





- Needless to say, events of the past several weeks have been momentous across our region; the courage of the people to go day-after-day into the streets to challenge long-standing, entrenched and oftentimes brutal political systems is nothing less than awe-inspiring.
- The geographical and political importance of Egypt to the West, and indeed the world, as well as the real influence Egypt has on the rest of the Middle East and North Africa will not be diminished in the coming years; and, indeed, will likely lead to a readiness on the part of the European community, the US, Saudi Arabia and even the Gulf states, to assist Egypt through the transition financially.
- Egyptian companies with the financial strength, management savvy, and stomach for risk are going to emerge stronger than ever.

## We are also optimistic about our future as a company

- No members of our staff were injured, and no GB Auto facilities or inventory were damaged in the unrest. GB Auto has also avoided labor strikes that have plagued some Egyptian corporations in recent weeks.
- Walk-in demand is improving significantly every day both for Passenger Cars and Motorcycles & Three-Wheelers. Our Aftersales, Tires and Microfinancing segments all returned to 100% performance in the last week of February.
- We foresee a negative impact on the Commercial Vehicles LOB — this coming year will be particularly difficult for Egypt's tourism industry, and at the same time, corporations will be reticent to renew or expand fleets this year.
- GB Auto's debt to equity ratio and balance sheet were very strong heading into this year.
- GB Auto's management team is composed of industry veterans who have the experience to deal with the uncertainty current environment, and those with the sophistication needed in the global marketplace, and the courage to take the risks and make the difficult choices that will face the Company in the coming months.

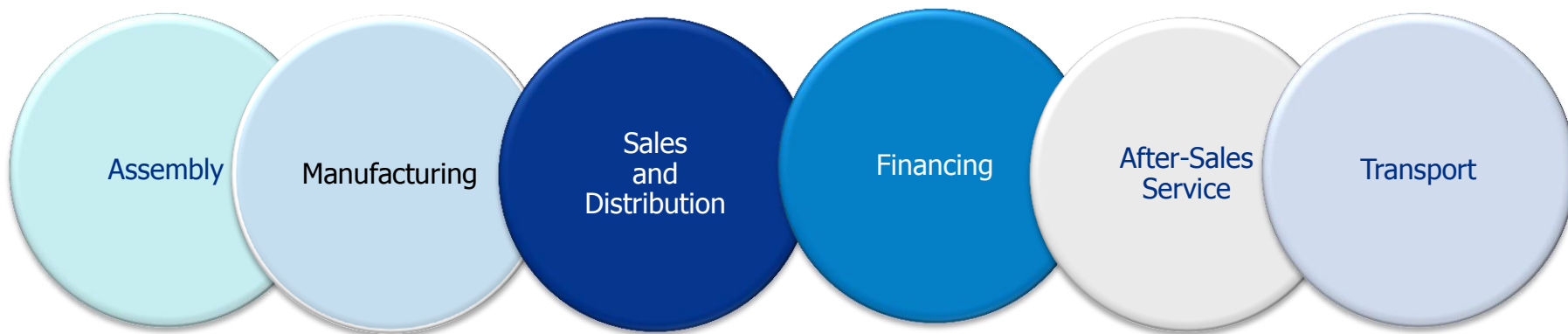


## I. Company Overview

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**GB Auto provides customers a differentiated service experience, building brand equity...**



**...and provides investors exposure to an increasing number of growth-driven markets**

- Leading position in the Egyptian automotive market
- Highly profitable, low-cost assembly (passenger car, motorcycles & three-wheelers, commercial vehicles) and manufacturing (bus-body, trailers, superstructures)
- Largest distribution and after-sales network in Egypt for passenger cars and commercial vehicles (vital infrastructure that would be significantly costly for competitors to replicate)
- Exclusive Egyptian distributor for leading global brands such as Hyundai, Mazda, Mitsubishi, and Volvo
- Expanding export potential (buses and trailers) and first-mover investment advantage in other MENA markets, such as Iraq, will add significant growth
- Strongly positioned to capitalize on opportunities presented by the political liberalization of the MENA region
- Strong management team and compounded annual revenue growth of nearly 40% over the past five years
- Solid balance sheet and financing potential

# GB Auto's operations are segmented across four primary lines of business

## Passenger Cars ("PC")



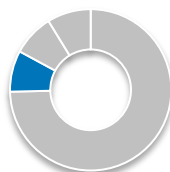
78.3% of  
FY10 Sales  
Revenue



- Assembly and distribution of imported un-assembled units (CKD)
- Distribution of fully-assembled imported units (CBU)
  - After-sales service and distribution of spare parts

- Entered market in Iraq, Hyundai representation
- Launched Mazda in Egypt
- Expanding After-Sales and distribution network
- CKD capacity capacity now at 80,000 units per year

## Commercial Vehicles and Construction Equipment ("CV")



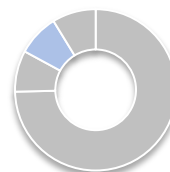
9.7% of  
FY10 Sales  
Revenue



- Assembly and distribution of trucks and buses
  - Bus-body manufacturing
- Manufacturing and distribution of superstructures and trailers
  - Distribution of construction equipment
  - After-sales service and distribution of spare parts

- GB Polo factory's new paint-shop facility completed; capacity doubled to 14 buses per shift-day
- First exports in 4Q10 made to the Gulf region

## Motorcycles and Three Wheeler 'Tuk-tuks' ("2- and 3-Wheelers")



9.1% of  
FY10 Sales  
Revenue



- Distribution of two-wheel scooters, Boxer motorcycles and three-wheelers ("tuk-tuks")
  - After-sales service and distribution of spare parts

- Introduction of new model in January 2010
- Customers provided with financing options through Mashroey
- Substantial growth in spare parts activity

## Tires, Transportation and Financing



2.9% of  
FY10 Sales  
Revenue



- Distribution of passenger car, truck, and bus tires
- Microfinance venture to finance the purchase of motorcycles and tuk-tuks
- Finance for commercial vehicle and corporate lease clients

- Launch of micro-finance venture, Mashroey
  - Launch of new tire representation, Yokohama
- Launch of consumer finance venture, Drive, by close of 1Q11

## II. Understanding the Business

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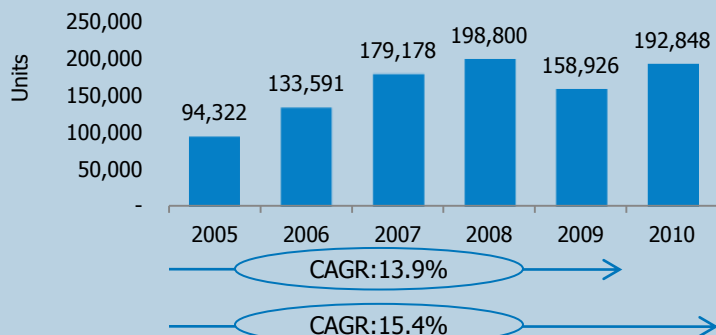
# Growth in the Egyptian passenger car market has been remarkable over the past five years

PC

Remarkable growth over the past 5 years was driven by increasing purchasing power of a rising middle class

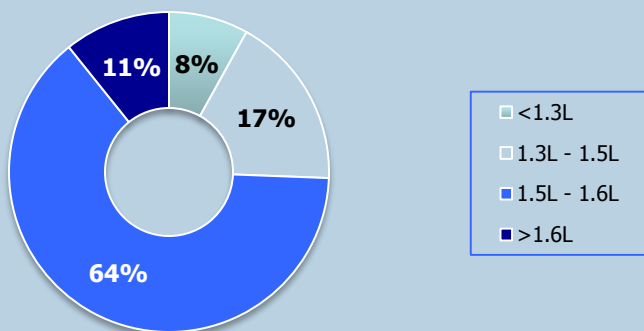
Egypt

PC Market, Annual Sales



Management has focused CKD assembly on models in the largest market segment

PC Market Segmentation, FY10



Management anticipates substantial future growth on the back of relatively low penetration rates

Vehicle Ownership

|         | Nominal GDP per capita (USD) | Number of cars per thousand people |
|---------|------------------------------|------------------------------------|
| China   | 3,566                        | 128                                |
| Algeria | 3,816                        | 109                                |
| Morocco | 2,847                        | 53                                 |
| Egypt   | 2,450                        | 30                                 |

*Egypt possesses considerable growth potential as it approaches GDP per capita of USD 3,000*

Sources: Automotive Marketing Information Council (AMIC); GB Auto Research

GB Auto dominates the local market on the back of its unmatched distribution and after-sales network, wide product offering, and positioning as the “best-value-for-money” product

PC

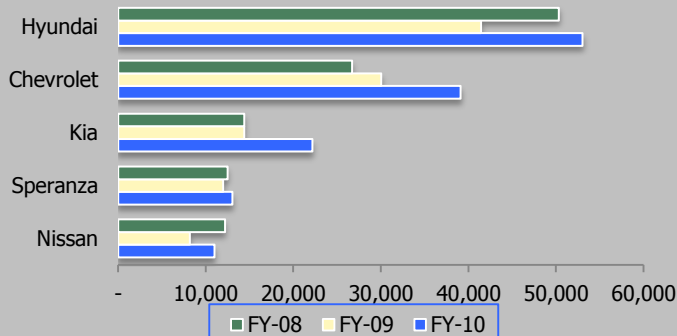
**Leading** market player with **27.7%** market share\*

Hyundai Motor Co.'s **Best Distributor in Africa** and **Top 5 worldwide**

**Largest Nationwide** distribution and after-sales service **network** currently tripling in capacity

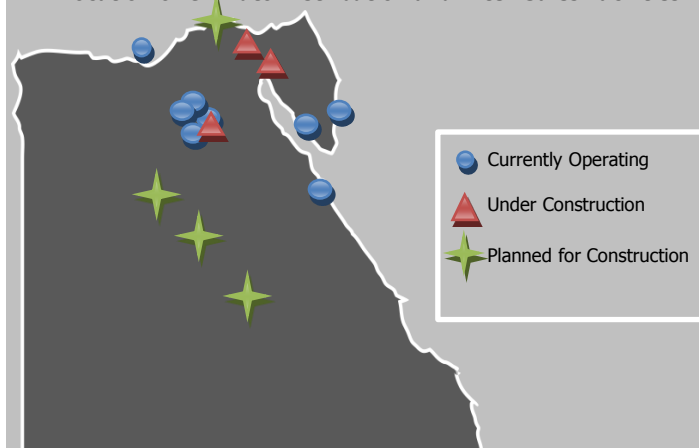


**FY Volume of Key Market Players**



*Hyundai gains, Chevrolet and Kia lose, and Speranza and Nissan benefit from Toyota's loss in market share*

**Location of GB Auto Distribution and After-Sales Facilities**



PC Revenue reaching **EGP 5.2 billion** in FY2010, with gross margin of **10.3%**

Re-introduced **Mazda** vehicles to expand product offering

Partnership with Canada's Centennial College to establish **GB Auto Academy** to train up to 4,000 employees

Source: Automotive Marketing Information Council (AMIC)

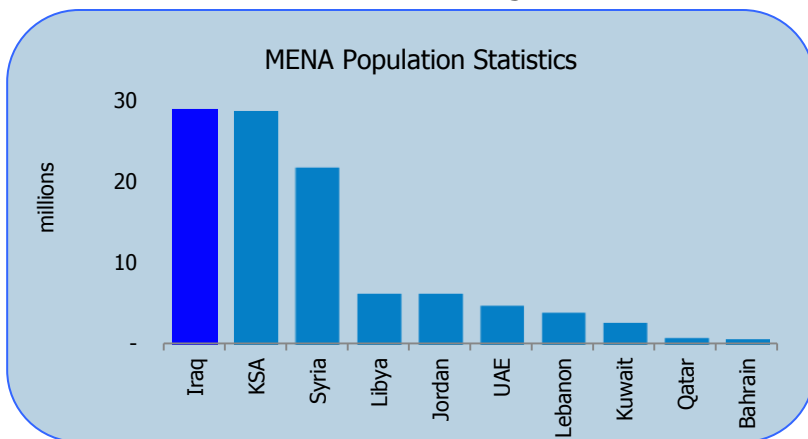
\*GB Auto market share calculated as Hyundai + Mazda

# The Iraqi market promises significant growth potential given elevated pent-up demand

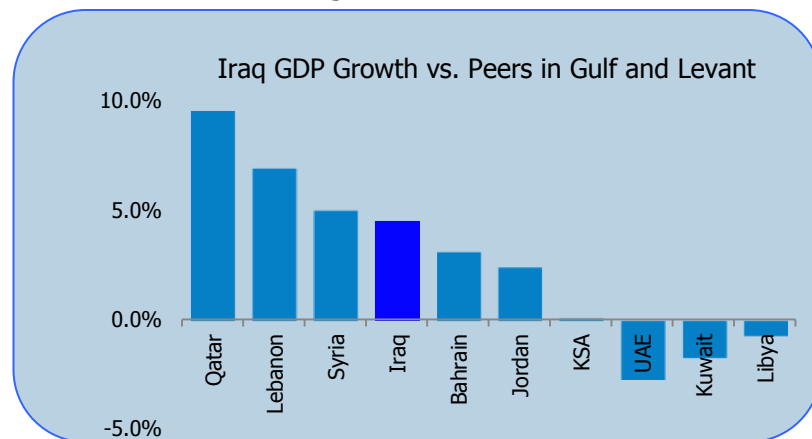
PC

Iraq

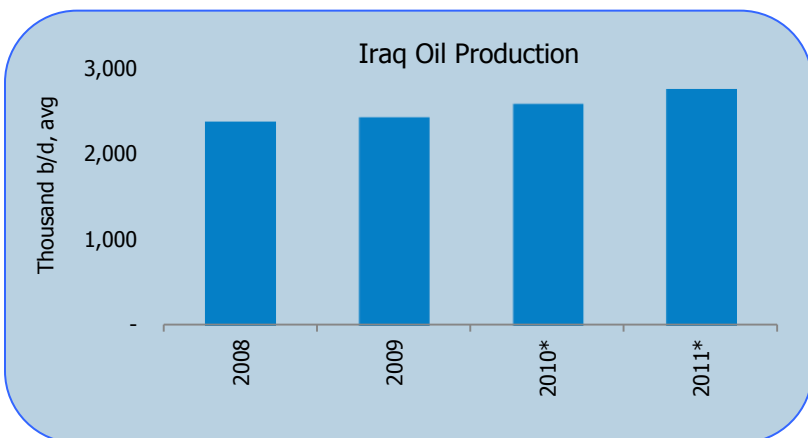
Iraq boasts the largest population among its peers in the Gulf and Levant region



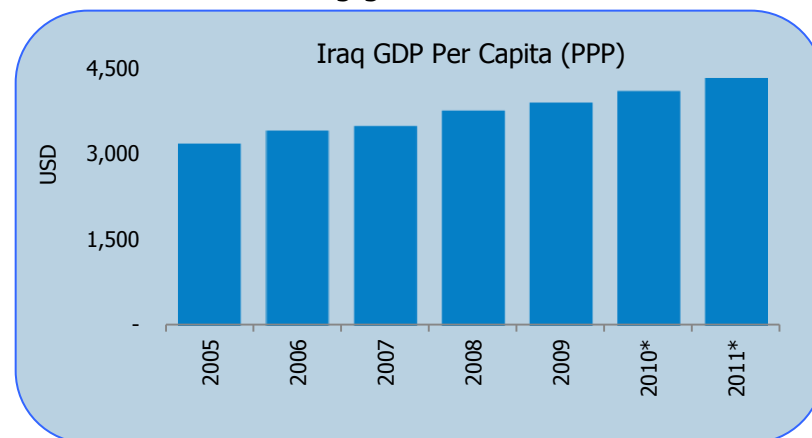
Iraq's economy is experiencing relatively solid GDP growth rates



With oil production on the rise...



...GDP per capita and subsequently demand is witnessing gradual increases



\* Economist Intelligence Unit estimates

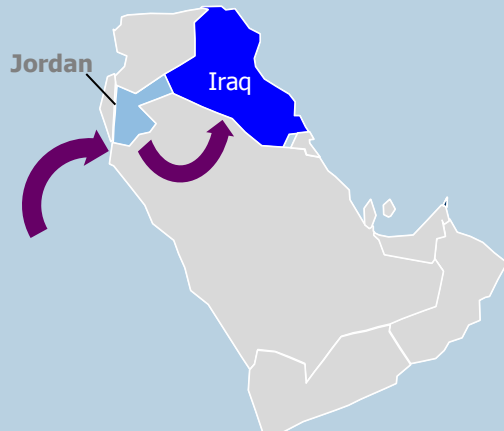
Source: Economist Intelligence Unit, CIA World Fact Book

PC

Iraq

## Understanding the Iraqi Joint Venture...

- GK Auto is a 50-50 joint venture set up between GB Auto (Egypt) and Al Kasid\* (Iraq)
- GB Auto is responsible for day-to-day management, Al-Kasid provides resources to support the operation
- GK Auto, set up in the Jordanian Free Zone Area, wholly owns an Iraqi subsidiary which distributes Hyundai vehicles throughout Iraq



## GK Auto's performance year-to-date...

- Average monthly run rate of c.2,000 vehicles; levels kept low by supply constraints that are being addressed with the supplier
- Gross margins currently in the range of 6%, and will be maintained at 6-7% through year end, with net margins at 4-5%
- Parallel imports have been phased out
- Strategy going forward is to expand Iraqi footprint through network of distribution and after-sales service network
- To minimize capital expenditure requirements, this will be accomplished through cost-effective rental of properties



*\*Al Kasid Group hold exclusive rights to distribute Hyundai Motor Company products in Iraq*

PC



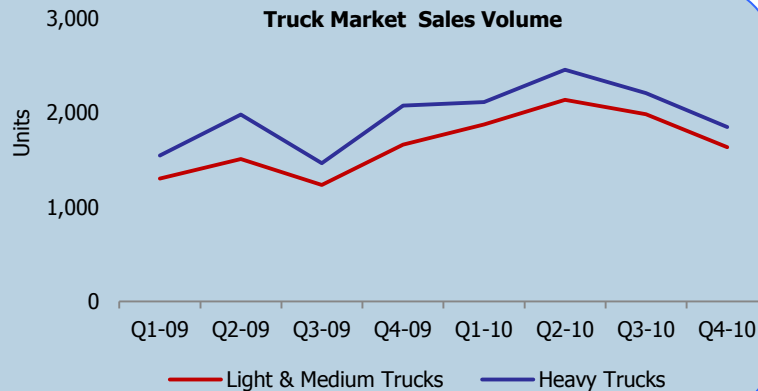
- Roll-out of **10 new service centers** is planned for 2011 and 2012, tripling the total number of bays
- GB Auto is exploring the opportunity to partner with a global car manufacturer to **assemble an entry level car** in Egypt, with the right to distribute in Egypt, the Middle East, Africa, and parts of Europe
- Currently confirming **price-positioning of Mazda** in the market to create solid platform for growth in in the coming years



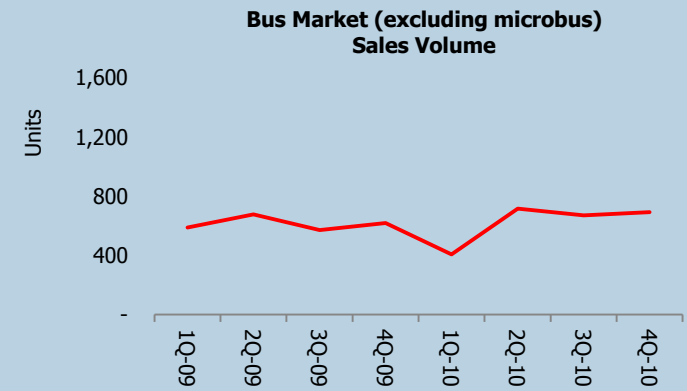
- Based on automotive penetration rates and GDP growth in Iraq, current sales of c.2,000 units per month represent the "tip of the iceberg"
- Burgeoning of Iraq passenger car operations as GB Auto successfully phased-out parallel imports thereby dominating its market segment, and potentially earning a market share greater than that in Egypt
- **Margin improvement** as operations evolve from the "start-up" phase, and the optimization of the product mix and pricing
- Cost-efficient **investment in an after-sales network** is planned covering North Iraq in Irbil (currently under construction), South Iraq in Basra (planning phase) and Central Iraq in Baghdad (site location and selection)

CV

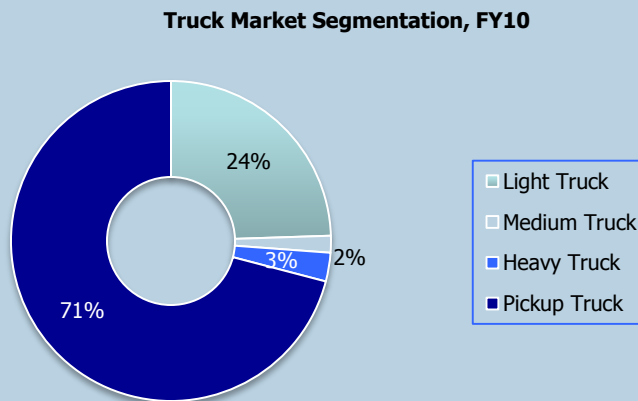
The truck market had mixed results in 2010, a trend likely to continue in 2011



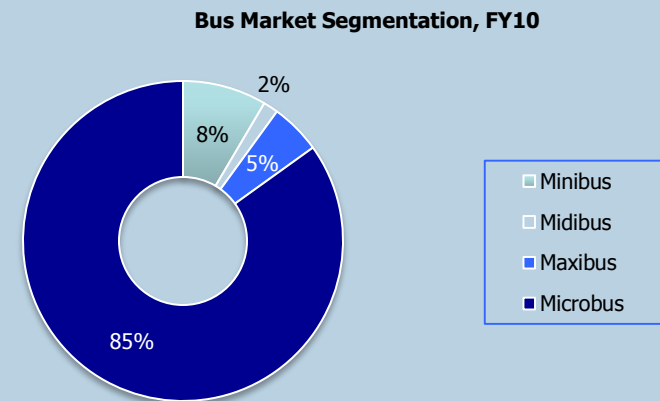
Recent events in Egypt will lead to a challenging year for the country's bus market



The largest segment of the truck market, the pick-up truck, is absent from GB Auto's product range



The microbus represents the highest sales among smaller buses sold in the market



Source: Automotive Marketing Information Council (AMIC)

# The Commercial Vehicle Division focused on strengthening its foundations in 2010

CV

Egypt

## Buses

- 37.3% market share in FY10 (exc. minibuses)
- Bus sales were challenged by a sharp slowdown in pace at which traffic authorities were granting new minibus licenses to private contractors—the majority of GB Auto's clients
- Margins are under pressure due to the expected price sensitivity of a recovering market and reduction of high-COGS inventory
- Margins in Egypt will remain under pressure; this will be somewhat alleviated by exports through GB Polo in Suez



## Trucks

- 15.0% market share in FY10 (exc. pick-ups and light commercial vehicles)
- Price-sensitive public sector contracts currently dominating heavy truck market
- The heavy truck market is heavily down year-on-year, further hampering sales
- Margins continue to be challenged by the ongoing devaluation of the Egyptian pound and corporate reluctance to expand or establish fleets at this time
- Management is exploring the opportunity to enter into the sizeable pick-up truck segment



## Trailers

- Quality issues on trailers have been addressed;
- Unit sales down in 4Q10, largely driven by the collapse of the second-hand truck market



## Construction Equipment

- Sales results have been modest year-to-date
- A key supplier has agreed to measures that should improve our competitiveness
- Possible additional government stimulus spending would enhance prospects for this segment



## New Products

- GB Auto is exploring partnering with a global automotive manufacturer to complete GB Auto's product range in Egypt:
  - **CKD Assembly** of **pick up trucks** and **microbuses**
  - **Manufacturing** of **bus body** on city-bus (coach) chassis to be used for inter-city transportation
- Development of a large distribution and after-sales network to support the above operations

## New Markets

- Management plans to capitalize on presence in Iraq by **replicating the GB Auto Egypt model in Iraq**, through expansion of Commercial Vehicle operations and developing an after-sales network
- With the GB Polo Suez facility in full swing as of 4Q10, **export operations** began in 4Q10 and are expected to develop in **2011**

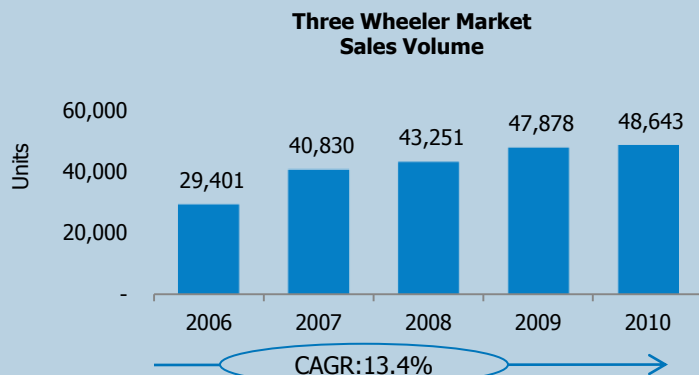
## New Systems / Managerial Approach

- **Strengthening operating processes** relating to stock management, after-sales, product development and pricing
- Developing effective **owned** and **independent dealer network** to support sales growth
- Improving cost structure and cash generation
- Improving customer satisfaction by providing best-in-class customer and product support in the sales and after-sales experience

# The Motorcycles and Three-Wheelers segment continues to perform well due to strong market fundamentals and GB Auto's responsiveness to market needs

Cycles,  
Scooters,  
Tuk-Tuks

The three-wheeler market has enjoyed robust growth over the past 5 years



GB Auto offers a wide product range within this business segment



GB Auto continues to witness strong performance of its Motorcycles and Three-Wheelers business

- In FY10, 1.6% growth over FY09 unit sales despite supply issues in third quarter related to the phasing in of new Egyptian Standards Organization (ESO) standards for three-wheelers and
- Gross profit **margins strengthened** by 3.0%
- After-sales segment is performing **above** management **expectations**
- GB Auto offers the **most after-sales outlets** for tuk-tuks, leading to strong customer loyalty

While historically GB Auto was the only market player, competition is now emerging

- In 2010, competition entered the market for the first time and although management recognizes that market share erosion is inevitable, demand has so far not been affected
- Management is **protecting its first-mover advantage** and market leadership, through
  - Mashroey, the **first micropayments venture** for tuk-tuks which currently drives over 10% of sales
  - After-sales network and **solid spare parts activity** now with open channels to dealers

# GB Auto's other lines of business are contributing more to the top line, predominantly due to the success of newly operational ventures

## Other



### Tire

- Tires sales continue to perform well, with revenues up 78.2% in FY10 year-on-year; with healthy gross margins of 16.6%
- In July 2010, Yokohoma representation became operational; sales have been constrained by FX pressures, but the new segment has seen wide acceptance in the market
- Current Product Range:



Passenger car tires  
Light truck tries



Passenger car tires  
Semi-truck tires  
Truck tires  
Bus Tires

### Financing Business

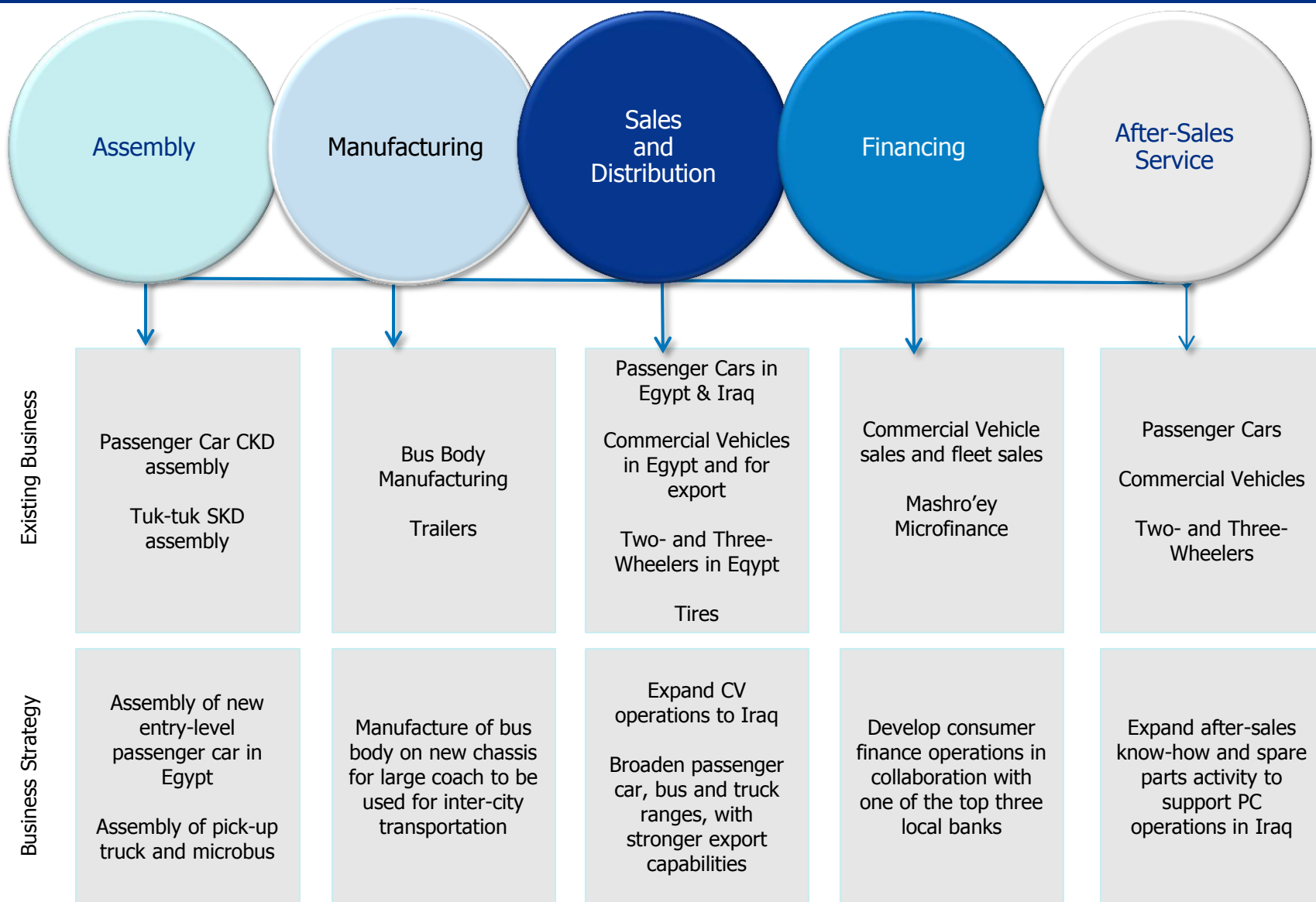


- Micropayments venture, which finances the sale of two- and three-wheelers on credit terms to low income earners.
- In its 9 months of operations, Mashroey has:
  - Significantly outperformed expectations and closed the year with a small profit, far ahead of schedule.
  - Financed the sale of 4,262 TukTuks and 150 motorcycles.
  - Built a network of 25 branches at the end of 2010 -15 branches over its original plan; with a workforce of 400 employees.



- Extends lease finance to a diverse asset base: automotive, heavy equipment, real estate and other types.
- Booked a total of LE 202 million in new financed contracts in 2010; a 395% growth y-o-y.
- In 2010, GB Lease has more than doubled the number of its clients, and tripled the number of contracts signed.
- Focuses on risk diversification by asset class, industry sectors and clients.
- Operates leading prudent risk management practices with respect to provisions and risk recognition; with nil delinquent leases to-date.

# GB Auto is leveraging its brand equity, regional presence, and the strength of its network to expand across the automotive value chain



*Where we see the opportunity...*



- Maintain leadership in passenger car market
- Dominate the mini-bus segment
- Continue to expand after-sales and distribution center thereby expanding customer reach
- Support sales of passenger cars, commercial vehicles and three- and two-wheelers through financing options
- Increased profitability due to larger contribution of financing businesses to the top-line and larger contribution of after-sales segment, particularly post-rollout of service centers in 2010



- Given growth of the economy and pent-up demand, monthly sales of c.2,000 units are considered the "tip of the iceberg"
- Operating after-sales network to support sales, solidify market presence and increase profitability
- Potential expansion of GB Auto's commercial vehicle and tuk-tuk operations in Iraq

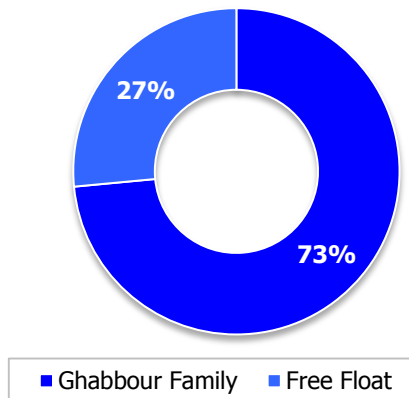
### III. GB Auto's Commitment to its Shareholders

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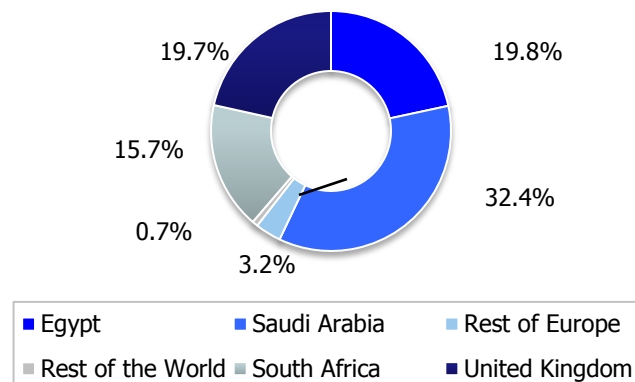


### *A Closer Look at Shareholding Structure*

GB Auto's Shareholding Structure



Geographic Distribution of Institutional Base



### *GB Auto's Commitment to Shareholders*

GB Auto **delivers on promises** made to investors

GB Auto is committed to continuously **enhancing** the **depth** of its **management team**

GB Auto is committed to implementing international best-practices with regards to **corporate governance** and **transparency**

## We promised... and we delivered

### Expand After-Sales Capacity

- ✓ Opened new service center in Hurghada (Industrial Zone) with capacity of 22 working bays in October 2010
- ✓ A total of 9 more after-sales service centers currently under construction across Egypt

### Deepen Management Team and Institutionalization

- ✓ Currently implementing new business processes resulting from institutionalization plan
- ✓ Created an organization structure that will support the business for years to come
- ✓ Restructured senior management to include C-Suite and Business Directors
- ✓ Recruitment efforts include an Excellence Program to attract high caliber graduates

### Pursue New Representations

- ✓ Resumed exclusive representation of Mazda
- ✓ Obtained rights to import and distribute Yokohama-brand tires

### Harness Consumer Credit Growth

- ✓ Formed Mashroey, a microfinance venture extending credit to purchasers of 3-wheelers

### Explore New Sources of Financing

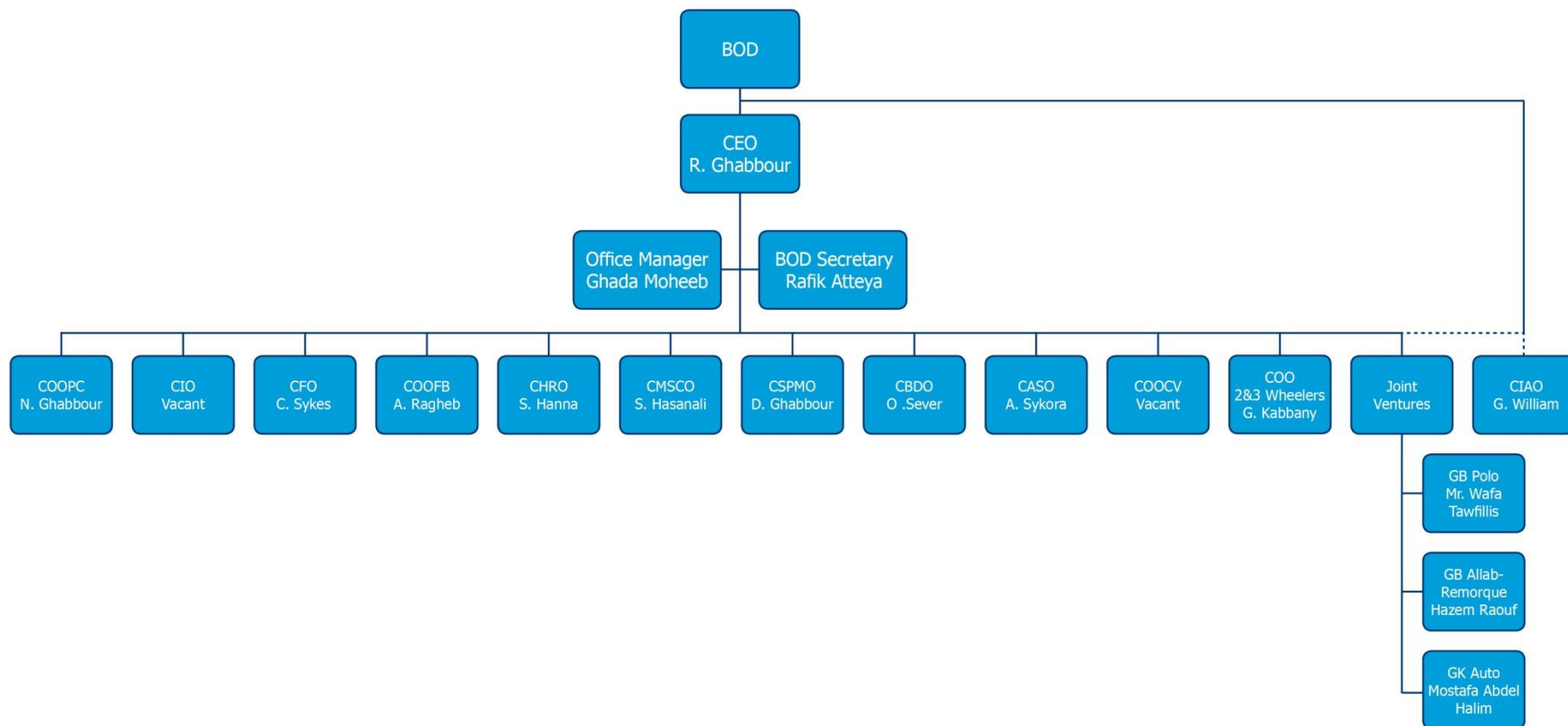
- ✓ In 2009, GB Auto refined its financing mix by working with international institutions
- ✓ In March 2010, issued EGP 1 billion public bond

### Target 25% of the National Taxi Replacement Program

- ✓ Recorded 37.6% market share in the first phase of the taxi replacement program
- ✓ Recorded 57.0% market share in the second phase of the taxi replacement program

### Penetrate New Markets

- ✓ Formed GK-Auto, a JV with exclusive distributorship rights for Hyundai products in Iraq
- ✓ Began exports through GB Polo



Refer to Appendix (c) for management biographies

## *What we have...*

- Accessible Investor Relations team
- Continuous press releases on latest company developments
- Availability of latest annual report in English on company website, detailing operations, board composition, and future direction
- Given family-owned majority, two-thirds of the board are independent members
- Board members are re-elected every 3 years
- Key committees established: audit, governance, remuneration
- Disclosure of related-party transactions

## *What we are working on...*

- Development of clear succession plans
- Alignment between corporate social responsibility (CSR) efforts and overall group strategy
- Clear division of responsibility between Chief Executive and Chairman
- Strengthening user-friendliness of the website, and completion of Arabic version of website
- IFRS Reporting

## IV. Financial Performance and Peer Analysis

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2010 witnessed strong top-line performance, though margins are recovering more gradually due to forex pressures and some one-time supply constraints

| (EGP million)             | FY08    | FY09    | FY10    | 4Q-08 | 4Q-09   | 4Q-10   |
|---------------------------|---------|---------|---------|-------|---------|---------|
| Revenue                   | 5,192.3 | 4,258.4 | 6,873.8 | 891.3 | 1,318.1 | 1,762.0 |
| Gross Profit              | 873.2   | 593.9   | 885.4   | 121.2 | 213.1   | 217.9   |
| % margin                  | 16.8    | 13.9    | 12.9    | 13.6  | 16.2    | 12.4    |
| Operating Profit          | 627.4   | 382.8   | 557.0   | 61.1  | 153.6   | 114.7   |
| % margin                  | 12.1    | 9.0     | 8.1     | 6.9   | 11.7    | 6.5     |
| Net Profit                | 415.7   | 201.4   | 257.9   | 12.1  | 89.9    | 40.1    |
| % margin                  | 8.0     | 4.7     | 3.8     | 1.4   | 6.8     | 2.3     |
| EBITDA, 12-month trailing | 678.6   | 437.8   | 606.8   |       |         |         |
| Net Debt                  | 849.6   | 755.2   | 1,127.7 |       |         |         |
| Net Debt/Equity           | 0.49    | 0.39    | 0.51    |       |         |         |
| Net Debt/EBITDA           | 1.25    | 1.72    | 1.86    |       |         |         |

## V. Appendix

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a. Business Overview

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PC



PC

## Passenger Car Sales Volume | units

|              |               | 2008          | 2009          | 2010          | 4Q-09         | 4Q-10         |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| EGY          | Hyundai Egypt | 30,555        | 27,501        | 30,967        | 8,239         | 6,421         |
|              | Hyundai Iraq  | -             | -             | 20,338        | -             | 5,172         |
|              | Mazda Egypt   | -             | -             | 646           | -             | 214           |
| IRQ          | Hyundai Egypt | 20,963        | 14,145        | 22,439        | 4,253         | 6,347         |
| <b>TOTAL</b> |               | <b>51,518</b> | <b>41,646</b> | <b>74,390</b> | <b>12,492</b> | <b>18,154</b> |

## Passenger Car Sales Revenue | EGP million

|              |               | 2008           | 2009           | 2010           | 4Q-09        | 4Q-10          |
|--------------|---------------|----------------|----------------|----------------|--------------|----------------|
| CBU          | Hyundai Egypt | 2,261.0        | 1,935.3        | 2,216.0        | 556.7        | 475.0          |
|              | Hyundai Iraq  | -              | -              | 1,585.3        | -            | 398.4          |
|              | Mazda Egypt   | -              | -              | 90.2           | -            | 38.0           |
| CKD          | Hyundai Egypt | 1,252.5        | 798.7          | 1,290.2        | 244.3        | 375.9          |
| <b>TOTAL</b> |               | <b>3,513.5</b> | <b>2,734.0</b> | <b>5,183.9</b> | <b>800.9</b> | <b>1,287.4</b> |

## Passenger Car Gross Profit | EGP million

|              |               | 2008          | 2009          | 2010          | 4Q-09         | 4Q-10         |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| EGY          | Hyundai Egypt | 313.5         | 184.8         | 224.5         | 56.7          | 43.4          |
|              | Hyundai Iraq  | -             | -             | 94.6          | -             | 19.2          |
|              | Mazda Egypt   | -             | -             | 0.8           | -             | -2.5          |
| CKD          | Hyundai Egypt | 241.3         | 114.4         | 210.6         | 42.8          | 55.6          |
| <b>TOTAL</b> |               | <b>545.3*</b> | <b>281.9*</b> | <b>531.1*</b> | <b>100.4*</b> | <b>113.6*</b> |

## Passenger Car Gross Profit Margin | %

|              |               | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10       |
|--------------|---------------|--------------|--------------|--------------|--------------|-------------|
| CBU          | Hyundai Egypt | 13.9%        | 9.5%         | 10.1%        | 10.1%        | 9.1%        |
|              | Hyundai Iraq  | -            | -            | 6.0%         | -            | 4.8%        |
|              | Mazda Egypt   | -            | -            | 0.9%         | -            | -6.5%       |
| CKD          | Hyundai Egypt | 19.3%        | 14.3%        | 16.3%        | 17.5%        | 14.8%       |
| <b>TOTAL</b> |               | <b>15.5%</b> | <b>10.3%</b> | <b>10.2%</b> | <b>12.5%</b> | <b>8.8%</b> |

## Service and Parts Revenue | EGP million

|              |               | 2008         | 2009         | 2010         | 4Q-09       | 4Q-10       |
|--------------|---------------|--------------|--------------|--------------|-------------|-------------|
|              | Hyundai Egypt | 161.9        | 159.1        | 192.1        | 40.2        | 54.0        |
|              | Hyundai Iraq  | -            | -            | 7.1          | -           | 7.1         |
|              | Mazda Egypt   | -            | -            | 0.0          | -           | 0.0         |
| <b>TOTAL</b> |               | <b>161.9</b> | <b>159.1</b> | <b>199.2</b> | <b>40.2</b> | <b>61.1</b> |

## Service and Parts Gross Profit and Margin | EGP million, %

|              |               | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|--------------|---------------|--------------|--------------|--------------|--------------|--------------|
|              | Hyundai Egypt | 67.8         | 66.4         | 78.3         | 17.0         | 20.9         |
|              | Hyundai Iraq  | -            | -            | 2.8          | -            | 2.8          |
|              | Mazda Egypt   | -            | -            | 0.0          | -            | 0.0          |
| <b>TOTAL</b> |               | <b>67.8</b>  | <b>66.4</b>  | <b>81.1</b>  | <b>17.0</b>  | <b>23.7</b>  |
| <b>GPM</b>   |               | <b>41.9%</b> | <b>41.7%</b> | <b>40.7%</b> | <b>42.2%</b> | <b>38.8%</b> |

\* Discrepancies in sum of the parts figure and the total figure result from the inclusion of under-recovered overheads in the total figure

PC

Total PC Performance | EGP million, %

|                                | 2008    | 2009    | 2010    | 4Q-09  | 4Q-10   |
|--------------------------------|---------|---------|---------|--------|---------|
| Sales Volume                   | 51,518  | 41,646  | 74,390  | 12,492 | 18,154  |
| PC Revenue                     | 3,513.5 | 2,734.0 | 5,183.9 | 800.9  | 1,287.4 |
| Service and Parts Revenue      | 161.9   | 159.1   | 199.2   | 40.2   | 61.1    |
| Sales Revenue                  | 3,675.4 | 2,893.1 | 5,383.0 | 841.1  | 1,348.5 |
| PC Gross Profit                | 545.3   | 281.9   | 531.3   | 100.4  | 113.6   |
| Service and Parts Gross Profit | 67.8    | 66.4    | 81.1    | 17.0   | 23.7    |
| Gross Profit                   | 613.1   | 348.2   | 612.3   | 117.4  | 137.3   |
| % margin                       | 16.7%   | 12.0%   | 11.4%   | 14.0%  | 10.2%   |

## Key Growth Drivers

## Comments

### Significant GDP Growth

Experts had predicted that GDP would grow 5.5% in FY 2010/11, and return to the 7% range the following year. However, it is likely that growth will be hampered by recent events. This has to do with timing, not the long-term fundamentals of the Egyptian economy.

### Egypt is a Natural Export Hub

Egypt's strategic location, one or two-days' travel to major European, Middle Eastern and African hubs, makes the country a natural export hub. Low costs of raw materials, labor and utilities provide Egypt's exporters with a natural price advantage.

### Large, Fast-Growing Consumer Base

Egypt has the largest population in the Middle East, and one of the youngest, as well, with nearly half of all Egyptians being under the age of 25.

### Rapidly Forming Middle Class

The latest statistics show that GDP per capita is approaching the USD 3,000 range, accelerating demand for cars, with multipliers of up to 2.5x the rate of GDP growth being sustained for several years.

### Low Motorization Index

Recent statistics show that the average global motorization index is 100 cars per 1,000 persons, while Egypt boasts a mere 30 cars per capita. GB Auto's management foresees the local index tripling in the coming years, given population and economic growth trends.

### Availability of Consumer Finance

Auto loans and microfinance are becoming more prevalent in the Egyptian market, with both lenders and borrowers in this traditionally cash-based culture growing more comfortable with the practice.

**Consumer confidence is rising, spurring expectations of strong growth throughout the economy in the coming years**



**Egypt's automotive market appears to have fully recovered from the recent crisis, with demand projected to return to 2008 levels this year**

CV



CV

## Sales Volume | units

|              | 2008         | 2009         | 2010         | 4Q-09      | 4Q-10      |
|--------------|--------------|--------------|--------------|------------|------------|
| Buses        | 1,319        | 792          | 927          | 246        | 216        |
| Trucks       | 1,397        | 1,228        | 1,297        | 491        | 221        |
| Trailers     | 625          | 646          | 409          | 133        | 54         |
| Cons. Equip. | 38           | 85           | 43           | 47         | 24         |
| <b>Total</b> | <b>3,379</b> | <b>2,751</b> | <b>2,676</b> | <b>917</b> | <b>515</b> |

## Sales Revenue | EGP million

|              | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|--------------|--------------|--------------|--------------|--------------|--------------|
| Buses        | 338.3        | 183.5        | 234.6        | 56.5         | 55.8         |
| Trucks       | 280.0        | 233.3        | 243.7        | 101.5        | 40.4         |
| Trailers     | 89.8         | 105.1        | 71.2         | 24.5         | 8.2          |
| Cons. Equip. | 44.0         | 53.5         | 37.2         | 40.1         | 21.8         |
| <b>TOTAL</b> | <b>752.1</b> | <b>575.4</b> | <b>586.6</b> | <b>222.6</b> | <b>126.1</b> |

## Gross Profit | EGP million

|              | 2008          | 2009         | 2010         | 4Q-09        | 4Q-10       |
|--------------|---------------|--------------|--------------|--------------|-------------|
| Buses        | 66.9          | 31.5         | 28.0         | 8.5          | 7.2         |
| Trucks       | 47.7          | 35.4         | 27.7         | 15.5         | 2.2         |
| Trailers     | 9.8           | 12.9         | 11.6         | 2.9          | 1.0         |
| Cons. Equip. | 5.6           | 5.6          | 3.4          | 2.9          | 2.1         |
| <b>TOTAL</b> | <b>121.5*</b> | <b>66.6*</b> | <b>54.4*</b> | <b>29.7*</b> | <b>7.4*</b> |

## Gross Profit Margin | %

|              | 2008         | 2009         | 2010        | 4Q-09        | 4Q-10       |
|--------------|--------------|--------------|-------------|--------------|-------------|
| Buses        | 19.8%        | 17.2%        | 11.9%       | 15.0%        | 12.9%       |
| Trucks       | 17.1%        | 15.2%        | 11.4%       | 15.2%        | 5.4%        |
| Trailers     | 10.9%        | 12.3%        | 16.3%       | 11.8%        | 12.2%       |
| Cons. Equip. | 12.7%        | 10.5%        | 9.1%        | 7.2%         | 9.6%        |
| <b>TOTAL</b> | <b>16.2%</b> | <b>11.6%</b> | <b>9.3%</b> | <b>13.3%</b> | <b>5.9%</b> |

## Service and Parts Performance | EGP million, %

|                 | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| <b>Revenue</b>  | <b>62.0</b>  | <b>69.6</b>  | <b>78.8</b>  | <b>20.1</b>  | <b>19.7</b>  |
| Gross Profit    | 17.9         | 21.4         | 22.6         | 5.9          | 4.5          |
| <b>% margin</b> | <b>28.9%</b> | <b>30.9%</b> | <b>28.7%</b> | <b>29.3%</b> | <b>22.8%</b> |

\* Discrepancies in sum of the parts figure and the total figure results from the inclusion of under-recovered overheads in the total figure

## CV

Total CV Performance | EGP million, %

|                                | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Sales Volume</b>            | <b>3,379</b> | <b>2,751</b> | <b>2,676</b> | <b>917</b>   | <b>515</b>   |
| CV & CE Revenue                | 752.1        | 575.4        | 586.6        | 222.6        | 126.1        |
| Service and Parts Revenue      | 62.0         | 69.6         | 78.8         | 20.1         | 19.7         |
| <b>Sales Revenue</b>           | <b>814.1</b> | <b>645.0</b> | <b>665.4</b> | <b>242.7</b> | <b>145.8</b> |
| CV & CE Gross Profit           | 121.5        | 66.6         | 54.4         | 29.7         | 7.4          |
| Service and Parts Gross Profit | 17.9         | 21.4         | 22.6         | 5.9          | 4.5          |
| <b>Gross Profit</b>            | <b>139.4</b> | <b>88.0</b>  | <b>77.0</b>  | <b>35.6</b>  | <b>11.9</b>  |
| <i>% margin</i>                | <b>17.1%</b> | <b>13.7%</b> | <b>11.5%</b> | <b>14.6%</b> | <b>8.1%</b>  |

## Two- and Three-Wheelers Product Range

Cycles,  
Scooters,  
Tuk-Tuks



Cycles,  
Scooters,  
Tuk-Tuks

## Sales Volume | units

|              | 2008          | 2009          | 2010          | 4Q-09         | 4Q-10         |
|--------------|---------------|---------------|---------------|---------------|---------------|
| 3-Wheelers   | 36,615        | 42,592        | 40,805        | 14,918        | 12,687        |
| 2-Wheelers   | 6,636         | 5,286         | 7,838         | 1,634         | 1,501         |
| <b>Total</b> | <b>43,251</b> | <b>47,878</b> | <b>48,643</b> | <b>16,552</b> | <b>14,188</b> |

## Sales Revenue | EGP million

|              | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|--------------|--------------|--------------|--------------|--------------|--------------|
| 3-Wheelers   | 512.9        | 547.3        | 544.1        | 190.3        | 178.6        |
| 2-Wheelers   | 45.0         | 34.1         | 50.4         | 10.6         | 9.9          |
| <b>Total</b> | <b>557.9</b> | <b>581.4</b> | <b>594.6</b> | <b>200.9</b> | <b>188.5</b> |

## Gross Profit | EGP million

|              | 2008         | 2009         | 2010         | 4Q-09       | 4Q-10       |
|--------------|--------------|--------------|--------------|-------------|-------------|
| 3-Wheelers   | 105.6        | 139.1        | 152.0        | 54.9        | 52.8        |
| 2-Wheelers   | 6.6          | 6.0          | 8.5          | 2.0         | 1.6         |
| <b>TOTAL</b> | <b>112.3</b> | <b>145.1</b> | <b>160.6</b> | <b>56.9</b> | <b>54.4</b> |

## Gross Profit Margin | %

|              | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|--------------|--------------|--------------|--------------|--------------|--------------|
| 3-Wheelers   | 20.6%        | 25.4%        | 27.9%        | 28.8%        | 29.6%        |
| 2-Wheelers   | 14.8%        | 17.7%        | 16.9%        | 18.9%        | 16.2%        |
| <b>TOTAL</b> | <b>20.1%</b> | <b>25.0%</b> | <b>27.0%</b> | <b>28.3%</b> | <b>28.9%</b> |

## Service and Parts Performance | EGP million, %

|                 | 2008         | 2009         | 2010         | 4Q-09        | 4Q-10        |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| <b>Revenue</b>  | <b>13.4</b>  | <b>16.4</b>  | <b>30.2</b>  | <b>3.6</b>   | <b>10.2</b>  |
| Gross Profit    | 2.8          | 3.5          | 9.1          | 0.6          | 3.1          |
| <b>% margin</b> | <b>20.9%</b> | <b>21.3%</b> | <b>30.4%</b> | <b>17.5%</b> | <b>30.1%</b> |

Cycles,  
Scooters,  
Tuk-Tuks

Total 2- and 3-Wheeler Performance | EGP million, %

|                                | 2008   | 2009   | 2010   | 4Q-09  | 4Q-10  |
|--------------------------------|--------|--------|--------|--------|--------|
| Sales Volume                   | 43,251 | 47,878 | 48,643 | 16,552 | 14,188 |
| 2-W and 3-W Revenue            | 557.9  | 581.4  | 594.6  | 200.9  | 188.5  |
| Service and Parts Revenue      | 13.4   | 16.4   | 30.2   | 3.6    | 10.2   |
| Sales Revenue                  | 571.3  | 597.8  | 624.7  | 204.5  | 198.7  |
| 2-W and 3-W Gross Profit       | 112.3  | 145.1  | 160.6  | 56.9   | 54.4   |
| Service and Parts Gross Profit | 2.8    | 3.5    | 9.1    | 0.6    | 3.1    |
| Gross Profit                   | 115.1  | 148.6  | 169.7  | 57.5   | 57.5   |
| <i>% margin</i>                | 20.1%  | 24.9%  | 27.2%  | 29.8%  | 28.9%  |

# Other Lines of Business Financial Performance

## Other

### Tire Summary Performance | EGP million, %

|               | 2008  | 2009  | 2010  | 4Q-09 | 4Q-10 |
|---------------|-------|-------|-------|-------|-------|
| Sales Revenue | 75.1  | 62.7  | 111.7 | 13.2  | 40.6  |
| Gross Profit  | 11.2  | 12.8  | 18.5  | 2.9   | 5.7   |
| % margin      | 14.9% | 20.4% | 16.6% | 22.0% | 14.0% |

### Financing Business Summary Performance | EGP million, %

|                    | 2008  | 2009  | 2010  | 4Q-09 | 4Q-10 |
|--------------------|-------|-------|-------|-------|-------|
| Net Sales Revenue* | 3.0   | 6.2   | 55.5  | 2.7   | 23.8  |
| Gross Profit       | 1.1   | 2.3   | 19.5  | 0.9   | 9.9   |
| % margin           | 36.3% | 37.9% | 35.1% | 33.3% | 41.2% |

### Transportation Services Summary Performance | EGP million, %

|               | 2008   | 2009   | 2010   | 4Q-09 | 4Q-10  |
|---------------|--------|--------|--------|-------|--------|
| Sales Revenue | 56.0   | 53.6   | 33.3   | 13.9  | 4.6    |
| Gross Profit  | (5.6)  | (6.0)  | (11.5) | (1.2) | (4.3)  |
| % margin      | -10.0% | -11.3% | -34.5% | -8.9% | -92.4% |

\*Please note: Net sales revenue represents the incremental sales revenue generated by Mashro'ey from the sale of products and the financing margin on those products.

## b. Consolidated Financial Performance

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# Sales Summary

|                             |  | 2008    | 2009    | 2010    | 4Q-08  | 4Q-09  | 4Q-10  |
|-----------------------------|--|---------|---------|---------|--------|--------|--------|
| Volume (units)              | Passenger Cars, Hyundai Egypt                | 51,518  | 41,646  | 53,406  | 7,320  | 12,492 | 12,768 |
|                             | Passenger Cars, Hyundai Iraq                 | -       | -       | 20,338  | -      | -      | 5,172  |
|                             | Passenger Cars, Mazda Egypt                  | -       | -       | 646     | -      | -      | 214    |
|                             | Three-Wheelers                               | 36,615  | 42,592  | 40,805  | 12,047 | 14,918 | 12,687 |
|                             | Two-Wheelers                                 | 6,636   | 5,286   | 7,838   | 951    | 1,634  | 1,501  |
|                             | Buses  | 1,319   | 792     | 927     | 31     | 246    | 216    |
|                             | Trucks                                       | 1,397   | 1,228   | 1,297   | 377    | 491    | 221    |
|                             | Trailers                                     | 625     | 646     | 409     | 126    | 133    | 54     |
| Sales Revenue (EGP million) | Passenger Cars, Egypt                        | 3,513.5 | 2,734.0 | 3,596.5 | 515.7  | 800.9  | 889.0  |
|                             | Passenger Cars, Iraq                         | -       | -       | 1,587.4 | -      | -      | 398.5  |
|                             | Three- and Two-Wheelers                      | 557.9   | 581.4   | 594.6   | 182.9  | 200.9  | 188.5  |
|                             | Commercial Vehicles & Construction Equipment | 752.1   | 575.4   | 586.6   | 97.2   | 222.6  | 126.1  |
|                             | After-Sales                                  | 237.3   | 232.2   | 287.1   | 62.5   | 64.0   | 90.8   |
|                             | Tires  | 75.1    | 62.7    | 111.7   | 15.6   | 13.2   | 40.6   |
|                             | Financing Businesses                         | 3.0     | 6.2     | 55.5    | 1.0    | 2.7    | 23.8   |
|                             | <b>Total</b>                                 |         |         |         |        |        |        |

# Gross Profit Summary

|                            |  | 2008         | 2009         | 2010         | 4Q-08        | 4Q-09        | 4Q-10        |
|----------------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Gross Profit (EGP million) | Passenger Cars, Egypt                        | 545.3        | 281.9        | 436.5        | 56.0         | 100.4        | 94.4         |
|                            | Passenger Cars, Hyundai Iraq                 | -            | -            | 94.6         | -            | -            | 19.2         |
|                            | Three- and Two-Wheelers                      | 112.3        | 145.1        | 160.6        | 34.5         | 56.9         | 54.4         |
|                            | Commercial Vehicles & Construction Equipment | 117.3        | 66.6         | 54.4         | 6.7          | 29.7         | 7.4          |
|                            | After-Sales                                  | 88.5         | 91.3         | 112.9        | 27.9         | 23.5         | 31.3         |
|                            | Tires  | 11.2         | 12.8         | 18.5         | 1.8          | 2.9          | 5.7          |
|                            | Financing Businesses                         | 1.1          | 2.3          | 19.5         | 1.3          | 0.9          | 9.8          |
|                            | <b>Gross Profit</b>                          | <b>875.7</b> | <b>599.9</b> | <b>896.9</b> | <b>128.2</b> | <b>214.3</b> | <b>222.3</b> |
| Gross Profit Margin (%)    | Passenger Cars, Egypt                        | 15.5%        | 10.3%        | 12.1%        | 10.8%        | 12.5%        | 10.6%        |
|                            | Passenger Cars, Iraq                         | -            |              | 6.0%         | -            |              | 4.8%         |
|                            | Three- and Two-Wheelers                      | 20.1%        | 25.0%        | 27.0%        | 18.8%        | 28.3%        | 28.9%        |
|                            | Commercial Vehicles & Construction Equipment | 15.6%        | 11.6%        | 9.3%         | 6.9%         | 13.3%        | 5.9%         |
|                            | After-Sales                                  | 37.2%        | 39.3%        | 39.3%        | 44.6%        | 38.5%        | 37.3%        |
|                            | Tires  | 14.9%        | 20.4%        | 16.6%        | 11.5%        | 22.0%        | 14.0%        |
|                            | Financing Businesses                         | 3.66%        | 37.9%        | 35.1%        | 1.3%         | 33.2%        | 41.2%        |

# Balance Sheet Summary

| (EGP million)                        | Dec-08         | Dec-09         | Dec-10         |
|--------------------------------------|----------------|----------------|----------------|
| Inventory                            | 1,345.2        | 1,184.0        | 1,662.6        |
| Receivables                          | 500.3          | 519.3          | 692.0          |
| Other debtors and pre-payments       | 230.8          | 248.3          | 411.6          |
| Properties held for resale           | 13.1           | 7.5            | 5.4            |
| Payables                             | (709.5)        | (650.7)        | 1,153.8        |
| Other creditors and accruals         | (140.8)        | (97.1)         | 122.4          |
| <b>Net working capital</b>           | <b>1,239.1</b> | <b>1,211.3</b> | <b>1,495.4</b> |
| Net fixed assets                     | 109.7          | 1,518.4        | 1,831.2        |
| Financial leasing assets             | 5.3            | 34.6           | 169.6          |
| <b>Net Assets Employed</b>           | <b>2,654.1</b> | <b>2,804.4</b> | <b>3,496.2</b> |
| Overdrafts less cash                 | 622.0          | 541.0          | (102.1)        |
| Dividends Payable                    |                |                |                |
| Term debt and notes                  | 227.5          | 214.1          | 1,229.8        |
| Long-term payables                   | 63.3           | 54.2           | 70.1           |
| <b>Shareholder's Equity</b>          | <b>1,726.2</b> | <b>1,928.4</b> | <b>1,994.8</b> |
| Minority interest                    | 15.0           | 66.6           | 303.7          |
| <b>Net capital employed</b>          | <b>2,654.1</b> | <b>2,804.4</b> | <b>3,496.2</b> |
| Current assets : Current liabilities | 1.31           | 1.30           | 1.66           |
| Net debt-to-EBITDA*                  | 1.25           | 1.72           | 1.86           |

\*12-month trailing EBITDA

Changes between FY09 and FY10

Inventory is related to Iraq EGP 200 million and Egypt EGP 300 million

Receivables is due to sales in Iraq to Gamco, the public sector distributor . Debtors & prepayments increase is largely down payments to suppliers for purchase of cars (EGP 150m)

Payables increases are directly related to increase in inventory

Shareholders' Equity does not increase by the EGP 257.8M profit because of dividends paid in 2010

# Working Capital and Debt Ratios

|   |                       | FY-08 | FY-09 | FY-10 |
|---|-----------------------|-------|-------|-------|
| Working Capital Ratios:<br>90-Day moving average (days) | Debtors               | 51    | 32    | 40    |
|   | Inventory             | 136   | 81    | 85    |
|   | Payables              | (47)  | (29)  | (33)  |
|   | Net Working Capital   | 140   | 84    | 92    |
|   | Current Ratio         | 1.31  | 1.30  | 1.66  |
| Debt Ratios   | Net Debt-to-Equity    | 0.49  | 0.38  | 0.51  |
|   | Net Debt-to-EBITDA*   | 1.25  | 1.72  | 1.86  |
|   | Debt Service Coverage | 1.83  | 2.85  | 3.75  |

\*12-month trailing EBITDA

## Cost Considerations

- **Currency effects** and **supply shortages** had significant impact on 2010 performance
  - **Devaluation of the EGP** against the USD and YEN resulted in a net EGP 48.1 million reduction in profits
  - **Supply shortages** of CBU vehicles in Iraq (EGP 12.7 million in lost profits) and tuk-tuks in Egypt (EGP 16.3 million in lost profits)
  - The one-off tuk-tuk shortage has been addressed; management continues to work with Hyundai to refine the mix and quantity of product available in Iraq
- **SG&A costs** rose in 2010, on the back of the **one-time cost** of launching the new Mazda representation, increased costs due to the new Mashro'ey and the Iraqi operations
- Financial costs have increased because the company is incurring costs of the bond while the funds are underutilized at present

## Working Capital, Debt Position

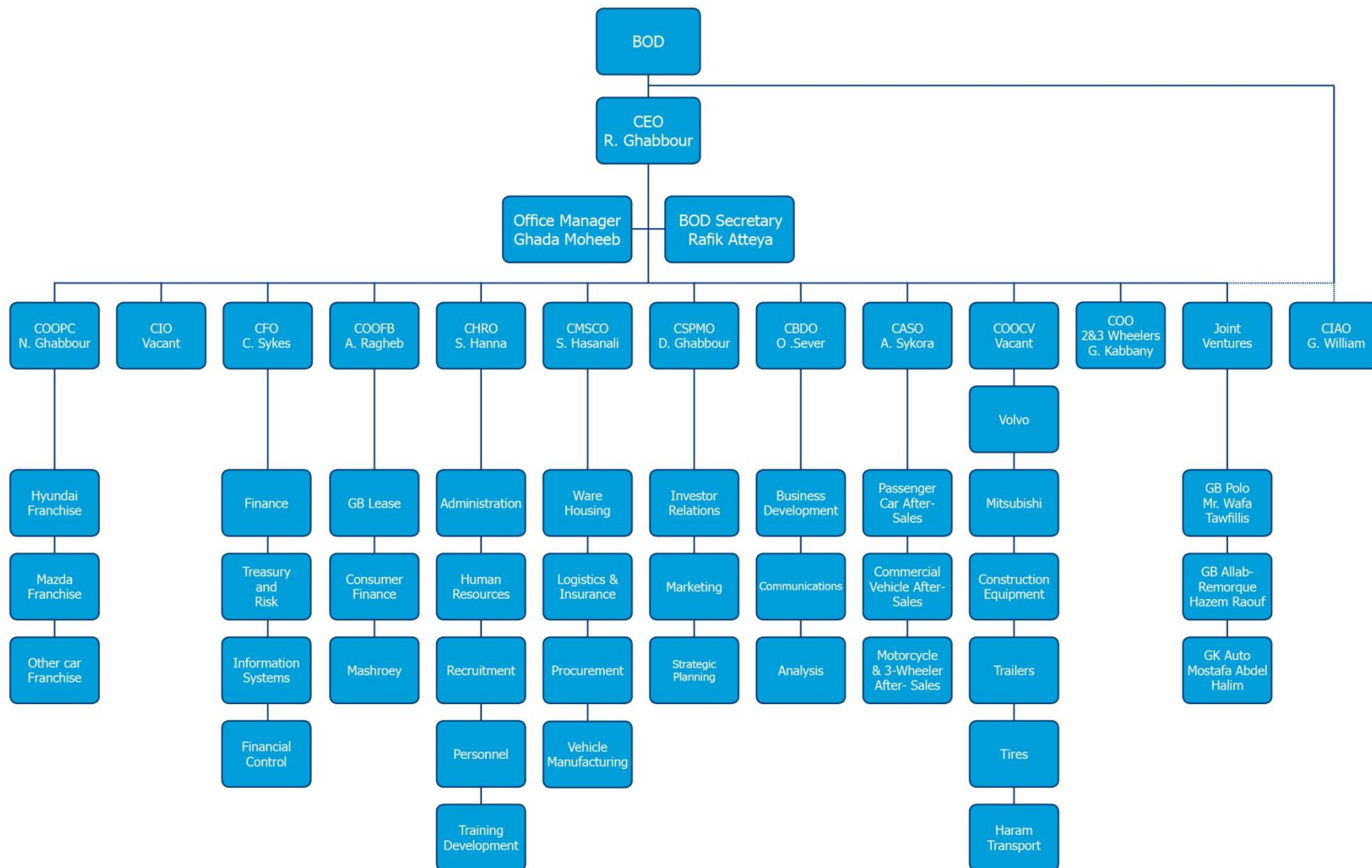
- 2010 saw an **increase in working capital** due to rise in business activity, leading to **rise in debt**. The CAPEX program also added to the rise in debt.
- Overall inventory (the largest WC component) remains at around 2 months for Passenger Cars and 6 months for Commercial Vehicles
- **Net debt-to-equity** was 0.51 at the end of 2010 compared with 0.38 at the end of 2009 and is as expected due to the investments in Iraq and the after-sales expansion.

## c. Corporate Structure and Governance

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# Management Depth, C-Suite and Operational Directors



- 1 **Dr. Raouf Ghabbour, Chairman of the Board of Directors and Chief Executive Officer**, is the founder of The Ghabbour Group of Companies, which he began incepting in 1985. Dr. Ghabbour jump-started his career working in his family's auto-related trading business, where he initially established himself in the tire division. Having quickly gained a commendable reputation in the market for his business savvy, Dr. Ghabbour went on to acquire agency agreements from global OEMs, which he steadfastly turned into successful businesses. Dr. Ghabbour has grown the Company to the leading automotive assembler and distributor in the Middle East and North Africa.
- 2 **Mr. Alain Sykora, Chief After-Sales Officer (CASO)**, has developed extensive wholesale and retail experience in the automotive industry in both mature and emerging markets. Mr. Sykora also has experience in the sales, after-sales, marketing and business development segments of the business. Previously, Mr. Sykora worked at Zahid Tractor in Saudi Arabia as Director of the Automotive Division and held several managerial roles in Volvo Dubai and Volvo Canada. Mr. Sykora holds a degree in Economics from the University of Quebec, an Executive MBA from Paris-Dauphine-UQAM and has attended the Advanced Management Program of INSEAD.
- 3 **Mrs. Amal Ragheb, COO of Financing Businesses**, joined GB Auto in 2009 to take charge of the Group's business activities : Leasing, Microfinance and Consumer Finance. Mrs. Ragheb holds the position of Executive Chairman for each of the individual entities set up for such purposes. Mrs. Ragheb is also in charge of the entire credit risk management policies and applications for the Group. A seasoned hands-on and results-oriented banker with a proven track record spanning 30 years, Mrs. Ragheb joined GB Auto from Mashreq Bank, UAE where she held the position of Senior Vice President of Risk Management for 2 years, moving from the same bank in Egypt where she was CEO and Country Manager for 4 years, during which period she restructured and turned around the Bank and forged its future growth strategies in Egypt. Mrs. Ragheb started her banking career with Bank of America where she spent 23 years; spanning across a series of various positions in Cairo and Dubai, until finally rising to become Bank of America's Country Manager and CEO for Egypt, as well as Regional Manager for the MENA Region, Turkey, and Sub-Sahara Africa.
- 4 **Mr. Colin Sykes, Chief Financial Officer**, has an international career that spans more than 20 years in publicly listed, equity-backed and private family-owned organizations advising various types of shareholders and businesses on corporate strategy, business and operational matters. Mr. Sykes' leadership has been in the finance, corporate finance and investor relations areas and in some cases has extended to operational areas such as supply chain and assembly. Mr. Sykes has been with GB Auto over two years as CFO. Prior to that Mr. Sykes held CFO and Finance Director positions at Lecico Egypt, Tellermate plc and the Gargour Group. He qualified as a Chartered Accountant in 1984 with the international BDO partnership and also holds a Fuqua School of Business MBA from Duke University in the USA.
- 5 **Ms. Dina Ghabbour, Chief Strategic Planning and Marketing Officer (CSPMO)**, began her career at GB Auto in 2004 in the commercial vehicle division as a heavy truck sales person and grew to assume a general and strategic management position in the commercial vehicle division. By early 2006, Ms. Ghabbour was assigned the role of IPO coordinator and worked closely with different entities, including investment banks, law firms and the stock exchange throughout the process of institutionalizing the business and successfully taking it public. She was also involved in setting strategies, budgets and growth plans for GB Auto. In 2008, Ms. Ghabbour received an MBA from Instituto de Empresa in Madrid and returned to GB Auto to head the Business Development and Marketing units of GB Auto.

- 6 Mr. Gamil William Guirguis, Chief Internal Audit Officer (CIAO)**, joined the Ghabbour Group in 2005, first taking responsibility for the Credit and Recovery Division, and later as CIAO for GB Auto and other Ghabbour Group companies in 2007. Mr. Guirguis began his career in 1966 with National Bank of Egypt, where he served for 12 years; he left NBE in 1978 to work for the Egyptian American Bank. He was at the Egyptian American Bank for 27 years, serving in a number of positions, eventually becoming General Manager and Chief Auditor, reporting directly to the Bank's Board of Directors. While at Egyptian American Bank, Mr. Guirguis took part in a number of international auditing assignments with the loan examiners of American Express Bank (Egyptian American Bank's major shareholder) and was a member of major committees.
- 7 Mr. Nader Ghabbour, COO of Passenger Cars**, started his career at GB Auto as a showroom sales representative for the passenger car division. He worked his way up to running the daily sales operations within the show room and later assumed the role of showroom sales supervisor and manager. Mr. Ghabbour's managerial capabilities were proven when he took on the more strategic role of managing the business-to-business arm of the passenger car segment. He currently serves as the chief operating officer for the passenger car division, managing the passenger car sales and after sales functions, regional operations, and the 2- and 3-Wheeler operations. Mr. Ghabbour graduated with BA in Business Administration from Boston University.
- 8 Mr. Osman Sever, Chief Business Development Officer**, has dedicated his entire career to the automotive industry in which he has more than 20 years of experience. Mr. Sever recently joined GB Auto from Bayraktar Automotive A.S. in Turkey where he was a General Manager. He previously served in a number of Turkey's most prominent automotive companies: Tirsan Treyler San, Karsan Automotive Sanayi, Ford Automotive Sanayi, and Oyak Renault. Accordingly, Mr. Sever has considerable exposure to MENA and international automotive markets. Mr. Sever holds a B.Sc. in Mechanical Engineering from Istanbul Technical University and an MBA from Huran University.
- 9 Mr. Seifi Hasanali, Chief Manufacturing and Supply Chain Officer (CMSCO)**, recently joined GB Auto from Lecico Egypt SAE, a manufacturer sanitary products with 5,700 employees, where he held the position of Chief Operating Officer. Prior to this, he spent 17 years with Alfa Laval, where he managed multiple manufacturing locations in Canada and the United States. He has also managed large structural/special projects, and his last position was managing a global parts distribution center with complete order-to-fulfillment responsibility including procurement, materials management, warehousing and logistics functions. Mr. Seifi holds a Bachelor degree in Mechanical Engineering from the University of Birmingham in England.
- 10 Mr. Sherif Hanna, Chief Human Resource Officer**, recently joined GB Auto from Pepsico where he spent 6 years and held a number of positions. During his last position as the North East Africa Business Unit HR Director, he was responsible for the total HR strategic operations covering approximately 11,000 employees. In his previous experience, Mr. Hanna worked with American Express for 11 years in several locations including Egypt, the UK and Bahrain where he was responsible for the Middle East and North Africa Region as HR Development manager accountable for strategic direction and new HR initiatives for the Region.
- 11 Mr. Ghassan Kabbani, Chief Operating Officer of Two- and Three-Wheelers**, brings more than 30 years' experience to GB Auto. He first worked in the family textile business from 1980 through 1994, when he left to join T.E.S. sheet metal. In 1996, together with Dr. Ghabbour and other partners, he established CITI (a 2+3 wheeler company). In 2007 CITI merged with GB Auto, and Mr. Kabbani joined the company at that time. Mr. Kabbani graduated from the American University in Cairo 1979 with a Bachelor of Arts Economics and Business Administration.

# Board of Directors Biographies

- 1 **Dr. Raouf Ghabbour**, (Chairman of the Board of Directors and Chief Executive Officer), is the founder of The Ghabbour Group of Companies, which he began incepting in 1985. Dr. Ghabbour jump-started his career working in his family's auto-related trading business, where he initially established himself in the tire division. Having quickly gained a commendable reputation in the market for his business savvy, Dr. Ghabbour went on to acquire agency agreements from global OEMs, which he steadfastly turned into successful businesses. Dr. Ghabbour has grown the Company to the leading automotive assembler and distributor in the Middle East and North Africa.
- 2 **Mr. Aladdin Hassouna Saba** (independent director) is the co-founder and Chairman of Beltone Financial, a leading regional financial services institution operating in the fields of Investment Banking, Asset Management, Private Equity, Brokerage and Equity Research. Mr. Saba is also a founding member of the Egyptian Investment Management Association, in addition to the Egyptian Capital Markets Association. Mr. Saba sits on the boards of The Egyptian Stock Exchange, National Bank of Egypt, as well as various corporations and investment funds.
- 3 **Dr. Walid Sulaiman Abanumay** (independent director) has been the Managing Director of Al-Mareefa Al Saudia Company since 1997, where he oversees investments in both developed and emerging markets. Mr. Abanumay has held several executive roles: between February 1993 and January 1994, he was the General Manager of the Investment Department of the Abanumay Commercial Center; between November 1990 and February 1993, he worked in the Treasury and Corporate Banking department of SAMBA. Mr. Abanumay is board member of several prominent companies: Madinet Nasr for Housing and Development (since 1998), Raya Holding (since 2005), and Beltone Financial.
- 4 **Mr. Hassan Abdalla** (independent director) is the Vice Chairman and Managing Director of the Arab African International Bank (AAIB). He sits on the boards of a number of prominent private and government businesses, including the Central Bank of Egypt, the Egyptian Stock Exchange, and UBAF Bank in Hong Kong. Mr. Abdalla is Chairman of the Arab African Investment Management Company and the founder and former chairman of the Egyptian Junior Business Association.
- 5 **Mr. Yasser Hashem** (independent director) is a Managing Partner of the renowned law firm, Zaki Hashem & Partners. A member of the Egyptian Bar Association since 1989, Mr. Hashem graduated from the American University in Cairo with an undergraduate degree, and achieved his LLB in 1989 from Cairo University.
- 6 **Mr. J.E. Kim** (independent director) is the Chief Executive Officer and President of LOHAS Logitec. Mr. Kim has long been affiliated with Hyundai Motor Corporation (HMC), which he first joined in September 1978. Working his way up through the ranks, Mr. Kim became an HMC Service Team Engineer in 1980 and by 2003 had become Export Director for Middle East & Africa; his final posting at HMC was as CEO of Hyundai Motor America. Mr. Kim graduated from Korea's Kyungpook National University in 1976 with a degree in Mechanical Engineering.

# Board of Directors Biographies

- 7 **Mr. Colin Sykes** (Chief Financial Officer) has an international career that spans more than 20 years in publicly listed, equity-backed and private family-owned organizations advising various types of shareholders and businesses on corporate strategy, business and operational matters. Mr. Sykes' leadership has been in the finance, corporate finance and investor relations areas and in some cases has extended to operational areas such as supply chain and assembly. Mr. Sykes has been with GB Auto over two years as CFO. Prior to that Mr. Sykes held CFO and Finance Director positions at Lecico Egypt, Tellermate plc and the Gargour Group. He qualified as a Chartered Accountant in 1984 with the international BDO partnership and also holds a Fuqua School of Business MBA from Duke University in the USA.
- 8 **Mr. Rainer Schmückle** (independent director) comes to us with 15 years experience from Daimler AG, where for the past five years he was Chief Operating Officer (COO) for Mercedes Benz cars in Germany. Mr. Schmückle also brings important commercial vehicles experience to the Board, having served five years as Chief Financial Officer of Daimler's Freightliner business and then a further five years as Chief Executive Officer of the same. He left Daimler AG earlier this year to pursue international independent directorships in the field. Mr. Schmückle holds a degree in Industrial Engineering from Karlsruhe University in Germany.

d. Peer Group

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## Peer Comparables Ratios

| (Based on 2009 Performance)     | Gross Profit Margin | Operating Profit Margin | Net Profit Margin | Net Debt/ EBITDA | Net Debt/ Equity | Current Ratio |
|---------------------------------|---------------------|-------------------------|-------------------|------------------|------------------|---------------|
| European, average               | 14.1%               | 2.3%                    | 0.9%              | 2.77             | 0.8              | 1.0           |
| US, average                     | 15.0%               | 3.8%                    | 2.0%              | 2.97             | 0.8              | 1.3           |
| Select Emerging Markets:        |                     |                         |                   |                  |                  |               |
| Dogus Otomotiv (Turkey)         | 14.2%               | 3.6%                    | 1.4%              | 8.18             | 0.8              | 1.0           |
| Astra International (Indonesia) | 23.1%               | 14.0%                   | 10.2%             | 5.04             | 0.3              | 1.4           |
| Barloworld (South Africa)       | 23.0%               | 4.7%                    | 1.7%              | 2.01             | 0.7              | 1.5           |
| Delek (Israel)                  | 14.8%               | 3.2%                    | 2.8%              | 9.86             | 0.7              | 1.1           |
| GB Auto, FY2010                 | 12.9%               | 8.1%                    | 3.8%              | 0.49             | 0.5              | 1.66          |
| GB Auto, FY2009                 | 13.9%               | 9.0%                    | 4.7%              | 1.72             | 0.4              | 1.3           |

Thank you  
[www.ghabbourauto.com](http://www.ghabbourauto.com)

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