

SALIENT FEATURES

	USD
Revenue	512 996 433
Operating profit	46 133 930
Profit before tax	31 818 033
Basic earnings per share (cents)	2.50
Headline earnings per share (cents)	2.54
Cash generated from operations	9 583 603

FINANCIAL

The Group's Financial Statements published at the last financial year-end included fair value adjustments arising from the consolidation of National Foods Holdings Limited and Irvine's Zimbabwe (Private) Limited, which were accounted for as subsidiaries with effect from 1 July 2013. In the interests of consistency, the Board has restated the interim results at the 31st of December 2013 to comply with the above changes. This restatement has had the effect of increasing basic earnings per share in the comparative prior period from the previously reported 3.00 US cents to 9.94 US cents, whilst headline earnings per share for the same period reduces marginally from the previously reported 2.75 US cents to 2.73 US cents. All other comparative statements remain unchanged.

The six months under review have been extremely difficult for the Group, characterised by management challenges at operations level, a deteriorating trading environment and consequent reduction in disposable incomes. The Group recorded revenue of USD 512.996 million, an operating profit of USD 46.134 million and a profit before tax of USD 31.818 million. Headline earnings per share declined marginally over the comparative prior period to 2.54 US cents.

The consolidation of National Foods and Irvine's has changed the working capital profile of the Group. In this regard additional funding was taken onto the Statement of Financial Position during the period under review primarily to fund strategic reserves of key raw materials such as maize, wheat and soya's. Consequently, this led to an increase in working capital, the result of which was that cash generated from operating activities for the period under review was USD 9.584 million; these positions will unwind over the second six months of the financial year, resulting in a correction of cash generation.

As reported in the Group's 2014 Annual Report, the Competition and Tariff Commission is seeking to penalise the Group for not formally notifying it when the Group became a significant shareholder in National Foods Holdings Limited. During the period under review, the Group paid an amount of USD 2.550 million into a trust pending conclusion of the matter which is currently before the courts. The Board has received legal opinion that the penalty being sought is unjustified and inappropriate, and accordingly this amount is currently warehoused on the Group's Statement of Financial Position.

During the period under review, and following completion of its strategic refocusing programme, the Group has restructured the reporting of its operations into four core silos being Light Manufacturing, Logistics & Distribution, Quick Service Restaurants and Retail & Wholesale. The abridged segment reporting note has been adjusted to show the Group's results in this new format together with appropriate comparative information.

OPERATIONS

Light Manufacturing

The main operations in this reporting silo are National Foods, Colcom, Irvines, Bakeries, Capri and Natpak.

Tonnage at National Foods was similar to that achieved in the comparative prior period at 259,000 metric tonnes; however a change in sales mix emanating from reduced maize meal sales had a negative impact on margins and consequently operating profit which was slightly behind that recorded in the comparative prior period. With respect to the other divisions, stockfeeds showed a slight reduction in profitability, but there were improved performances from both the flour

and FMCG units. In excess of USD 11 million was deployed to secure strategic raw material supply during the period under review and this should provide the operation with an ability to trade strongly in the second half of the financial year. The business continues to actively pursue opportunities to diversify its income streams through expansion into new and adjacent categories.

Colcom recorded a pleasing set of results for the period under review with operating profit increasing by 22% over the comparative prior period. Although overall volumes declined by 6% over the same period, an improved sales mix and rationalised product range gave rise to improved margins. Efficiencies at both the farm and the processing plant also continued to improve. The investment into an auxiliary pig production unit is on course and the additional pig supply from this facility is expected to come on line in July 2015, and will increase internal pig producing capacity by approximately 28% per annum. At AMP, a new factory was commissioned in December 2014, this will increase processing capacity and support the growing network of Texas outlets, whilst the new Colcom Foods pie line at the Coventry Road facility is due for commissioning by the end of the current financial year.

At Irvine's, frozen chicken and day old chick volumes grew 20% and 9% respectively, whilst table egg volumes declined by 7% against the comparative prior period. Savings made in operating costs over the comparative period could not however compensate for reduced margins which arose from lower average selling prices and changes in sales mix; this resulted in operating profits being 6% behind those achieved in the comparative prior period. Investment continues into increased hatching egg breeding facilities with the aim of being self-sufficient in hatching eggs early in the new financial year. Progress with the new feed mill continues, with commissioning due to start in the final quarter of the current financial year.

Volumes at the Group's bakery operations declined 2% over the comparative prior period and this together with retrenchment and restructuring costs of USD 1.838 million which arose on the consolidation of the Harare bread lines to the Shepperton Road site, resulted in a 29% reduction in operating profit. A further result of the consolidation process was a fixed asset impairment charge of USD 0.314 million. Management remains confident that the intensive recovery programmes it has in place to further reduce costs and to drive sales volumes will have a positive impact on the second half of the financial year.

Capri reported a good set of results on the back of a 38% increase in sales volumes versus the comparative prior period. Further gains were made in raw material and overhead cost reductions and this translated to a 67% increase in operating profit. Competitively priced exports into the region continue with regional distributors increasing their customer bases and coverage. The new refrigerator line is currently being commissioned and production from this facility should commence in the third quarter of the current financial year.

Natpak recorded volume growth of 28% against the comparative prior period, although overall margins were somewhat reduced due to a change in sales mix; overall operating profit increased by 14% over the same period. Volumes continue to grow in flexible packaging and the operation remains on course to commission its new extrusion and printing lines towards the end of the third quarter of this financial year.

Logistics And Distribution

This reporting silo consists of the Group's distribution businesses in Zimbabwe, Zambia and Malawi. The businesses are involved in the distribution of FMCG products through agency agreements with multi-nationals and other significant blue chip manufacturers. The services offered include sales, warehousing, distribution, clearing and merchandising.

The Zimbabwean operations performed reasonably well during the period under review notwithstanding depressed consumer demand. Revenue was 27% ahead of the comparative prior period, although margins were reduced, resulting in only a small increase in operating profit. Operationally, measures are underway to re-align the business into distinct focus areas of agency business, inbound and outbound logistics, and services such as merchandising and clearing. The Group moves a considerable amount of product in its various markets and management expects significant savings to be achieved through utilising the Group's internal capacity and capability.

The regional operations reported a mixed set of results with Zambia showing double digit revenue growth buoyed by an increase in the formal retail sector and the introduction of new product lines such as Capri freezers from Zimbabwe. Growth was registered across existing agencies with the notable achievement being the award of the Distributor of the Year 2014 for Africa by Johnson & Johnson beating 18 other countries. Margins were in line with the comparative prior period which when coupled with the revenue growth resulted in a 51% increase in operating profit. In Malawi, revenue growth was constrained by the further weakening of the local currency and continually declining disposable incomes. The business however retained all agencies and is well placed to take advantage of any upturn in the Malawi economy.

Quick Service Restaurants

This reporting silo consists of the Group's Fast Food operations in Zimbabwe and across the African continent.

Customer counts within the Fast Food operations in Zimbabwe were 2% below those recorded in the comparative prior period, although consistent improvements in counts were recorded month on month throughout the period, with a particularly strong December trading month. The process of centralising the Fast Food operations is largely complete and the above-site cost savings achieved from this initiative resulted in operating profits increasing by 19% over the same period. In our ongoing optimisation efforts, 7 underperforming counters were closed in Harare during the period whilst the Emerald Hill complex was closed for refurbishment and is due to re-open shortly.

Regionally, we opened an average of just over 1 counter per week during the period under review and customer counts increased by 5% over the comparative prior period, whilst improved operating leverage resulted in a 27% increase in operating profit over the same period. A further 3 new counters were added in Swaziland which is a franchised territory. The target of 55 additional regional counters for the 2015 financial year remains a tangible goal and a further pipeline of growth for the 2016 financial year is currently being established.

Retail And Wholesale

This reporting division consists of TV Sales & Home, the SPAR Corporate Store Retail operations in Zimbabwe and Zambia and SPAR Distribution Centre in Harare.

After a sub-optimal start to the financial year, TV Sales & Home recorded a 4% revenue growth over the comparative prior period. This growth was however achieved at the expense of average selling price and margin, which itself was affected by increased import duties on furniture and a thriving and competitive grey market; these factors together with higher operating costs saw operating profit declining by 17% over the same period. An additional 2 stores were opened in

Harare, and 1 in Bindura during the period under review. The instalment debtors' book increased by 23% in the period and collections remain good.

The SPAR Corporate Store Retail Operations showed a marginal decline in like for like revenue over the comparative prior period. However, following a number of restructuring initiatives undertaken over the past 18 months a trading profit of USD 0.739 million was achieved compared to a small loss over the same period. Having implemented more optimal structures and systems for this business, investigations are now underway to increase the network with additional corporate outlets.

The SPAR Distribution Centre posted a 20% decline in revenue compared to the comparative prior period, as trade with independent retailers remained suppressed. Despite the reduced revenue, the trading loss reduced to USD 0.139 million from a comparative prior period loss of USD 1.395 million as the cost rationalisation programmes initiated at the end of the previous financial year started to bear fruit. Further initiatives continue to be investigated with improved efficiencies and cost reductions expected.

The SPAR Corporate Store retail operations in Zambia saw a further increase in the SPAR footprint across Zambia with the opening of the first corporate store in Ndola. This takes the Zambia network to 15 stores, 8 of which are corporate stores and a further 7 being franchised stores. Revenue for the first six months was similar to that achieved in the comparative prior period whilst operating profit reduced by 22%, mainly as a result of pre-opening costs for the Ndola store.

PROSPECTS

There is no doubt that the declining local macro conditions will continue to challenge our management and businesses to constantly revisit their operating models and find ways of becoming more efficient. The numerous restructuring activities that were embarked on by the Group in the last financial year are beginning to have a positive effect on the Group's results, although further work is needed in a number of operations to ensure the desired returns are met.

The recent management reorganisation programme has now capacitated the Group with the appropriate structure and skill required to ensure both a sustainable, long-term growth path and for specific focus to be given to addressing shortcomings and inefficiencies inherent in the existing business models. It is vitally important for the Group to look to capitalise on its growing African platform, and this will be an important part of its future growth strategy and desire to be a pan-African organisation.

DIVIDEND

The Board has declared an interim dividend of 0.55 US cents per share payable on or about the 2nd of April 2015, to shareholders registered in the books of the Company by noon on the 20th of March 2015. The transfer books and register of members will be closed from the 21st of March to the 22nd of March 2015, both days inclusive.

The Board has also declared a dividend totalling USD 148,000 to the Innskor Africa Employee Share Trust (Pvt) Ltd.

APPRECIATION

Along with the rest of the Board, I wish to record my sincere appreciation to my predecessor, Mr David Morgan, for his considerable service to the Group and I wish him a happy and healthy retirement.



A.B.C. CHINAKE
Chairman
20 February 2015

