Imperial Logistics
Current African Footprint

- Infrastructure and representation in 11 countries in Africa consisting of a range of services
- Cross border transportation into 18 countries including 674 vehicles with necessary cross border permits
- In excess of 75 regional, local and general freight and distributor warehouses
CIC Holdings Overview

is wholly owned by IMPERIAL Logistics, and is the parent company of a group of businesses that operate in Southern Africa.

CIC operates within the **Fast Moving Consumer Goods** Industry through Agency agreements with blue chip manufacturers, both locally and internationally.

Our service offering includes a full **end-to-end Route to Market** solution, incorporating selling, merchandising, warehousing, distribution, debtors’ administration, staffing and security solutions.

The Group currently operate in **8** African countries, including a footprint of **26** sites across the continent with **> 10,000** staff 🚫🚫🚫🚫🚫🚫🚫
CIC Holdings Group Organogram

CIC Holdings Ltd

Namibia
- United Agencies
  - Supra Sales
    - LSC

Botswana
- Global Holdings
  - LSC

Mozambique
- CICOTI
  - Marulo

Swaziland
- CIC Swaziland
  - OTI

Tanzania
- Smart Brands

Zambia
- Horizon Distributors

Malawi
- Warpack

South Africa
- OTI

Tri-Star
CIC Holdings Footprint

CIC warehouse operations
Service Offering

Our service offering includes a **fully integrated end-to-end RTM** (Route To Market) solution:

- **Joint Planning**
  - Place orders on the Principal
  - Primary transportation
  - Warehousing in-country
- **National Sales**
- **In-trade & telesales order taking & processing**
  - Secondary distribution into the trade
  - In store Merchandising and product / brand activations
  - Invoicing and debt collection
- **Customisable reporting and market intelligence**

- We work in partnership with our Principals and Customers, through regular joint planning sessions
- We carry the book on behalf or our Principals
- The Principal trades in a risk-free environment since Imperial Logistics take full responsibility for the Debtor’s Book
- We provide valuable market insights through integrated web based systems
Customisable Sales and Merchandising

Where volumes allow, Principals can negotiate specialised sales and merchandising solutions:

**Shared Basket**
Will be serviced by a National Sales Manager, Sales Manager, Sales Representatives and Field Marketers who are also responsible for other Principals

**Partially Shared**
Will be serviced by a National Sales Manager who is also responsible for other Principals and various scenarios whereby the remaining structure is either totally or partially dedicated

**Dedicated Structure**
A completely independent, stand alone structure focused exclusively on providing service to the individual Principal
Contents

CIC overview

Mozambique
CICOTI Lda Mozambique services include a full end-to-end RTM solution

- National Primary Transport
- National Distribution
- Sales & Merchandising
- Cash Van Sales
- Debtors Administration
- In-market activation / promotions
CICOTI Lda Mozambique Principals

DIAGEO

Heineken

British American Tobacco

brandhouse

Namibia Breweries Limited

Johnson & Johnson

gsk

GlaxoSmithKline

William Grant & Sons

Godrej

Reckitt Benckiser

Sagres Cerveja
The CICOTI Mozambique distribution network includes the following strategically placed facilities:

<table>
<thead>
<tr>
<th>Location</th>
<th>Size (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maputo</td>
<td>3 000 Warehouse</td>
</tr>
<tr>
<td></td>
<td>600 Bond Warehouse</td>
</tr>
<tr>
<td></td>
<td>100 Maputo Shop</td>
</tr>
<tr>
<td>Beira</td>
<td>2 000 Warehouse</td>
</tr>
<tr>
<td>Macia</td>
<td>100 Warehouse</td>
</tr>
<tr>
<td>Nampula</td>
<td>500 Warehouse</td>
</tr>
<tr>
<td>Tete</td>
<td>500 Warehouse</td>
</tr>
</tbody>
</table>

27 Delivery vehicles service this area
Future expansion is planned in the following provincial Capitals:

- Pemba - Depot Jun 2014
- Vilanculos - Depot Jun 2014
- Xai Xai - Depot Jun 2014
- Lichinga - Depot Sept 2014
- Nacala - Sales office 2014
- Quelimane - Sales office 2014

Expansion is focused on selected SKU’s serviced by our Cash Van route-to-market solution.
We have a total staff compliment of **150** employees throughout the following functions:

- **Sales** 37
- **Merchandising** 26
- **Warehouse** 33
- **Distribution** 14
- **Admin (Debtors, IT and HR)** 40

**Local Fleet**

- 9 x 5 tonner
- 1 x 4 tonner
- 8 x 3 tonner
- 19 x Light Commercial
CICOTI Lda Mozambique Customer Base

We service >990 active customers as per the table below

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Universe</th>
<th>Liquor</th>
<th>FMCG</th>
<th>BAT</th>
<th>Stores Merchandised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bars / Clubs</td>
<td>41</td>
<td>41</td>
<td>-</td>
<td>41</td>
<td>-</td>
</tr>
<tr>
<td>Bottle Stores</td>
<td>51</td>
<td>51</td>
<td>-</td>
<td>24</td>
<td>20</td>
</tr>
<tr>
<td>Cash &amp; Carry</td>
<td>16</td>
<td>5</td>
<td>16</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Catering Companies</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Key Accounts</td>
<td>17</td>
<td>15</td>
<td>17</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Informal Retail</td>
<td>62</td>
<td>20</td>
<td>55</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>Forecourt</td>
<td>26</td>
<td>18</td>
<td>-</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Hotels</td>
<td>11</td>
<td>11</td>
<td>3</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Informal Trade</td>
<td>39</td>
<td>21</td>
<td>19</td>
<td>39</td>
<td>-</td>
</tr>
<tr>
<td>Large Retailer</td>
<td>41</td>
<td>9</td>
<td>40</td>
<td>41</td>
<td>36</td>
</tr>
<tr>
<td>Large Wholesaler</td>
<td>45</td>
<td>12</td>
<td>19</td>
<td>45</td>
<td>6</td>
</tr>
<tr>
<td>Restaurant</td>
<td>30</td>
<td>30</td>
<td>-</td>
<td>30</td>
<td>-</td>
</tr>
<tr>
<td>Retailer</td>
<td>10</td>
<td>1</td>
<td>10</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Small Wholesale</td>
<td>56</td>
<td>14</td>
<td>49</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Barracas</td>
<td>3000</td>
<td>200</td>
<td>200</td>
<td>700</td>
<td>-</td>
</tr>
</tbody>
</table>
Mozambique Macro

- One of the 3 fastest growing African economies, GDP +7% expected in 2014.
- New projects in coal (Moz will become Africa’s second largest coal exporter after SA) and gas.
- Development of infrastructure linked to mining project.
- Significant off shore gas production is also likely over the medium term.

### Real GDP Growth rates

![Graph showing real GDP growth rates for different countries over the years 2012 to 2017.](image)

<table>
<thead>
<tr>
<th>Country</th>
<th>GDP Per Capita in $</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>588</td>
<td>715</td>
<td>817</td>
<td>917</td>
<td>1,039</td>
<td>1,178</td>
<td></td>
<td>19%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>508</td>
<td>508</td>
<td>581</td>
<td>656</td>
<td>714</td>
<td>697</td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td>South Africa</td>
<td>7,512</td>
<td>7,588</td>
<td>8,196</td>
<td>8,210</td>
<td>8,149</td>
<td>8,594</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Kenya</td>
<td>963</td>
<td>947</td>
<td>934</td>
<td>974</td>
<td>1,023</td>
<td>1,070</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Ghana</td>
<td>1,623</td>
<td>1,760</td>
<td>1,940</td>
<td>2,171</td>
<td>2,440</td>
<td>2,677</td>
<td></td>
<td>13%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>1,544</td>
<td>1,556</td>
<td>1,699</td>
<td>1,863</td>
<td>2,075</td>
<td>2,178</td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Angola</td>
<td>6,122</td>
<td>7,000</td>
<td>7,993</td>
<td>9,122</td>
<td>10,409</td>
<td>11,529</td>
<td></td>
<td>17%</td>
</tr>
</tbody>
</table>
A young and growing population

- 2012 population estimated at 24mn and is expected to grow at 3% YOY.
- Median age at 16.8 year. More than 50% of the population below LDA.
- Forecast urbanisation trend should drive formalisation of TBA.

<table>
<thead>
<tr>
<th>2012 data</th>
<th>Urban population concentration</th>
<th>Urbanisation growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mozambique</td>
<td>38%</td>
<td>4%</td>
</tr>
<tr>
<td>Ghana</td>
<td>51%</td>
<td>3.40%</td>
</tr>
<tr>
<td>Kenya</td>
<td>22%</td>
<td>4.20%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>50%</td>
<td>3.50%</td>
</tr>
<tr>
<td>Angola</td>
<td>59%</td>
<td>4%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>19%</td>
<td>4%</td>
</tr>
<tr>
<td>DRC</td>
<td>35%</td>
<td>4.50%</td>
</tr>
<tr>
<td>Cote D'Ivoire</td>
<td>51%</td>
<td>3.70%</td>
</tr>
</tbody>
</table>
Contents

CIC overview

Swaziland
OTI Swaziland

- CIC Swaziland is a duty free liquor outlet which warehouses and sells liquor into the market

- OTI Swaziland is a local entity offering a full end-to-end RTM solution, including national distribution, sales, merchandising, debt collection and Cash Van sales

- Tri-Star is a local entity offering a full end-to-end RTM solution, including national distribution, sales, merchandising, debt collection and Cash Van sales
We have a total staff compliment of **80** employees throughout the following functions:

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales incl. Cash Vans</td>
<td>9</td>
</tr>
<tr>
<td>Merchandising</td>
<td>36</td>
</tr>
<tr>
<td>Warehouse</td>
<td>15</td>
</tr>
<tr>
<td>Distribution</td>
<td>11</td>
</tr>
<tr>
<td>Admin (Debtors, IT and HR)</td>
<td>9</td>
</tr>
</tbody>
</table>
OTI Swaziland Distribution Network

We have a 3500 m² Distribution Centre strategically placed in Matsapha, which includes a 1 500 m² bonded area.

Our fleet consist of the following vehicles:

- 4 x 1 Ton Trucks
- 1 x 2 Ton Trucks
- 2 x 4 Ton Trucks
- 3 x Cash Vans
Contents

CIC overview

South Africa
OTI South Africa **Consolidation Warehouse** is used to supply:

- Swaziland
- Mozambique
- Botswana
- Malawi
- Zambia
• We have a Group Consolidation warehouse in Johannesburg where we consolidate loads from various Principals for transportation into the CIC Africa network

• This 2000m² facility allows us to cost-effectively co-load and transport multi-loads from a combination of smaller Principals into our African territories

• Principals can invoice the OTI SA entity or the in-country Company

• In addition, 800m² Bonded facilities is also available
Thank You…

Joe Theart  
Managing Director  
**Email**  j.theart@otisa.co.za  
**Mobile**  +27 82 925 2603

Bertus Grobbelaar  
Financial Director  
**Email**  b.grobbelaar@otisa.co.za  
**Mobile**  +27 79 526 5734