

# Building **logistics** in West Africa for **businesses**

Q1 2024



# We launched Paps Logistics to fix the broken logistics infrastructure in Francophone Africa



## Poor postal service

Due to virtually absent postal services, **e-commerce activities are crippled by lack of modern, reliable, technology-based delivery solutions.**

C-discount, the French e-commerce giant, withdrew from Senegalese market in **2016**. Prosuma did too in **2019**.



## High costs

Whereas last-mile delivery accounts for **28%** of the product cost globally, it rises to **55%** in Africa. Fact: the yoghurt “Perle de lait” is **4 times** more expensive in Senegal and Ivory Coast than in France.



## Missing middle

Fragmented yet informal logistics and transport players on the one hand and main international players on the other hand dominate the market. In the middle, we miss formalized, agile and tech-enabled actors.

**Orange stores used to run out of stocks. We fixed it with a flexible on-demand delivery model that allowed stores in Dakar and in the upcountry to be fulfilled on a regular basis.**



**Paps in a nutshell**



**Paps**

Noun, (pæps).

A tech-enabled logistics company that provides integrated solutions ranging from Import/Export to last-mile delivery, through storage for businesses and merchants in West Africa.



# Our goal is to **become the logistics enabler for 'African Giants'**

## ■ **Why?**

We are committed to making our clients become the best in terms of logistics and operations. We are building the infrastructure that will help Africa rise and e-commerce sustain.

## ■ **How?**

We introduced an **asset light model** and offer our clients **best-in-class logistics solutions** customisable and on-demand and allow **couriers to improve their work experience**.

## ■ **What?**

**4 Strategic products developed in-house** to strengthen our operations and to help us offer a cost-efficient end-to-end solution. Plus, an **ambitious Academy to create the best deliverers**.



# SERVICES

Through the years, we've developed different **offers...**

2019

- ✉ Mailing (domestic)
- 🚚 Road freight (domestic only)
- 🔄 Regular tours
- 👤 Papser at disposal
- 🚚 Road freight
- 🌐 International mailing (ASC UPS)
- ✈ Sea and Air Freight

2020

- ✉ Mailing (domestic)
- 🚚 Road freight (domestic only)
- 🔄 Regular tours
- 👤 Papser at disposal
- 🚚 Road freight
- 🌐 International mailing (ASC UPS)
- ✈ Sea and Air Freight

2021

- ✉ Mailing (domestic)
- 🚚 Road freight (domestic only)
- 🔄 Regular tours
- 👤 Papser at disposal
- 🚚 Road freight
- 🌐 International mailing (ASC UPS)
- ✈ Sea and Air Freight

2022

- ✉ Mailing (domestic)
- 🚚 Road freight (domestic only)
- 🔄 Regular tours
- 👤 Papser at disposal
- 🚚 Road freight
- 🌐 International mailing (ASC UPS)
- ✈ Sea and Air Freight

2023

- ✉ Mailing (domestic)
- 🚚 Road freight (domestic only)
- 🔄 Regular tours
- 👤 Papser at disposal
- 🚚 Road freight
- 🌐 International mailing (ASC UPS)
- ✈ Sea and Air Freight

## REVENUE GROWTH

...and are on a journey to become a **scale-up**





## COST KILLING

**We are on track for profitability, as we focused on optimizing costs & reducing our burn in 2023**



# We develop an efficient chain integrating multiple logistics partners **to deliver tailored yet agile solutions with a recurring mode**



## Revenue

**B2B** clients with long-term contracts: **+74%** of our revenue is recurring.



## Cost structure

Our current **gross margin 36%** : operators/transporters work on a **commission-based model** (according to routes or number of deliveries).



## Client acquisition and retention

A domain-specialized sales team.

Average **sales cycle** is **1.5 month**. For **top 10 clients**, the **churn** is close to **0**.



## Fleet acquisition

**Majority of vehicles is not owned. The fleet is multimodal going from bikes to big trucks.**

Drivers are recruited through various organisations and regularly trained and monitored through the Paps Academy to guarantee quality.



## USE CASE (1/2)

# Here we stand today, serving large corporates in a recurring manner and end-to-end...

We exist today to serve clients like Lapaire glass, from first mile (import from China) to the fulfillment of their stores on a regular basis.



## USE CASE (2/2)

# ...but also tailoring innovative solutions **for West African merchants & e-merchants**

Through our API, we aim to connect any e-commerce organization to our West African market thanks to our logistics infrastructure.

### MTN Côte d'Ivoire E-COM USE CASE



- Picking of orders
- Preparation and packing

- Delivery door-to-door in Côte d'Ivoire
- Cash collection
- Management of returns

■ INSURANCE UP TO 4M EUR

■ BUSINESS EXPANSION  
ENABLER

■ TRACEABILITY OF ALL PARCELS  
AND REAL-TIME MONITORING

■ COST OPTIMIZATION



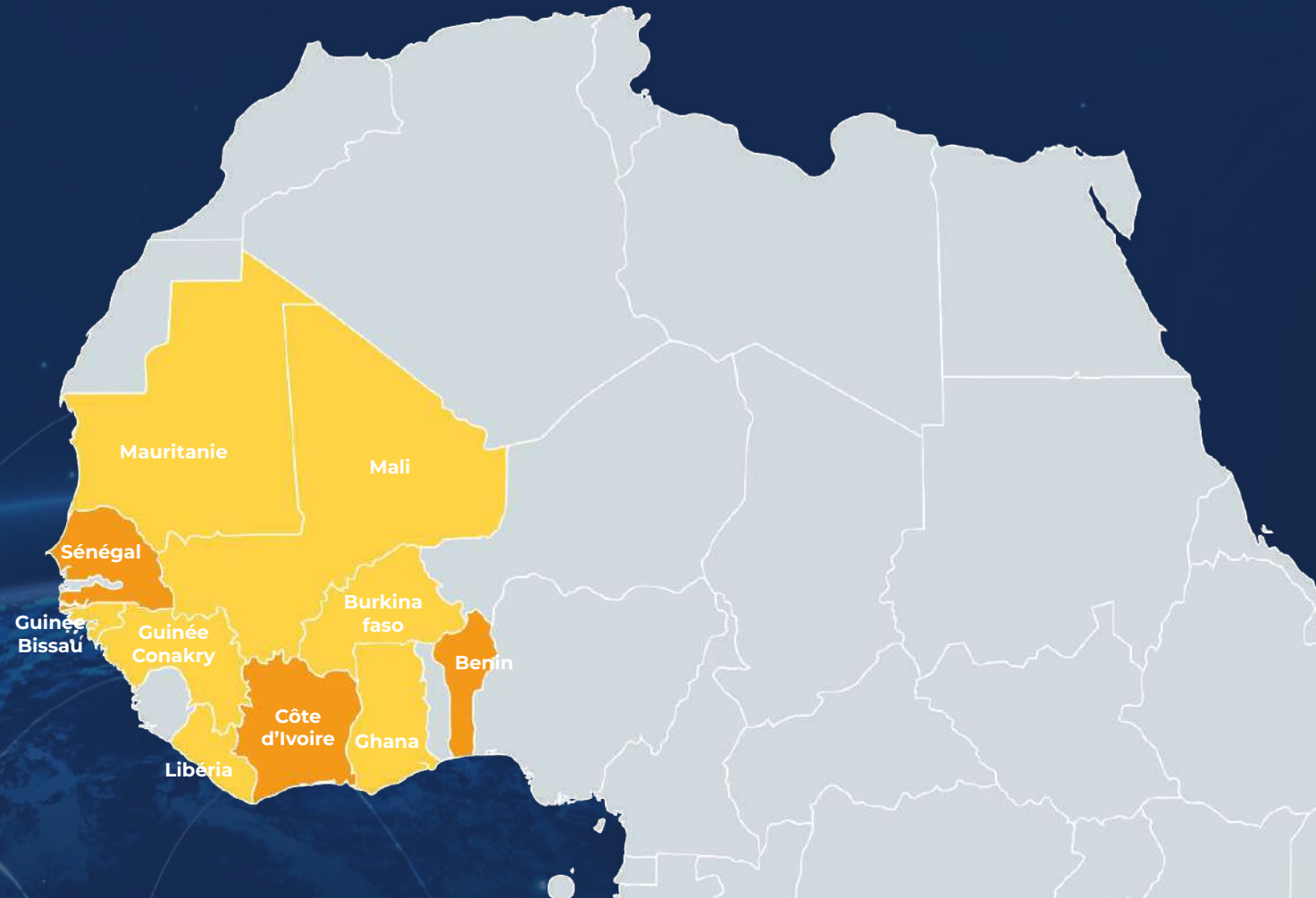
## MARKET SIZE

Our geographical core focus is an **attractive addressable Francophone West African market of €2,2b** <sup>(\*)</sup>

- Size of the whole logistics market in Africa : **€344.56b**

Source : Statista

- The demand for last-mile delivery services is projected to **increase by 78% by 2030.**



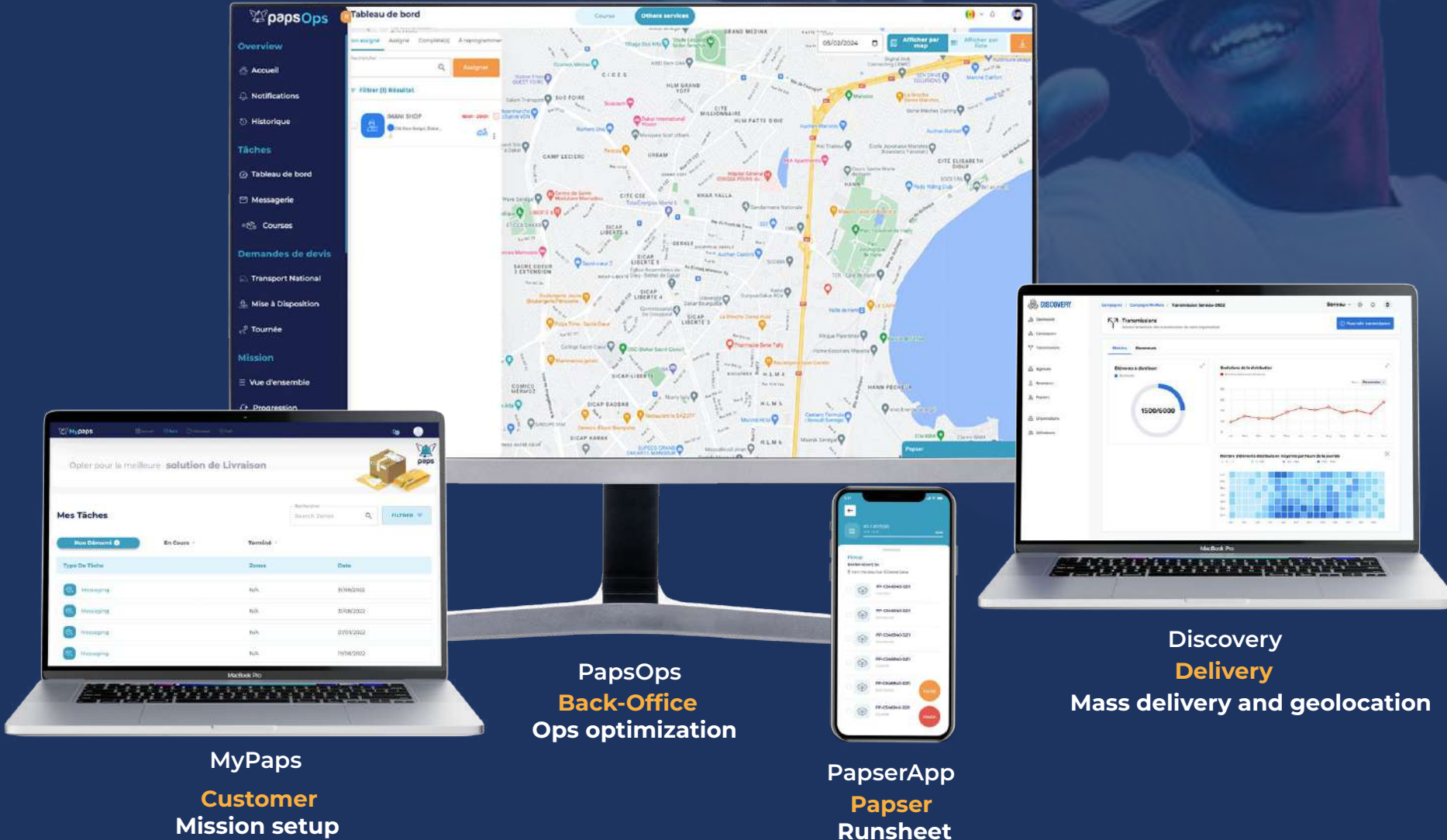
(\*) See appendix 1

Sources: Banque Africaine de développe; statista.com; Banque mondiale; Deloitte consumer report; Armstrong & Associates; IMF; Indonesia Investments; Various sources (Australian Logistics Council, NESDB, Vietnam Business Forum, Logistics Viewpoints)



TECH

We integrate world class processes **into our strong & optimized** tech infrastructure built in-house



The image features a person in a VR headset, smiling and gesturing with their hands. Overlaid on this background are several digital interfaces representing different parts of a tech infrastructure:

- Top Center:** A large monitor displaying a map interface titled "Tableau de bord" (Dashboard) with a sidebar menu on the left. The menu includes sections like "Overview", "Tâches" (Tasks), "Demandes de devis" (Request for quotes), "Mission", and "Procession". The map shows various locations and routes.
- Bottom Left:** A laptop displaying a "MyPaps" interface with a heading "Opter pour la meilleure solution de Livraison" (Choose the best delivery solution). It shows a table of tasks with columns for "Type De Tâche", "Zones", and "Date".
- Bottom Center:** A smartphone displaying a "PapserApp" interface with a list of tasks and a "Papser Runsheet" section.
- Bottom Right:** A laptop displaying a "Discovery" interface with a heading "K-A Transmissions". It features a circular gauge showing "1500/6000" and a line graph showing "Evolution de la Production" (Production evolution).

Below the interfaces, the following text is displayed:

- MyPaps**  
**Customer**  
Mission setup
- PapsOps**  
**Back-Office**  
Ops optimization
- PapserApp**  
**Papser**  
Runsheet
- Discovery**  
**Delivery**  
Mass delivery and geolocation



Paps performs the roll-out of large corporates **while expanding in West Africa**



Long-lasting  
relationships  
resulting in a  
**+74% of  
recurring  
transactions**



## PIPELINE DEPTH

# Paps' sales pipeline and upsell opportunities

Weighted value

€12m

Incl. value from existing customers

€5m

### Ongoing discussions



### Customers we already worked with














## COMPETITION

# Africa is the next Frontier for logistics and we are on pole position to become a leading player

Startups

HQ	 	 	 	 
Founding date	2015	2014	2014	2017
Funding	€304m	€912m	€59.5m	€5m
Market Focus	North America	Asia	Europe	Africa

Traditional players

HQ	 	 	 	 
Founding date	1907	1973	1969	2013
Current Valuation	€150Bn	€44Bn	€44Bn	ND
FY21 Revenue	€91Bn	€79Bn	€82Bn	€5Bn
EBIT Multiple*	11x	42x	9x	ND

## As both our pipe & business expand, we aim at **taking-it-all in West Africa**

**Over the last 12 months :**



Partnered with Paps in 2022 to allow its clients in Senegal & Guinea to benefit from UPS' services



Choses Paps in 2 calls for tenders in a row incl. launch of ops in a new country



Extended its range of offers with the launch of air, sea & road freight in Senegal, Côte d'Ivoire and Benin

Integrated GLA network to expand the business further thanks to a large and efficient alliance of logistics actors all around Africa and the world.



NEXT WAVE

# Connect African merchants to Africa & the rest of the world

EXPORT: AIR&SEA FREIGHT

INTERNATIONAL  
CLIENTS



ICEX

● Paps cluster    ● Operated through clusters    ● Able to be delivered



NEXT WAVE

# Unlock the access to **400m+ West African customers** in a **single integration**

IMPORT: AIR&SEA FREIGHT



 INTERNATIONAL CLIENTS



INDITEX



Auchan



Paps  
cluster



Operated  
through clusters



Can be  
delivered



## TEAM (1/2)

We are powered by an **experienced & B2B specialist team...**

### KEY PEOPLE



**Bamba Lô**

**CEO & Co-founder -**  
Leading PAPS Holing & Paps  
Senegal  
Serial entrepreneur  
Sherbrooke  
McGill



**Rokhaya Sy**

**COO & Co-founder**  
Guarantees 360° performance  
of the organization



**Penda Sow**

**General Manager Côte  
d'Ivoire - Benin**  
8+ years as IS Consultant & IT  
Risk Manager at EY &  
THALES



**Baba Dia**

**Global Growth Manager**  
15+ years developing and  
transforming freight  
organizations at



**Abibatou Seck**

**Head of People & Culture**  
Expert in HR performance and  
talent development



**Ndiata Sene**

**Senior Software Manager**  
10+ years experience in  
tech positions



**Nabiyoulah Dieye**

**Head of Customer  
experience**  
Driven by customer satisfaction



**El Hadji Hamidou Badji**

**CFO**  
Business partner. Cost killer,  
performance-oriented,  
risk-oriented, expert in  
fundraising



Certified "Best place to work"  
in 2021 & 2022, in  
recognition of its employees'  
engagement & satisfaction

### ADVISORS



**David Saenz**  
**Advisor**

E-commerce director  
at Ex-COO at Stuart  
EVRI  
stuart

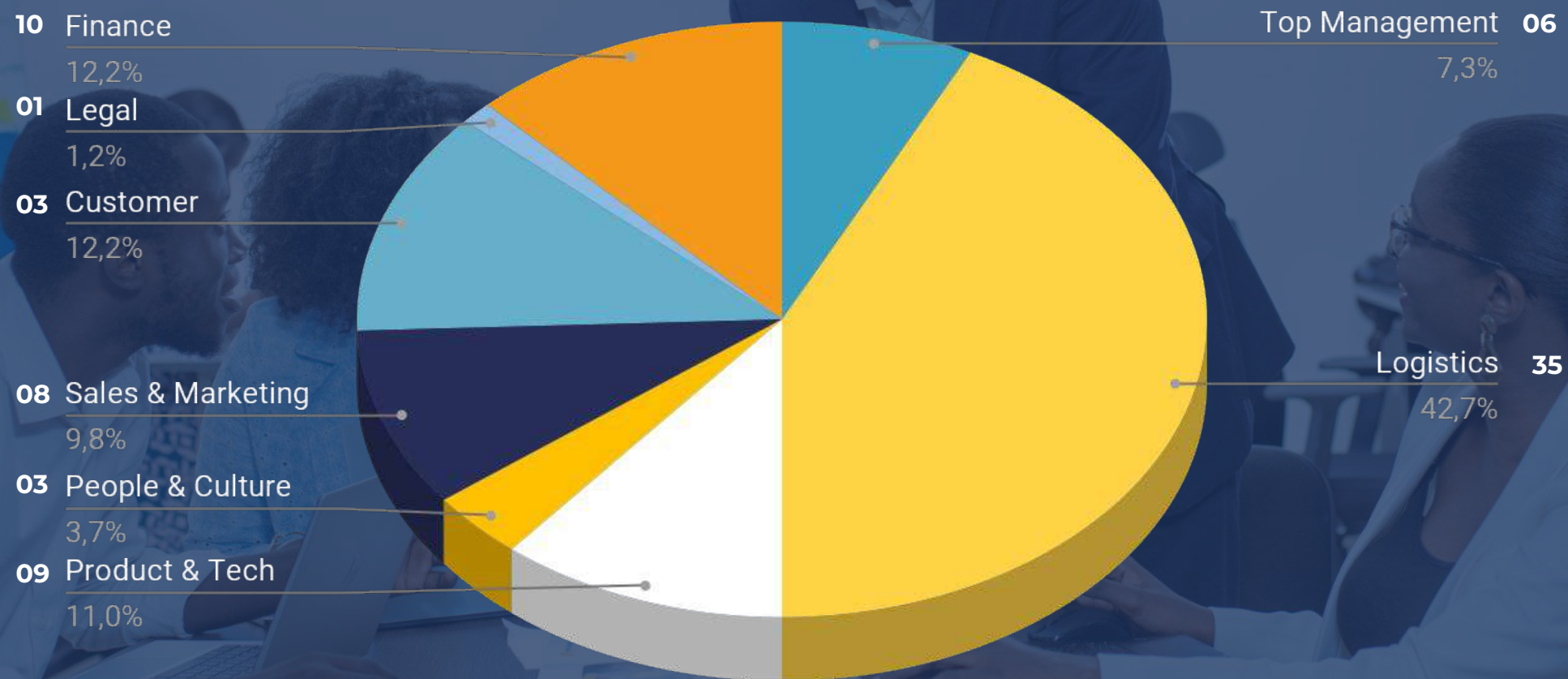


**Daniel Marlo**  
**Advisor**

Senior Advisor at  
Ex-CEO at SILVERLAKE

TEAM (2/2)

...of 82 FTEs





...and supported by an **experienced board**

sonatel

saviu  
VENTURES

KEPPLE  
AFRICA  
VENTURES



LoftyInc Capital



LAUNCH  
AFRICA

YAMAHA

UMA

janngo

COO & Co-Founder



Rokhaya SY  
Paps

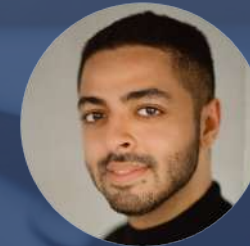
Chairman & CEO  
Co-Founder



Bamba Lo  
Paps



Benoît Delestre  
Saviu Ventures  
General Partner



Vinay Vaswani  
Uma Ventures  
General Partner



Walter Baddoo  
4DX Ventures  
Founder & GP



**We raise €2M to  
reach break-even  
and support our  
growth**



# THANK YOU!



**Bamba LO**

bamba@paps-app.com  
+221 77 675 05 98



**Rokhaya SY**

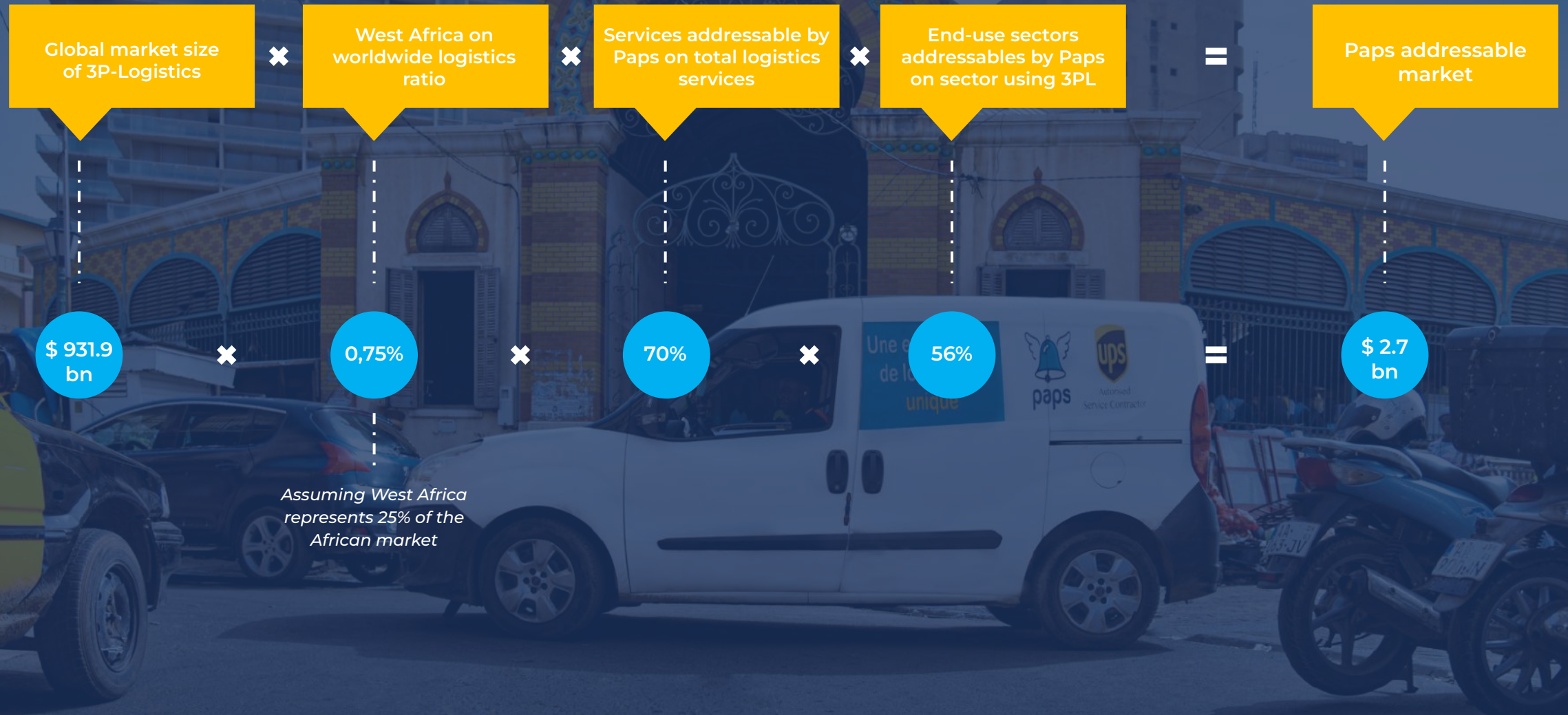
rokhaya@paps-app.com  
+221 77 781 41 31



**Valentin MEAUX**

valentin@raiserspartners.com  
+33 6 84 56 57 75

## Market sizing assumptions





## APPENDIX 2

# At Paps, our main drivers are client satisfaction and passion



“

In the context of our senegalese tradition, a **Paps client** should be welcomed on our traditional red carpet, commonly known as ‘Serou Rabal’.

”

“

Here is the story we are writing down to help our clients be successful. A **story full of passion**. We are delighted to share it with you.

”

“

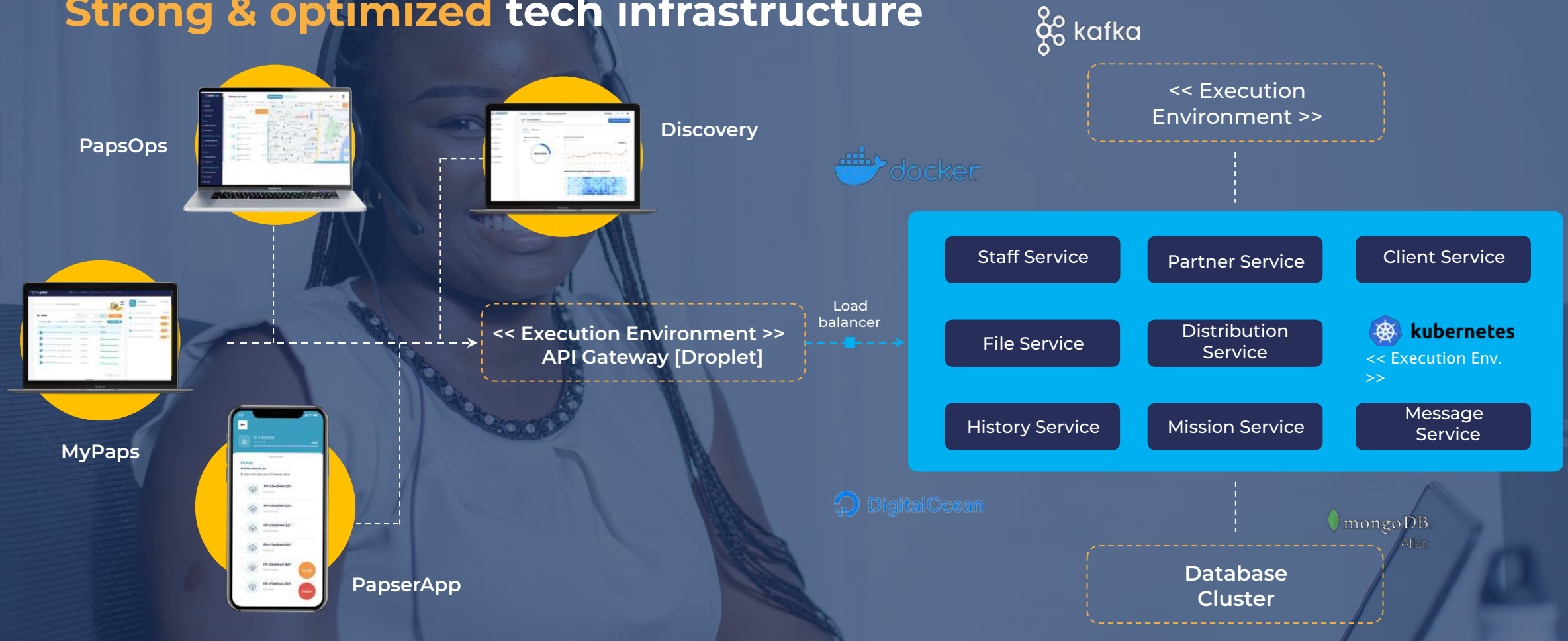
**Our success** is fundamentally measured based on our **client satisfaction**.

We aim to be **very close to our clients**, to **understand** them and **serve** them appropriately, with **passion all along**.

”

## APPENDIX 3

# Strong & optimized tech infrastructure



### Digital Ocean Container Registry

Contains all of service images running in K8S cluster

### Load balancer [Ingress]

Portal that dispatches clients (MyPaps, PapsOPS, Papser) to the right service

### Service Ports

Each service has a specific port number but can also get the same port than another