

# Reviewed Financial Results of Inncor Africa Limited

FOR THE YEAR ENDED 30 JUNE 2012



OUR PASSION FOR VALUE CREATION

## SALIENT FEATURES

	USD		%
Revenue	627 077 424	▲	21%
Operating profit	68 527 996	▲	44%
Profit before tax	61 131 636	▲	48%
Basic earnings per share (cents)	7.15	▲	48%
Headline earnings per share (cents)	6.29	▲	40%
Total dividend declared per share (cents)	1.75	▲	46%

## DIRECTORS' RESPONSIBILITY

The holding Company's directors are responsible for the preparation and fair presentation of the Group's consolidated financial statements, of which this press release represents an extract. These financial statements have been prepared in accordance with International Financial Reporting Standards and in the manner required by the Companies' Act (Chapter 24:03). The principal accounting policies of the Group are consistent with those applied in the previous year. As advised in the interim report, the Group restructured the reporting of its entities into parcels of similar businesses and common business drivers with effect from 1 July 2011.

## AUDIT STATEMENT

In line with Public Notice 2/2012 issued jointly on 7 August 2012 by the Public Accountants and Auditors Board, the Zimbabwe Accounting Practices Board, the Securities Exchange Commission of Zimbabwe and the Zimbabwe Stock Exchange; the Group's external auditors, Ernst & Young, have issued an unmodified review conclusion on the financial statements of the Group for the year ended 30 June 2012. The audit of the Group financial statements is complete pending the finalisation of the annual report; no changes are expected on the reviewed numbers. The unmodified review report is available for inspection at the Company's registered office.

## FINANCIAL

Overall, the Group performed to expectation during the course of the 2012 financial year, posting another set of solid results with good revenue growth and improved efficiency at the earnings level.

As highlighted in the interim report, the Group reduced its shareholding in National Foods Holdings Limited to 37.8% through a disposal to Tiger Brands Limited. The profit on disposal included in the Group's Statement of Comprehensive Income from this transaction amounted to USD 5.08 million, before tax.

During the year under review, the Group recorded revenue of USD 627.08 million, an operating profit of USD 68.53 million and a profit before tax of USD 61.13 million. Basic earnings per share for the year amounted to 7.15 US cents whilst Headline earnings per share totalled 6.29 US cents.

An amount of USD 48.80 million was generated in cash from operating activities over the year and this, together with the proceeds received on the disposal of the block of shares in National Foods, was applied to a number of capital expansion projects across the Group. Gearing levels at year-end also reduced as compared to the prior year.

## OPERATIONS

### Bakeries and Fast Foods

This reporting division comprises the Group's Bakery operations which are based in Zimbabwe as well as all the Fast Food operations across the African continent.

Volumes recorded in the Bakery operations during the current year increased by 53% as compared to the prior year. This growth was driven by the addition of a third new line in the Harare plant which was commissioned in November 2011, bringing current capacity to

approximately 400,000 loaves per day. An additional line with production capacity of 100,000 loaves per day is on schedule for installation during October 2012, whilst investment into new technology which will significantly improve the capacity, range and quality of the operation's confectionery products, will also take place during the course of the new financial year.

Customer counts within the Fast Foods operations in Zimbabwe showed an increase of 11% against the prior year. An additional 13 counters were added to the store network across Zimbabwe during the year under review, with 8 counters being opened in Harare, 3 in Marondera and 2 in Mutare. The refurbishment programme also continued during the year, with upgrades taking place at food courts in Chitungwiza, Gweru and Mutare. Additional outlets are currently being planned for Harare, Masvingo, Chivhu and Zvishavane during the 2013 financial year, whilst 6 existing complexes will undergo refurbishment.

Customer counts within the regional Fast Foods operations increased by 3% over the prior year. In Kenya, 10 additional counters were opened but this was partially off-set by 6 closures; whilst Zambia and Senegal saw the addition of a further 2 and 3 counters respectively. The franchised markets in Nigeria and Malawi saw some rationalisation during the year with 20 counters being closed. Including the franchised operations, the total number of regional counters in operation at the end of June 2012 amounted to 197. There are currently 33 additional counters planned for opening in the 2013 financial year across the Group's regional territories, including 5 new franchised counters in Swaziland.

### Distribution Group Africa

This reporting division consists of the Distribution Group Africa operations which operate in Zimbabwe, Zambia and Malawi.

Distribution Group Africa's Zimbabwe operations delivered a good set of results underpinned by a 20% volume growth, and whilst margins in the business declined somewhat in response to the highly competitive and price sensitive market, this drop was countered by better cost control. The business continued to represent its principals with distinction, receiving recognition as the "Most Improved Distributor" with Johnson & Johnson as well as exceeding set growth targets with Colgate, Unilever and Kellogg's. Competition in this market remains strong with numerous independent traders; however, the focus on providing a comprehensive distribution service with efficient nationwide coverage should see the business continue to contribute positively to the Group's results.

Volumes in the Distribution Group Africa businesses operating in Zambia grew by 10% on the back of continued growth in the formal retail market; whilst in Malawi, volumes declined by 6% - with the strategy in the business being predominantly focused on balance sheet defence. Modest growth is expected to continue in Zambia and the Group remains cautiously optimistic about an improvement in the general trading conditions in Malawi.

## SPAR

This reporting division consists of the SPAR Corporate Store retail operations in Zimbabwe, the SPAR Distribution Centre in Harare and the SPAR Corporate Store retail operations in Zambia.

As indicated in the interim report, the SPAR Corporate Store retail operations were rationalised during the second half of the current financial year - with the closure or disposal of three smaller stores. Taking into account associated closure costs, the operations posted a trading loss of USD 0.83 million for the current year, and after interest and depreciation charges, the loss before tax amounted to USD 3.53 million. The network now consists of 6 Corporate Stores and management are confident that the initiatives that it has undertaken during the 2012 financial year has allowed a sound base to be established from which the operations can now return to full profitability.

The SPAR Distribution Centre is one of the two franchise holders of the SPAR brand in the country responsible for servicing all SPAR retail operations in the Eastern Region of the Country. Volumes processed through the Distribution Centre for the year increased by 16% over the prior year, although reduced margins resulted in only a negligible increase in profitability. The popular SPAR private label range of products continued to be expanded during the year and is becoming an increasingly large contributor of volumes and revenue within the business. The SPAR Distribution Centre currently supports 34 SPAR member stores, 1 SPAR Express Store, 8 SaveMor branded stores and 2 TOPS bottle stores.

On a same store basis the current year revenue in the SPAR Corporate retail business in Zambia recorded negligible growth - whilst overall growth after including the 2 new stores opened in Lusaka during November and December 2011 amounted to 6%. Lower gross margins and the impact of pre-opening costs from the 2 new stores resulted in reduced trading profitability and the business was in an overall break-even position after interest and depreciation charges. The store network at 30 June 2012 consisted of 6 Corporate Stores and 5 franchised stores, with an additional franchised store due for opening in Mazabuka in the first quarter of the new financial year.

## Colcom

Colcom recorded volume growth of 31% in its core pork products against the prior year. Much of this volume was however attributable to new low-cost, mass market product with lower margins and hence overall profitability growth was limited. Cash flow remained strong in the business and a number of capital projects were completed in the factory during the year, including the first phase of the upgraded refrigeration plant, the acquisition of a new bacon slicer and the commissioning of a new low-cost sausage line.

## Household Goods

This reporting division consists of TV Sales & Home and Capri.

TV Sales & Home continued to post very strong results, with overall volumes increasing by 30% against the prior year. Potential sites for a number of new outlets are currently being investigated whilst an increase to an 18-month credit facility is now being offered on certain furniture lines. The quality of the debtors' book remains high.

The positive results in Capri were driven by good volumes which improved by 49% over the prior year as production efficiencies continued to improve, and demand for the operation's product range remained strong. The business remains on course with regards

to its capital expansion project which will see a new refrigerator plant being commissioned in the fourth quarter of the 2013 financial year; the resultant capacity increases will allow exports to recommence into the region. Further investment into an upgraded freezer plant will follow the refrigerator plant project.

## Associate and Other Businesses

National Foods produced a pleasing set of results for the current financial year with overall volumes increasing by 15% from the prior year to 404,000 metric tonnes. The increased capacity utilisation, together with further investment into core plant and equipment resulted in improved profitability. The Mutare rice plant was successfully commissioned in August 2011, whilst the Bulawayo flour mill and stock feeds plant were reopened in October 2011 and March 2012 respectively. The business continues to re-align its balance sheet through the disposal of non-core assets in anticipation of future capital investment into upgraded facilities.

Despite increased competition from imported processed product, Irvine's produced a good set of results for the current year recording volume growth of 14% in processed chicken, 19% in day old chick sales and 7% in table eggs. Factory efficiencies and yields continued to improve, whilst additional investment in hatching capacity should result in further growth in output through the 2013 financial year.

Shearwater continued to contribute positively to the Group's results whilst at Natpak, the block-bottom bag production unit had not yet achieved optimum production targets, and this resulted in a loss being posted for the year in this business.

## PROSPECTS

The Group continues to be a strong generator of free cash flow and it is expected that a large proportion of this will continue to be channelled to expansion projects across the Group's core businesses over the next financial year. Focus will continue on the control of overheads as well as ensuring working capital cycles operate at optimum levels.

A big focus area for management will be ensuring that the considerable synergies that exist within the many businesses in the Group are utilised to the fullest extent; there are significant efficiencies that can still be unlocked in this regard with strong value-add for the Group as a whole, and this presents a number of exciting opportunities in the year ahead.

## DIVIDEND

The Board has declared a final dividend of 1.00 US cent per share (bringing the total dividend for the year to 1.75 US cents per share) payable on or about 5 October 2012 to shareholders registered in the books of the Company by noon on 21 September 2012. The transfer books and register of members will be closed from 22 September 2012 to 30 September 2012, both days inclusive.

## APPRECIATION

The Group has produced another sound performance, and accordingly I wish to record my appreciation to the executive directors, management and staff for all their efforts in obtaining the results achieved. I also wish to thank the non-executive directors for their considerable input as well as all the Group's customers and suppliers for their continued support and loyalty.

**DLL MORGAN**

**Chairman**

**24 August 2012**

