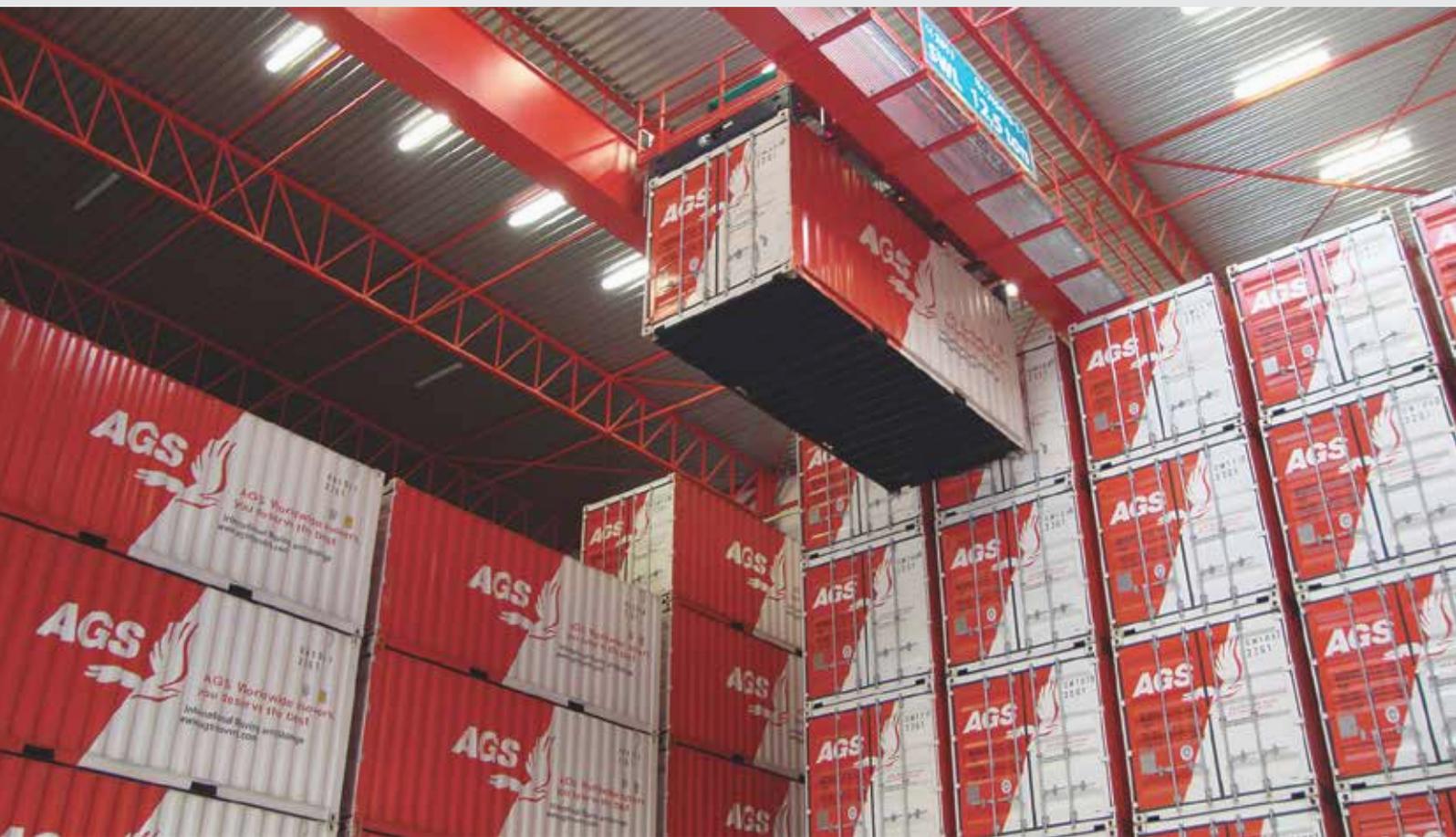


AFRICA 54

An African ambition



PRESS KIT — SEPTEMBER 2016



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Our expertise is contributing to the growth of African economies

Editorial

Alain Taïeb,
Chairman of the supervisory board



Africa is the continent of the 21st century. Yet in 1993, when we took a highly strategic decision to develop our activities on the continent, we took more than one partner by surprise. But we knew that we were committing to Africa for the long term and that we wanted to support the changes taking place there. And so we have invested, recruited, trained and developed for over a quarter of a century. Country after country, region after region, business after business. The result is that we now cover all 54 countries in Africa.

We have learned to look at Africa in ways other than through figures, reports and dashboards. Everywhere we have gone, we have found an innovative, dynamic Africa with a resolute focus on commercial trade. An Africa of rich cultural, historic, religious and linguistic diversity. This Africa has taught us how to operate in a multicultural environment and its diversity has served to accelerate the internationalisation of the business.

MOBILITAS has always served the people who are transforming the continent. Hundreds of thousands of families have put their trust in our know-how in international moves, relocation and support for mobility. Thousands of businesses and institutions have recognised our expertise in logistics, storage and digitisation of data and archives.

MOBILITAS quickly put its long-term vision into practice through the "Africa 54" project, which consisted - among other things - of establishing a physical presence in all African countries.

Our aim was to develop an exceptional network while continuing to operate on a human scale and refining our understanding of the advantages and needs of every country on the continent.

Africa 54 is both a growth strategy for MOBILITAS and a development strategy for the countries in which we operate. Our aim is to contribute to inclusive, sustainable growth that creates value and jobs, and improves people's well-being through strong commitments in the health, education and environmental sectors, among others.

A quarter of a century after the launch of its African project, MOBILITAS now covers the whole of the continent. Even more than achieving MOBILITAS' African vision, this key step in the life of the group is also a symbolic milestone. Our expertise has contributed to the growth of African economies, the development of national champions and the emergence of a middle class.

MOBILITAS still has a role to play in building the Africa of tomorrow. By disseminating our culture of excellence, partnership and adaptation, we are well equipped to continue to drive growth for the group, create opportunities for young people in Africa and inspire businesses to be bold in their approach to the continent.

As a privileged witness of the vitality of African economies, I am now more than ever convinced that the 21st century is Africa's time.

MOBILITAS group's expansion




ISAAC & SARAH TAIEB

Founded AGS,
removal company

1974



Launch of the
European network



LONDON

1982

1991

1993




ALAIN TAIEB BECOMES
CEO AND CHAIRMAN

AGS becomes
Mobilitas Group

2000

2001

Launch of the French
Overseas Territories
network



GUADELOUPE



Launch of the
African network



IVORY COAST



Launch of the Southern African network



Integration of South Africa's leader in removals

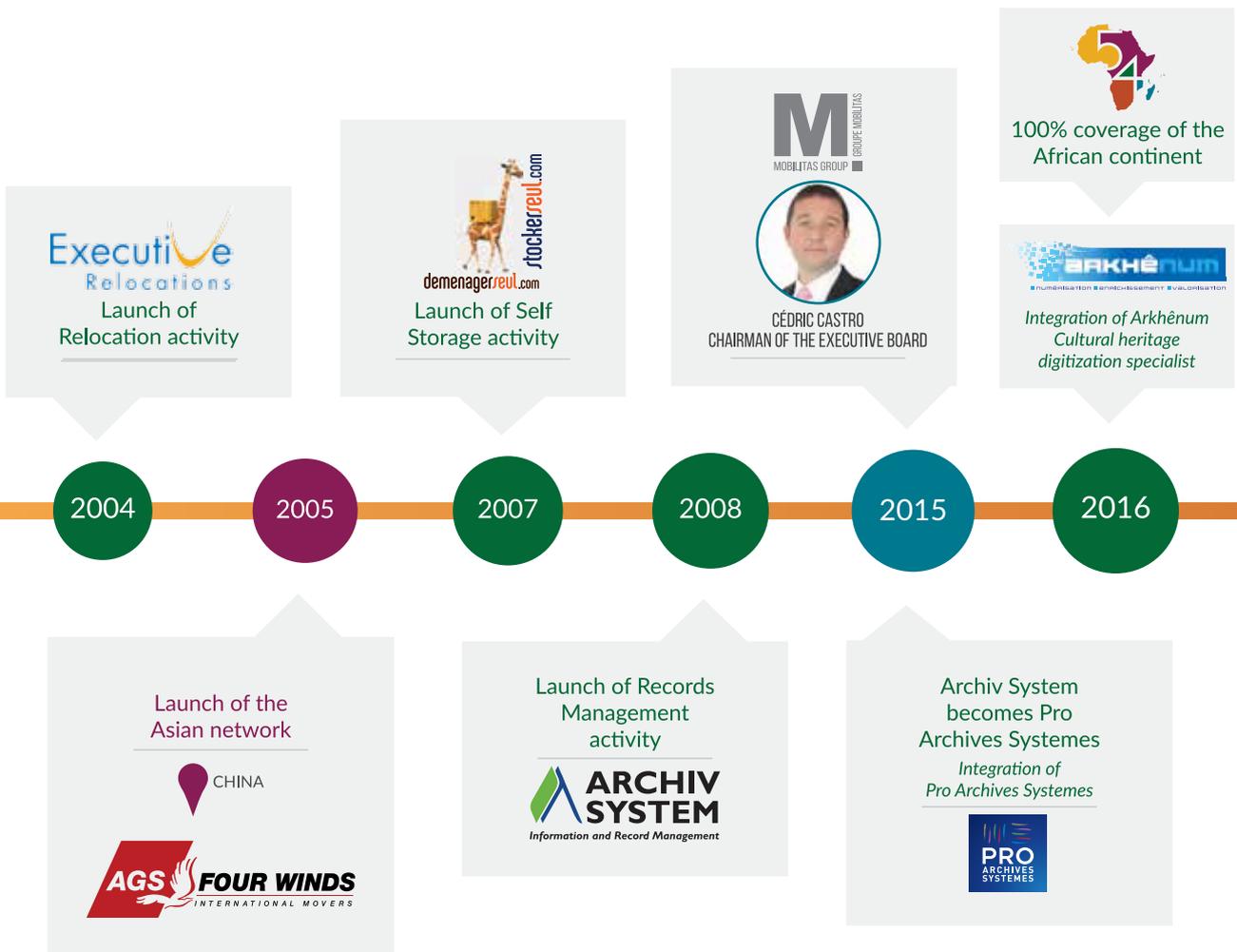
Expansion of the French network



Démépool network integration



Déménageurs bretons
network integration



A French success on the international stage



MOBILITAS combines businesses working in international moves, support for executives and their families (relocation) and document archiving (physical and digital). Originally formed as AGS in Paris, in 1974, the group initially specialised in moving individuals and businesses in the Paris region.

The second and third generations of the Taïeb family focused its strategy on building market share, international development and diversifying its activities. Africa was a pillar of this strategy from the very beginning.

MOBILITAS, formed in 1998, was designed to optimise the organisation of AGS and pursue steady growth. The reorganisation allowed the group to intensify its development in Africa. Its primary aim was the vision embodied by the Africa 54 project: establishing a presence in 54 African countries.

A business with mobility at its heart

Moving: the MOBILITAS group's historic business

Moving is MOBILITAS' historic business. From small beginnings, AGS rapidly demonstrated its expertise and know-how in the Île-de-France (Paris) region. Ten or so years later, it was becoming a sizeable SME with national ambitions.

With the takeover of several historic businesses in the sector, such as Les déménageurs Bretons and Démépool, and the introduction of new concepts such as stockerseul.com and déménagerseul.com, but also thanks to the creation of 18 subsidiaries in mainland France and seven in the French overseas departments and territories, AGS confirmed its position as a leading moving firm in France.

It also completed a number of acquisitions on the international stage. In Asia, the group purchased the Hong Kong company Four Winds, to launch the AGS Four Winds brand. Its expansion in Africa focused mainly on the creation of its own subsidiaries but it also acquired The Laser Transport Group, the South African leader in the mobility market. AGS also operates in the Middle East, Abu Dhabi and Dubai (United Arab Emirates) as well as Qatar.

Today, the MOBILITAS group's various businesses handle over 150,000 moves a year.



Support for executives and their families as MOBILITAS' service offering has grown

MOBILITAS has developed a support service for executives and their families under its Executive Relocations brand. This was a natural development for a group that had accumulated advanced expertise in managing relocations.

Its service aligns with the pressure on businesses to reduce the costs of expatriate assignments and moving. Indeed, according to the 2016 Global Mobility Trends Survey by Brookfield¹, 96% of professionals confirm that the market trend is towards reducing costs.

In a global environment in which businesses want to reduce the financial impact of staff mobility while maintaining high-quality services, particularly as a means of retaining talented employees, the choice of a high-performance, international mobility management service is viewed as a positive solution, particularly in terms of dealing with administrative processes and personal needs, such as immigration formalities, finding accommodation, school enrolments, etc.).

The Executive Relocation division has tripled in size and has significant human, financial and technological resources to support its clients. It also benefits from two key advantages for supporting its growth: the vast network of other businesses in the group and the knowledge about the continent MOBILITAS has accumulated for over two decades.

Executive Relocations Africa and the Middle East was launched to build on these advantages; based in Cape Town, it specialises in executive relocations across the continent. Every year, over 12,000 families put their trust in Executive Relocations in Africa and the Middle East.

1: Link: <http://globalmobilitytrends.brookfieldgrs.com/#/explorer>



Records Management: a complementary activity

MOBILITAS is active in the document management and archiving sector for both physical and digital data through its Pro Archives Systèmes business.

MOBILITAS has developed a service offering in response to the difficulties encountered by businesses in managing, conserving and storing their archives and various documents.

With Pro Archives Systèmes, archiving goes beyond simple document conservation. It is about structuring and securing an organisation's data so that it can then optimise its management and access in the short and long term.

Pro Archives Systèmes developed its know-how in France, where it has access to cutting-edge infrastructure embodied by its 15-hectare centre close to Chartres. The business has also developed a strong international presence, particularly in Asia, through the MOBILITAS subsidiaries based in Jakarta and Manila.

Development in Africa, however, is a strategic and operational priority for Pro Archives Systèmes. The archiving and digitisation needs of African businesses or foreign subsidiaries are, in fact, immense. As an integral part of the Africa 54 project, Pro Archives Systèmes is strongly positioned to meet these needs in all 54 countries.

MOBILITAS is also developing expertise in the digitisation of heritage documents through its Arkhênum brand. This dedicated activity offers valuable archives a new lease of life. Once digitised, heritage is conserved for the long term while remaining accessible to the general public.

Arkhênum's know-how is valuable in the context of initiatives to safeguard African historic heritage. By training several young people from Mali in digitisation best practices and working on the preservation of historic documents in Timbuktu, for example, Arkhênum has helped conserve Mali's national heritage.

Key dates and figures for the Group in Africa

First established :
1974 / In Africa :
1993

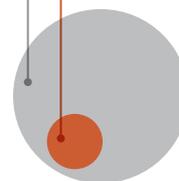


4,325
Employees in 2016 with
2,807
persons in Africa

Present in **92**
countries in the world



118,278
families supported
each year,
12,000
in Africa



Global storage capacity of
233,493 m²
with
55,000 m²
in Africa



1,476 vehicles in the world



424 vehicles in Africa



Internationalisation: the core of MOBILITAS' DNA

A long-term vision
embodied by the Africa 54 project

MOBILITAS is a family-owned company. All the decisions it takes are aimed at growing the business on a solid and sustainable basis. The fact that MOBILITAS is a family group, now managed by the second and third generations, strengthens the importance of the human factor in all development strategies.

Every generation is committed to improving the work of the previous one and to handing a better business on to the next. This enables it to develop a strategy rooted in long-term trends.

The Africa 54 project, which aims to develop MOBILITAS' activities in 54 African countries, is perfectly in line with the group's values. Africa immediately represented a development priority out of the four continents where group businesses operate.



MOBILITAS' entrepreneurial culture: a valuable asset in Africa

MOBILITAS is also defined by its entrepreneurial spirit. The desire to preserve its independence and keep the shareholders within the family drives a dynamic that encourages creativity, a sense of responsibility, collective ambition and solidarity.

The group has the financial and organisational robustness characteristics of major companies, with 4,800 employees, process optimisation confirmed by multiple certifications and a firm financial foundation, which enables it to absorb and integrate other businesses.

At the same time, MOBILITAS has the agility of an SME thanks to its entrepreneurial culture. It is therefore capable of making rapid decisions in its various markets. The group is also ready to respond effectively to the opportunities that present themselves.

In a constantly changing African environment, these advantages have been shown to be a precious asset for implementing the Africa 54 project.



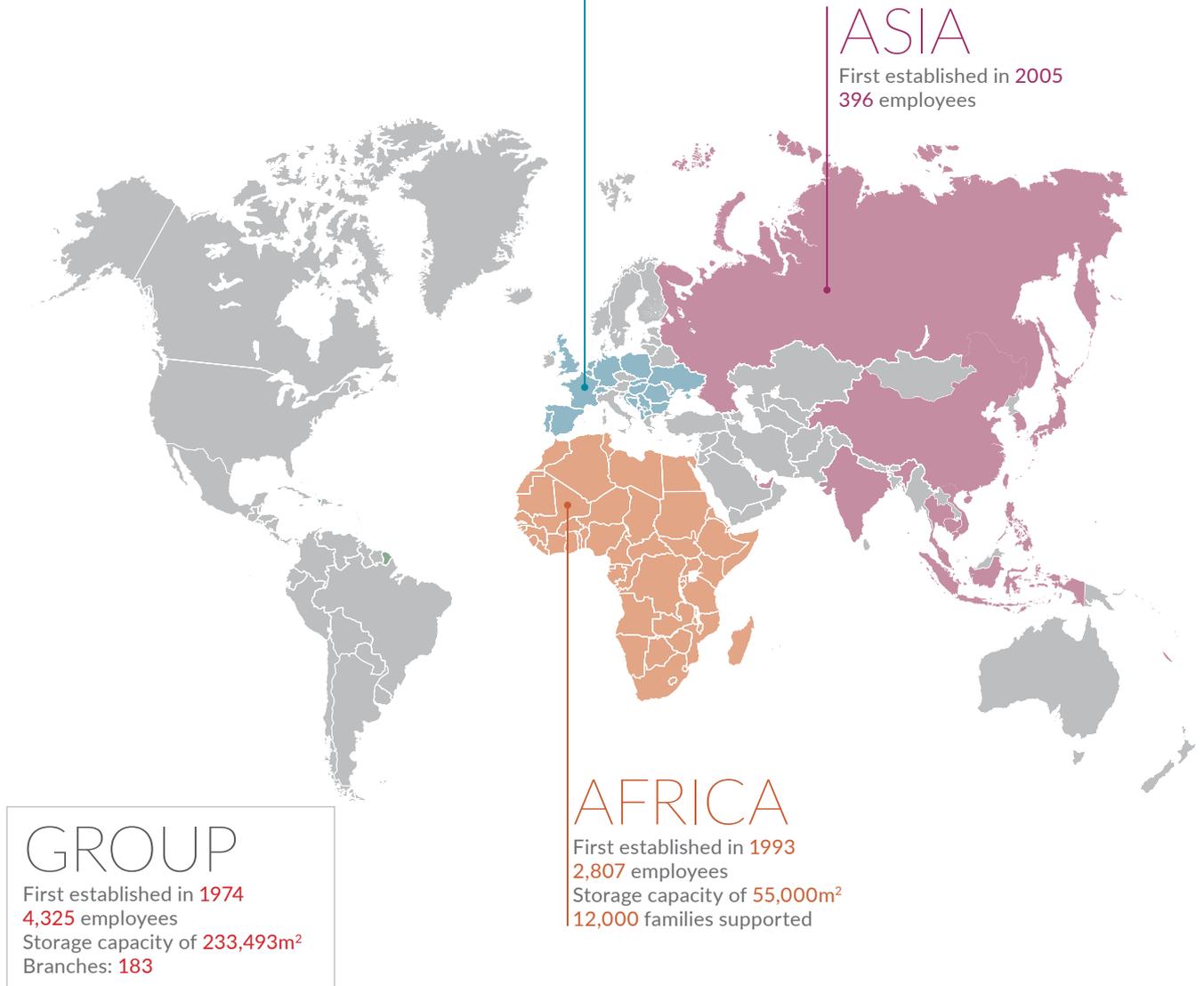


Success in Africa has implanted an international outlook in MOBILITAS' genes

The takeover of The Laser Transport Group in 2001 was an important step for MOBILITAS. Bringing South Africa's leading mobility firm into the group marked a change in MOBILITAS' approach to its international activities. The integration process introduced the notion of adaptation to a complex environment and managing performance in a multicultural context into the corporate culture. It was important to build on these differences to create a common identity and vision.

The success of the transition provided an opportunity to develop further projects with the new subsidiary and cover 15 new countries in Southern and Eastern Africa.

A sustainable presence in emerging countries





Responsible actions worldwide

As a family-owned group, MOBILITAS is committed to running a socially and environmentally responsible business. This commitment has been expressed in concrete terms by supporting initiatives that are crucial to the group and its actions in the world.

- United Nations Global Compact

In joining the United Nations Global Compact, MOBILITAS wanted to reassert the principles that lie at the heart of its businesses. It is committed to applying the highest quality standards both internally and externally.

UN principles & actions undertaken by MOBILITAS:

Human rights:

- Establishment of an ethical charter
- Participation to the actions of the Norwegian foundation "Business for Peace"
- Implementation of a Corporate Social Responsibility (CSR) strategy

Labour:

- VIE programme
- Ongoing staff training

Carbon assessment:

- Partnership with the NGO Planète Urgence
- Carbon assessment

Anti-corruption:

- Introduction of a Code of Conduct

MOBILITAS implements the "One move, one tree" project to reduce its carbon footprint

As a major player in the international mobility sector, MOBILITAS' activities produce a high carbon footprint. As part of its commitment to mitigating the negative effects of its activities, the group constantly seeks to reduce the impact of its business on the environment. Through AGS, MOBILITAS has joined forces with the NGO Planète Urgence to implement the "One move, one tree" project.

This means offering clients the opportunity to offset the carbon emissions generated as the result of an international move. A tree is therefore planted in Haiti, Mali, Madagascar or Indonesia for each move completed by AGS. Over 172,000 trees have been planted since the start of the project.

Other group companies are now building on its success by taking part in the project. MOBILITAS plants a tree, for example, every time a client hands over 15 boxes of archives to Pro Archives Systèmes.



MOBILITAS' support for Africa's economic transformation



African economies have undergone profound changes in the last two decades. The first is demographic and is currently reshaping the entire continent. In 1990, Africa had 631 million inhabitants. It is now home to over a billion people². By 2050, the continent will have almost 2.5 billion inhabitants.

The current demographic growth goes hand-in-hand with a young population. The median age in Africa today is 19.4 years compared with 41.7 in Europe, 30.3 in Asia and 29.6 worldwide. This confirms Africa's potential. It is also a source of significant challenges in terms of training and employment for young people.

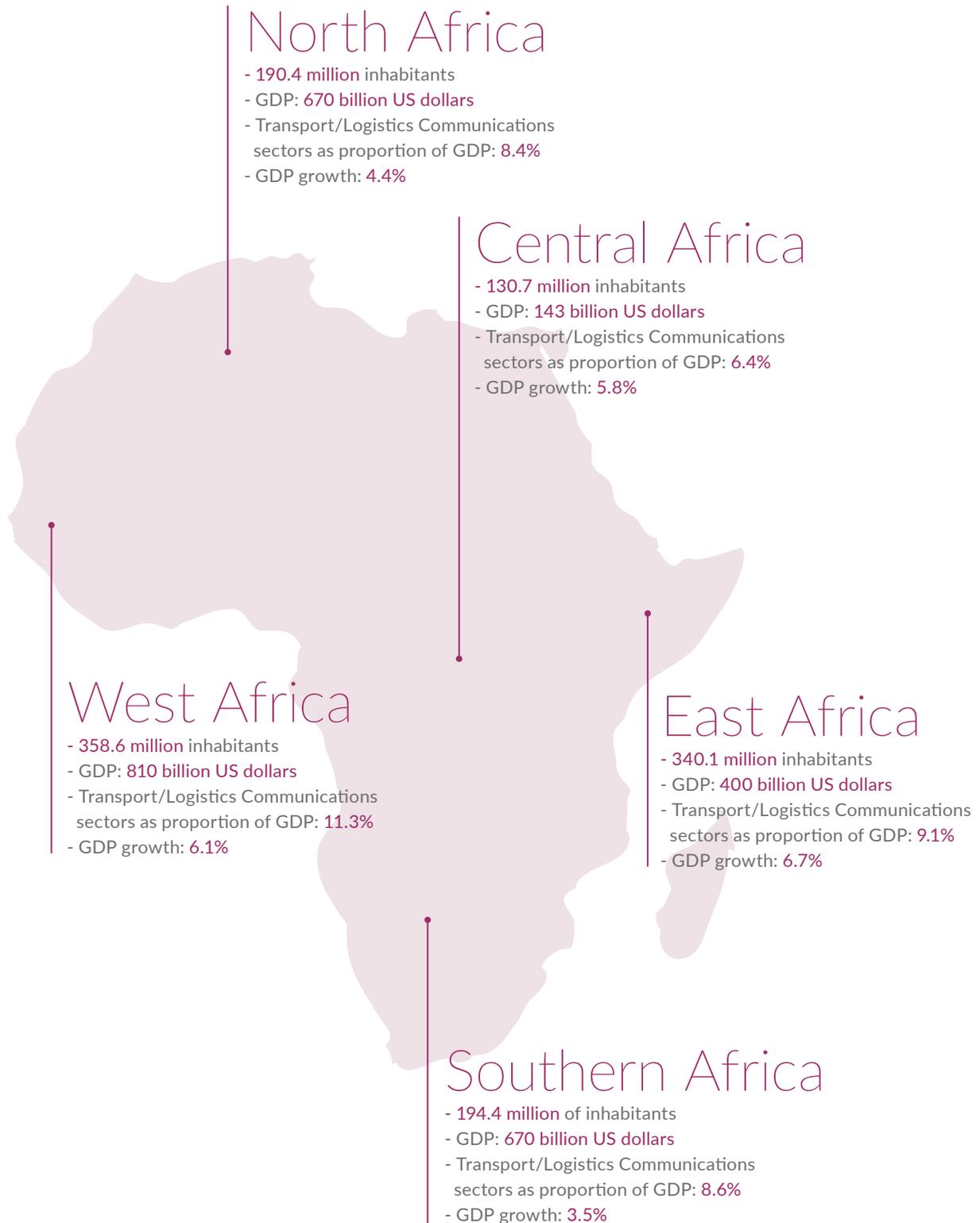
Africa needs to create more than 11 million jobs a year to cater for the successive waves of young people entering the job market. This will not be achieved without a dynamic private sector in Africa that creates value. The private sector has demonstrated its capacity for increasing the number of local and regional successes; now they need to be transformed into continental successes.

Building on the favourable economic conditions and general improvement in the business environment, African businesses have developed to the point of counting as national champions in every market. They are now characterised by their desire to expand across the continent.

That means they need partners who can support them in their development. With MOBILITAS, these businesses have access to a multi-service resource centre that can manage their relocations and associated activities, such as document and archive management. MOBILITAS also offers the advantages of a physical network in all African countries.

MOBILITAS' support for pan-African groups

All countries in Africa are becoming potential economic markets for pan-African businesses and MOBILITAS is there to support them



Source : African Development Bank

Mobility: essential expertise for business expansion

Three questions for Paul Massardier,
Director of Operations Africa



How do you tackle the logistic challenges in Africa given its shortcomings in terms of infrastructure?

We quickly learned that you have to manage the logistics chain to be successful in Africa. That means having a perfect understanding of the environment in order to take the right decisions at each stage of the process. As a result, we created the Africa Desk, a team of 25 experts based in Cape Town, which coordinates all our activities

in and out of Africa. They collect information in real time, analyse and communicate it accurately to the whole of the MOBILITAS group.

The Africa Desk is the cornerstone of our organisation in Africa. This is based on three pillars. First, we have a presence in almost all the main transshipment ports in Africa. As a result, we can act rapidly and collect valuable information. Next, we provide our staff with ongoing training, so that they are equipped to work in accordance with international best practices. Finally, we work closely with our partners and benefit from their assistance in situations where we don't have the solutions we need in-house.

Because of what you do, you have a particular perspective on economic trends in Africa. Are you seeing an increase in intra-African trade?

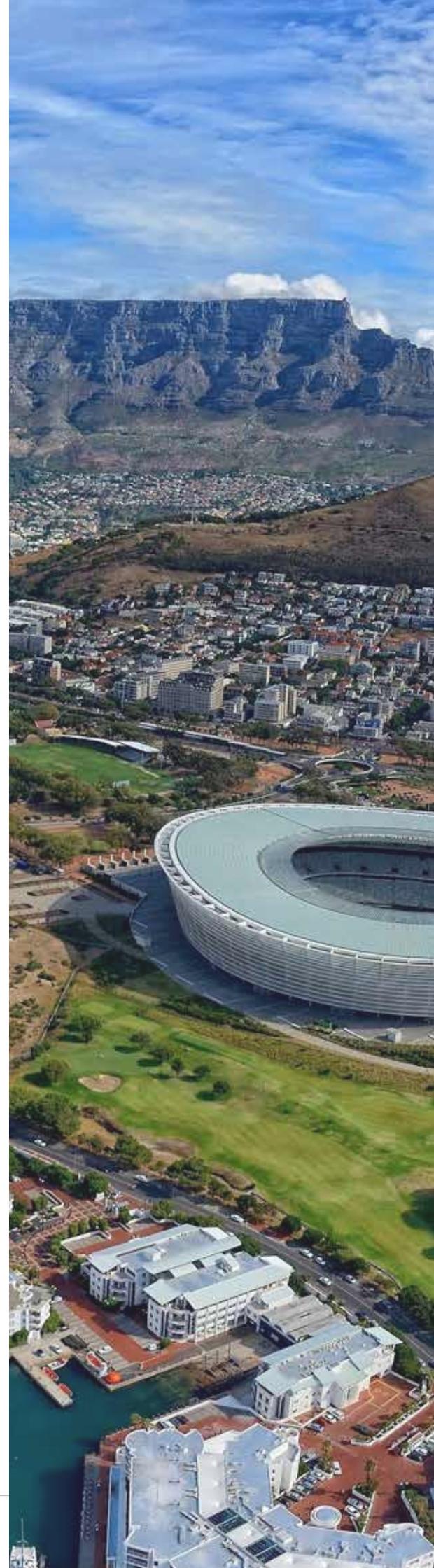
We have the good fortune to act as a link between Africa and the rest of the world. For a long time, 80% of our business was between Africa and the wider world. Now, intra-African business represents between 35 and 40% of our activities and it is growing strongly. All the indicators show that African trade will continue to increase, primarily as a result of major infrastructure projects and regional integration initiatives. This is currently the case in East Africa, which is the region where trade between member states is growing fastest.

Other African regions are also embarking on major infrastructure projects and launching reforms to liberalise the movement of goods and harmonise regulations. It's a positive trend.

Why is it so important for MOBILITAS to cover all 54 countries in Africa?

We arrived in Africa in 1993 with the ambition of supporting our clients and the development of the continent. We provide a high-quality service while being proactive and flexible to respond to our client's future needs. Over time, supporting our clients has become synonymous with anticipation. Getting to a market ahead of them and helping them to establish a presence with the same level of professionalism, wherever they are in Africa.

We also want to inspire other African and international businesses to join in the pan-African adventure that lies at the heart of MOBILITAS' story.



Three key figures on infrastructure and logistics in Africa

\$16.8
BILLION

Annual turnover in the logistics sector in Africa. This figure is set to double by 2020³.

40%

The loss of productivity in African businesses caused by the lack of infrastructure, particularly in transport and logistics⁴.

\$40
BILLION

The economic benefit Africa would gain if its infrastructure were up to standard⁵.

Focus on three examples of pan-African companies supported by MOBILITAS

“ I am pleased to recommend to you the services provided by AGS Frasers. The service delivered by them was excellent in our experience. Our operation was not interrupted as they adhered to our strict on and off peak regulations. I sincerely recommend them for a smooth running prospective project.

Razaan V. Standard Bank.
Office move in Cape Town, SOUTH AFRICA

“ I would like also to use this opportunity to say that the process of packing went extremely well, with an excellent team that took good care of our very important belongings. I have done moves in several countries and the team yesterday was among the best in terms of care, safety and customer attention.

Julio C. Rio Tinto Coal, MOZAMBIQUE

“ This is to thank you for the excellent job you have done in getting my shipment to Abidjan on time, I am happy with your services and will encourage my colleagues in Tunis to use your services.

Patrick C.A. African Development Bank.
Moving from Tunisia to Ivory Coast

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