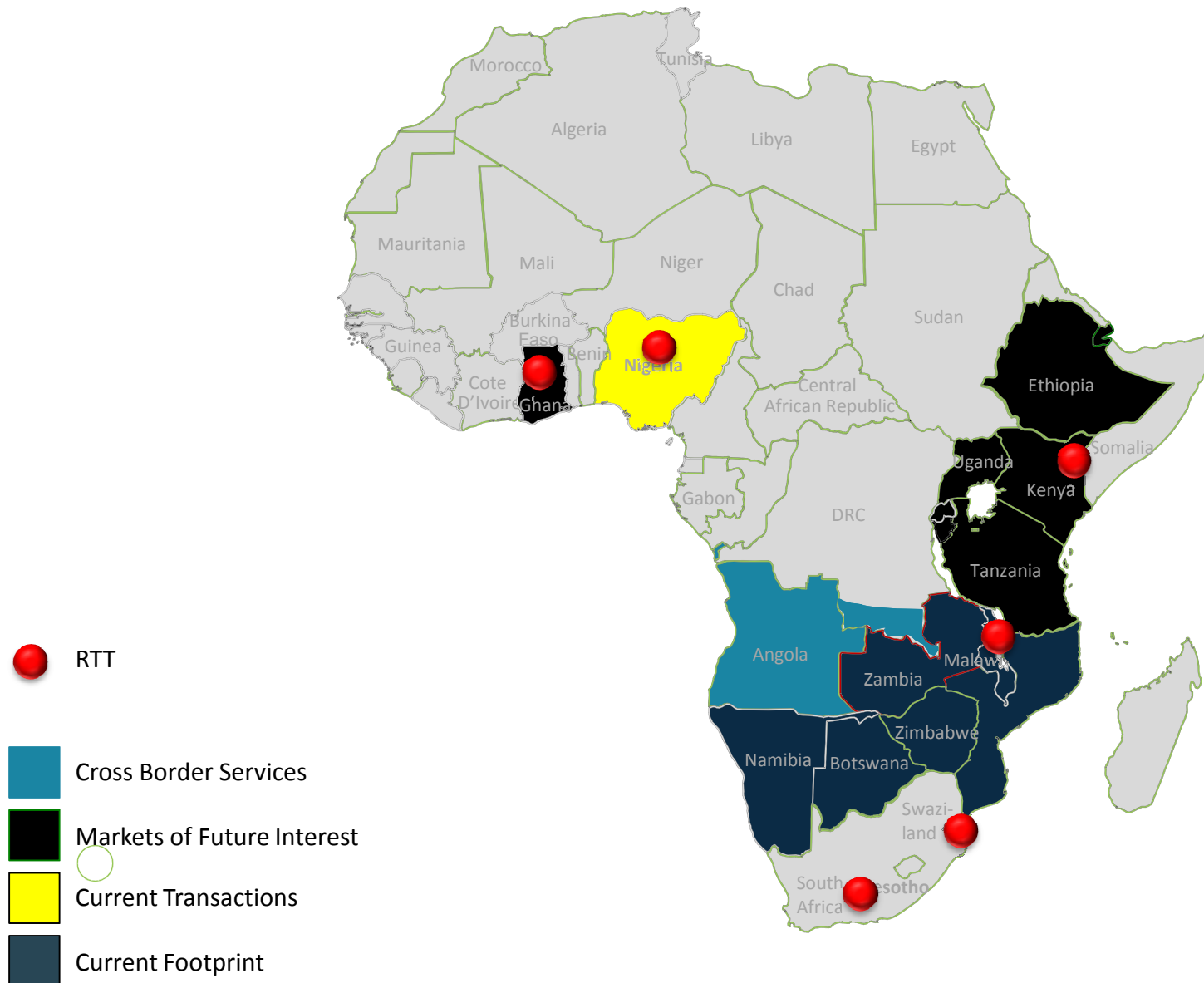
Africa

Investor Day 3 October 2012

Footprint Development

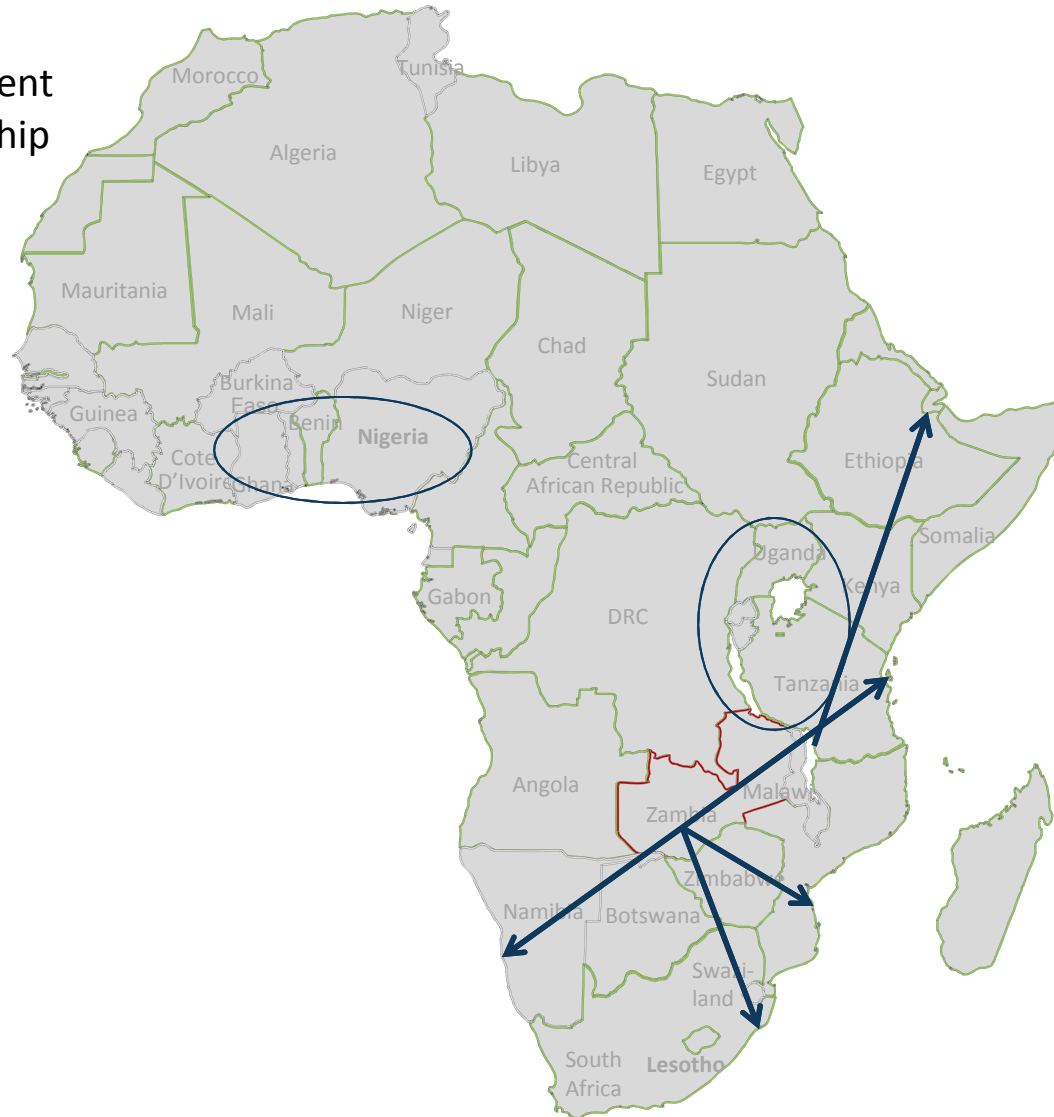


Footprint Development



Key Corridors and Routes

- Foundation Expand
- Corridor Development
- End to End Ownership



Africa Offering End to End



Logistics/Transport

Imperial Africa Unique Value Proposition

FMCG/Sales



Risks

- Tobacco legislation and the impact on basket offerings within market
- Food price shocks against backdrop of increased staple prices due to droughts in different parts of world
- High inflation in some markets and superficial low inflation in other markets due to government subsidies
- Increased fuel costs due to global oil price increases would have substantial impact on either consumer costs, OPEX or both, not conducive to growth
- Political turmoil that could spread across markets
- Volatile currency fluctuations between markets, including hard currency shortages and prohibitive exchange controls

Challenges

- Paved road density in most of African territories very low, especially for secondary distribution
- Basic infrastructure such as constant power still lagging behind development
- Border delays and red tape inflating cost of doing business and goods/service velocity
- Africa is a huge continent with different cultures, legislation, regulation and development stages
- Quality of earnings and valuation of some companies earmarked for acquisition across the continent
- Port congestion at key ports due to high volumes and under developed systems and infrastructure

Opportunities

- Intra-African trade
- African manufacturers and exports to regional countries
- Focus of multi-nationals on African Continent and need for logistics and distribution services
- Unique and comprehensive offering that ILAD can offer to Brands/Manufacturers and Distributors due to Logistics and FMCG offering that can be made by ILAD, End-to-End offering
- Expansion of basket offerings such as pharmaceuticals
- The need for best practice by customers in the logistics and distribution area, which ILAD can offer
- Partnership development with companies requiring comprehensive end to end services

Acquisition Hurdles

- ▶ High price expectations
- ▶ Cost of funding
- ▶ Taxation
- ▶ Governance
- ▶ Legislation complexities
- ▶ Risk vs. Returns
- ▶ Shareholder return expectations
- ▶ Forex/Exchange rate risks
- ▶ Management time
- ▶ Limited suitable opportunities
- ▶ Cultural fit and Africanisation

Resources Invested

- ▶ Fleet of 413 vehicles
- ▶ Direct employment 4,286
- ▶ Investments: R1 billion

Questions?