Sefalana GROUP

Your basket of opportunities

Audited Group Financial Results

for the year ended 30 April 2021 & dividend announcement

Revenue	Gross Profit	EBITA	Profit Before Tax	Final dividend per share
8% ↑	17% ↑	18% ↑	12% ↑	30t

ABRIDGED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Year ended 30 April 2021 P'000	Year ended 30 April 2020 P'000
Revenue	6 292 809	5 835 836
Cost of sales	(5 838 779)	(5 448 817)
Gross profit	**454 030**	**387 019**
Other income and gains	41 746	40 996
Administrative expenses	(216 421)	(191 331)
Earnings before interest, tax and amortisation (EBITA)	**279 355**	**236 684**
Amortisation	(6 315)	(6 107)
Investment income	47 885	55 900
Finance costs	(22 955)	(25 656)
Profit before share of results of associates	297 970	260 821
Share of results of associates	(7 704)	(2 011)
Profit before tax	**290 266**	**258 810**
Income tax expense	(73 384)	(61 142)
PROFIT FOR THE YEAR	**216 882**	**197 668**
Other comprehensive income:		
Items that will not be reclassified to profit or loss		
Net gain on revaluation of land and buildings	16 279	12 599
Gross gain on revaluation of land and buildings	21 362	15 384
Income tax on gain on revaluation of land and buildings	(5 083)	(2 785)
Items that may be subsequently reclassified to profit or loss		
Currency translation differences	62 391	(85 809)
Other comprehensive income / (loss) for the year (net of tax)	78 670	(73 210)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**295 552**	**124 458**
PROFIT FOR THE YEAR ATTRIBUTABLE TO:		
Owners of the parent	216 198	197 922
Non - controlling interests	684	(254)
TOTAL PROFIT FOR THE YEAR	**216 882**	**197 668**
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:		
Owners of the parent	294 868	124 712
Non - controlling interests	684	(254)
TOTAL COMPREHENSIVE INCOME	**295 552**	**124 458**
Number of shares in issue at beginning and end of the year	**250 726 709**	**250 726 709**
Dividends per share (thebe) - ordinary - interim	**10.00**	**10.00**
Dividends per share (thebe) - ordinary - final	**30.00**	**27.50**
Basic and diluted earnings per share (thebe)	**86.23**	**78.94**
Total comprehensive income per share (thebe)	**117.61**	**49.74**

ABRIDGED CONSOLIDATED STATEMENT OF CASH FLOWS

	Year ended 30 April 2021 P'000	Year ended 30 April 2020 P'000
Net cash generated from operating activities	257 178	147 156
Net cash flows utilised in investing activities	(15 539)	(169 107)
Dividends paid	(94 021)	(94 021)
Net cash flows from other financing activities	(51 217)	(39 839)
Net movement in cash and cash equivalents	96 401	(155 811)
Cash and cash equivalents at beginning of year	365 875	532 241
Effect of exchange rate on cash and cash equivalents	12 461	(10 555)
Cash and cash equivalents at end of year	**474 737**	**365 875**
Represented by:		
Cash and cash equivalents	478 261	372 018
Bank overdrafts	(3 524)	(6 143)
Cash and cash equivalents at end of year	**474 737**	**365 875**

ABRIDGED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	30 April 2021 P'000	30 April 2020 P'000
ASSETS		
NON - CURRENT ASSETS		
Property, plant and equipment	790 504	756 867
Right of use asset	171 752	140 984
Investment property	211 082	234 705
Intangible assets	127 141	119 915
Investment in preference shares	194 997	175 858
Investment in associates	71 542	
Deferred lease assets	4 404	3 842
Deferred tax assets	28 523	23 717
Trade and other receivables	7 207	2 473
Total non - current assets	1 607 152	1 458 361
CURRENT ASSETS		
Inventories	870 505	725 613
Trade and other receivables	269 268	344 180
Current tax assets	2 782	5 046
Cash and cash equivalents	478 261	372 018
Total current assets	1 620 816	1 446 857
Asset classified as held for sale	23 958	
TOTAL ASSETS	**3 251 926**	**2 905 218**
EQUITY AND LIABILITIES		
EQUITY		
Stated capital	686 354	686 354
Other reserves	211 061	132 391
Retained earnings	1 093 718	970 971
Equity attributable to owners of the parent	1 991 133	1 789 716
Non - controlling interests	15 095	14 981
Total equity	2 006 228	1 804 697
NON - CURRENT LIABILITIES		
Lease liabilities	140 091	119 948
Loans and borrowings	107 634	109 335
Deferred tax liabilities	109 251	97 016
Total non - current liabilities	356 976	326 299
CURRENT LIABILITIES		
Trade and other payables	722 602	651 149
Lease liabilities	54 666	39 319
Loans and borrowings	1 618	1 490
Contract liabilities	17 477	17 191
Current tax liabilities	21 189	10 166
Bank overdrafts	3 524	6 143
Accruals	67 646	48 764
Total current liabilities	888 722	774 222
Total liabilities	1 245 698	1 100 521
TOTAL EQUITY AND LIABILITIES	**3 251 926**	**2 905 218**

Basis of preparation and accounting policies

The abridged consolidated financial results of Sefalana Holding Company Limited and its subsidiaries ("Sefalana" / the "Group") are extracted from the Group financial statements that have been prepared in accordance with International Financial Reporting Standards ("IFRS"), under the historical cost convention except for the revaluation of certain non – current assets being land and buildings, investment in properties, and preference shares, which are carried at fair value.

The accounting policies applied in the preparation of the audited financial statements for the year ended 30 April 2021 (the "year"), are consistent with those applied in the preparation of the audited financial statements for the year ended 30 April 2020 ("prior year").

Going concern

The Directors have reviewed the Group budgets and cash flow forecasts for the year to 30 April 2022 and the period 1 May 2022 to 31 July 2022. On the basis of this review, and in the light of the current financial position, existing borrowing facilities of the Group and the effects of Covid-19, the Directors are satisfied that the Group is a going concern and have continued to adopt the going concern basis in preparing the financial statements.

Financial results of the Group – overview

For the last 10 financial reporting years, with the exception of the April 2017 year end, we have consistently reported improved results each and every year. We are extremely pleased to report once again, our best ever results to date, despite the challenges we have been facing.

We generated a profit before tax ("PBT") of P290 million! This is on the back of reporting our best ever PBT for the half year ended 31 October 2020 of P149 million.

Although it has been a challenging year during which the Pandemic has remained an obstacle and distraction for business and economic growth, we have tirelessly and actively worked to overcome these challenges, through finding new ways of doing business; and maintaining and growing market share wherever possible in each of our segments.

Our Group had put in place measures as early as November 2019 to prepare for the unknown impact of the Pandemic, and this has helped us prepare and navigate through these difficult times. On an on-going basis we look at ways in which we are able to mitigate these adverse impacts, for example by providing our customers with alternative ways of shopping, or by offering a wider range of products and services.

We also endeavour to continually deliver and exceed expectations of our various stakeholders through careful planning and execution of operational matters. We have managed to do this through dedication and perseverance by our motivated teams across the business. We are pleased to report that we did not retrench any of our staff during the Pandemic and ensured all our staff throughout the Group were fully paid. We also applied pay increases wherever possible to assist our staff during these troubled times.

Our greatest strategic focus has been for some time now, on the core Fast Moving Consumer Goods (FMCG) business where we have placed considerable efforts to enhance margins and relative contribution to Group results. This has applied not just to Botswana but also to Namibia and Lesotho. As a result these sectors have done well during the year and have contributed 60% of the Group's reported PBT.

Our Namibian business has done particularly well this year and has remained strong despite the local economy taking some level of strain. Through improved in-store offering and gaining further market share, this segment has contributed 30% of the Group's PBT for the year.

Our manufacturing operations which support the FMCG businesses have performed well and further expansion is expected in the coming 12 months with certain projects being considered and evaluated.

We have also benefited from the third tranche of returns from our South African investment which is performing broadly in line with plan. The fourth tranche was received subsequent to the year end on 1 July 2021. The five-year period relating to this preference share investment ends in July 2022. Further details to follow later in this report.

Our expansion into Australia

As previously reported, and effective 7 May 2020, we entered the Australian market through an investment in a 40% associate company that operates in the FMCG sector. The Australian business, by the name of Seasons Group, consists of a chain of eight supermarkets in the Brisbane area. Total purchase consideration for Sefalana's investment in this business amounted to AUD 10.5 million (P83 million), which is considered its fair value. Performance from this business is broadly in line with plan and is already generating positive earnings before interest, tax, depreciation and amortisation (EBITDA) in its first year.

The Australian market is accustomed to relatively long lease periods of 15-20 years and in accordance with IFRS 16 – Leases, the Right of Use Asset and related Lease Liabilities are therefore significant. This results in a front-loaded depreciation and interest charge in the earlier years of the leases. As a consequence, the positive EBITDA of AUD 4.7m (P39 million) has been eroded by related lease charges. In the latter lease period however, this is expected to unwind, such that the reported PBT figures for this investment will grow significantly. This is aligned to our intention to re-invest in that business for the first five years before dividends are declared to shareholders.

The return on this investment will be seen in the medium to long term. During the short term, our presence in the market is increasing as we move towards achieving our target of 12 stores which will provide the critical mass to optimize on economies of scale and profitability. The Group's share of losses, which includes once-off startup costs relating to this associate, amounted to P5.5 million for the year.

The performance of each segment is expanded upon in more detail later in this report.

Financial highlights

For the year ended 30 April 2021, the Group's:

- Revenue was P6.3 billion – up 8% on prior year;
- Gross profit was P454 million – up 17% on prior year;
- Earnings before interest, tax and amortization ("EBITA") was P279 million, up 18% on prior year;
- Profit before tax was P290 million – up 12% on the prior year; and
- Final dividend of 30 thebe per share to be paid to our Shareholders

Segmental Reporting

The Group's business and geographical segments are reported separately. Inter-segment transactions are eliminated, and costs of shared services are accounted for in a separate ("Inter-segment or Unallocated") segment. All transactions between segments are at fair value and arm's length.

Review of operations

Botswana Business units - 61% of Group profits

Overall Botswana business units have generated P177 million of PBT for the year, up 31% on the prior year. From the three main territories in which we are present, this location has experienced the greatest impact of the Pandemic. We have done exceptionally well this year to combat this.

Trading – consumer goods

In the latter half of the previous financial year the impact of Covid-19 restrictions became apparent and this continued into the current financial year. Whilst consumers have begun to visit stores more often than during the initial phase of the Pandemic, it is not yet at the levels we have seen in the past. The consumer is still somewhat cautious and tends to focus more on necessities rather than luxuries. The desire for a one-stop shop is very much apparent and we have responded accordingly through offering a wider variety of goods and services in-store.

The most significant negative impact experienced, predominantly during the first half of the financial year on this business unit, was the restrictions on liquor sales which had been in place for the entire six month period. This resulted in approximately P8 million of lost profit during that period. Restrictions were lifted during the second half of the financial year as the liquor industry as a whole had been deeply affected. Whilst liquor sales have not normalized yet, the adverse impact was reduced in the second half to around P5 million.

In order to make shopping easier for our customers, we relaunched our online offering through the popular Yamee application (previously MyFoodness). We offer both groceries and liquor through this medium and will look to introduce additional offerings in the coming year including fruit and vegetables. Customers are keen to purchase online and the number of customers in this space increases every month. Phone orders and WhatsApp orders are also accepted from customers who had become used to this facility during the lock-down.

The FMCG business during this year, looked for alternative ways in which to improve margins and maximise bottom line profits. More aggressive buying activity and basket mix optimization, along with overhead cost reductions helped contribute to the overall strong performance. We are now looking to roll out solar panels in many of our larger stores where additional savings can be made.

Sefalana Cash & Carry Limited contributed 54% and 27% of the Group's revenue and PBT for the year, respectively. Turnover amounted to just under P3.4 billion, which was up 2% on the prior year. Given the significant drop in liquor sales, we are very pleased with this overall result.

At the beginning of the financial year, Sefalana Cash & Carry operated four Hyper Stores ("Sefalana Hyper"), 25 Cash & Carry stores ("Sefalana Cash & Carry") and 29 supermarket retail stores ("Sefalana Shopper") across the country, giving the Group a total of 58 stores in Botswana. In the first half of the financial year, we expanded our national footprint through the opening of an additional Sefalana Shopper retail store in Shakawe, a Sefalana Liquor outlet in Tlokweng, and a refurbishment of our Sefalana Shopper Molepolole store. In the second half of the year we further expanded our presence with a Sefalana Shopper in Sebina and Metsimothlabe. This created close to an additional 300 jobs. In May 2021 we opened a Sefalana Shopper in Ramotswa and look forward to our second Sefalana Shopper "The Big One" at Molapo Crossing in August. This will bring with it an additional 180 jobs.

We remain committed to giving back to the Community. For the third year running, as part of our annual birthday promotion, our Cash & Carry business gave away 29 mobile kiosks empowering Batswana to start their own businesses. Total cost of these kiosks amounted to just under P2 million. We are proud to have empowered local entrepreneurs to run their own businesses. Our Retail birthday promotion focused on giving away P1.8 million in the form of cash. This generated a lot of excitement in the market as we found a number of our retail customers preferred cash rather than prizes in kind. With total prizes amounting to just under P4 million, this is one of our largest annual customer engagement events.

As expected, our Sefalana Catering division was impacted adversely by the restrictions placed on the Hospitality sector during the Pandemic. This division focuses on serving an end-to-end solution to that industry with ambient and frozen foods in wholesale size units. This business offers over 2,000 additional different product lines not previously sold within the Sefalana group and is expected to make a sizable contribution to the Botswana FMCG business in the next three years as soon as the impact of the Pandemic is behind us and tourism and entertainment businesses are normalized.

Our Fruit and Veg business that procures and supports the Botswana FMCG businesses has performed exceptionally well this year. Improved quality and pricing have enhanced our overall in-store offerings. This business has dramatically improved performance ever since it became a fully owned subsidiary company from its previous joint venture status.

Overall a very pleasing performance by this division in the context of the difficult trading environment.

Trading – others

This segment which consists of Commercial Motors (Pty) Limited ("CML") and Mechanised Farming (Pty) Limited ("MFL") contributed 1.5% and 1% to Group turnover and PBT, respectively. This remains a relatively small Group segment in line with our focus on the core business of FMCG.

CML historically relied on tender business, and over recent years has been focusing on growing its private sales as a result of a general decline in tenders. During the current year, the business secured the sale of a number of vehicles to the private sector to mitigate against the reduced tender activity. Activity was however significantly below our expectations due to the reduced appetite for new vehicles during the uncertainty introduced by the Pandemic.

We are in the process of relocating our Dealership to the previous Nissan site next to our Head Office in Broadhurst. This is a more prominent location that will provide additional visibility for our brands.

Your basket of opportunities

MFL continues to focus on the supply of services and equipment to Botswana Railways and made a modest contribution to overall Group results.

Manufacturing

Foods Botswana (Pty) Limited ("FB") contributed 4% and 11% to Group turnover and PBT for the year, respectively. The profitability of this business is largely dependent on the timing of orders placed by Government in respect of the various feeding schemes and also availability of raw materials.

Milling Division

During the year FB manufactured and supplied in full its commitment to Government for all 12 months; however the business was only awarded one third of the total contract volumes in respect of the 24 month contract issued in April 2020. We await further instruction from Government should additional volumes be required from us as we are aware that not all suppliers have fulfilled their expected delivery volumes.

We have in the meantime continued to focus on the manufacture and supply of branded products to utilise factory capacity and to avoid unemployment. Growth in this area is positive and showing an upward trend. Our house brands have increasingly become a popular household name and a preferred choice in many regions across the country.

From a raw materials perspective, we have procured and entered into contracts to procure adequate grain to fulfil any additional volumes that Government might require from us. We have done this through securing P57 million of grain from BAMB in support of local farmers towards the end of the prior year. In addition, a further P20 million of grain was sourced directly from the farmers. We are proud to be such a large supporter of locally produced grain.

Beverages Division

This division is heavily dependent on the manufacture and supply of milk to Government for the children's feeding scheme. In 2019 we were pleased to be awarded the 24 month tender which we completed in June 2021.

Raw material shortages in the Region have resulted in a slowdown in production volumes. We are in constant discussions with our suppliers in South Africa in an attempt to increase procurement, but due to a reduced herd of dairy cows during the Pandemic, where focus was placed by farmers on meat production rather than dairy, there is a catch up underway to reinstate the dairy cow population.

In June 2021 there was once again, an outbreak of Foot and Mouth Disease in South Africa and this has resulted in further milk shortages. We are expecting shortages to continue for some time as local farmer production volumes is well below requirement, and reliance on importation is still strong. We have embarked on a project to enhance local production of raw milk, and this is expected to reduce our reliance on imported milk in the ensuing year.

Government tenders for 2021/ 22 onwards will now no longer be centralized. We have submitted our tenders to local authorities and await their allocations whilst we attempt to secure additional raw milk as soon as restrictions are lifted.

Our focus also continues on building the Delta Fresh brand which has increased by over 30% year on year, and ensuring our distribution is maximised. Delta Fresh milk has been available throughout Botswana in most retailers but again, raw material shortages in the Region is impacting our current ability to service the increased demand in the market.

Despite these challenges, this sector has performed very well with an 82% growth in PBT year on year.

Properties

Botswana property portfolio

Our property portfolio held in Botswana performed well, contributing 1% and 22% to Group revenue and PBT respectively. Almost all properties are tenanted, and leases are in place for between two and five years with option periods in some. Profit of P63 million was generated compared to P40 million in the prior year, mainly due to improved rental streams in some of our larger premises which resulted in additional income and also fair value gains on those properties. A full valuation was carried out by an independent third party on all properties owned by the Group.

The KSI property development of 5,000 sqm of warehouse space continues to be fully let with on-going demand for the sites.

Towards the end of 2017, we commenced the development of four plots at our Setlhoa site. The site is now complete, with our Sefalana Shopper store, our own petrol station and space let out to Italtile and CTM. Just over 20,000 sqm of land remains vacant. We initially earmarked this land for our Motor Dealership but have subsequently decided against this and anticipate building warehouse units to optimize our return from that property.

The P100m loan taken out for the purpose of developing property will begin its five year repayment period in 2025.

Regional operations and foreign exchange exposure

Our diversification into the neighbouring countries over the last five years has helped us maintain and grow the Group's overall performance. Each economy has presented its own opportunities and put forward its unique challenges. Our business model has been tailored to suit each economy accordingly.

Diversification into the Region brings with it foreign exchange exposure. For the year, we have recorded a retranslation gain of P62 million largely relating to the Namibian, South African and Lesotho businesses which are all ZAR denominated. Our expansion into Australia allows us to mitigate the exposure to the ZAR investments. A foreign exchange loss of P86 million, predominantly in respect of the ZAR devaluation, was recorded in the prior year. These retranslation gains and losses are largely temporary and are recorded in other comprehensive income and losses in line with IFRS.

Foreign Business units

Metro (Sefalana) Namibia – 30% of Group profit

Metro Namibia contributed 32% and 30% of revenue and PBT for the year, respectively. Turnover amounted to P2 billion, a growth of 17% on the prior year. PBT amounted to P87 million, up an impressive 63% from the prior year including the impact of a positive foreign exchange movement. Our operations in Namibia continue to grow despite evidence of stress in the economy, largely through margin focus and cost curtailment. This business continues to make a significant contribution to overall Group results each year.

At the start of the year, we had 21 stores across the country. During the period there were no new store openings. We have now met our medium-term target of 20 stores and we will look at new locations only if the sites are exceptional. Growth will be cautious given the economic environment. We believe the current store compliment is adequate to generate a respectable level of return for the full year.

This business was the single largest contributor to Group profits for the year.

Sefalana Lesotho

We have now been operating in Lesotho for five years and have been focusing on increasing our presence in the country through the opening of two stores in Maputsoe last year. We are the leader in Cash & Carry in Lesotho. No additional stores were opened during the year.

We have a total of four stores across the country. Profit of P7 million was generated compared to P1 million in the prior year.

We have a long standing matter with the Lesotho Revenue Authorities (LRA) to recover VAT due and payable to Sefalana. We are hopeful of full recovery of this in the coming months, and are working closely with our legal representatives and the LRA to ensure cash flow for our business is not impacted for much longer. This is inhibiting further growth in Lesotho for the Group.

Our investment in South Africa

We invested into a South African consortium in July 2017. Under this transaction, Sefalana invested R250 million and earns a fixed annual return of R50 million for five years, after which point we have an option to convert this investment into a 30% equity stake in the consortium, or to redeem the investment. The consortium has been established with experienced players in the FMCG market in South Africa.

The aim of the consortium is to acquire a number of existing chains and grow the store compliment such that this is a significant business within a ten year period. We are pleased to report that this consortium is performing well and that four years into its operations, the future prospects remain very positive. Our reported results include P35 million of income pertaining to this investment. This has been recorded under "investment income". A fair value loss of P5 million has been recorded for this segment in respect of its carrying value in accordance with IFRS.

The Consortium currently owns 17 stores across South Africa which are well located in areas where there is a strong population to support its trade. For all target stores acquired to date, performance has improved post take-over.

Zambia property

There has been a significant increase in supply of warehouse space in Lusaka over the last three years. Consequently, we had had a number of tenant rotations. Replacement tenants have been secured in some cases albeit at lower rentals. Our current occupancy rate is around 60%. We continue to look for suitable tenants for the remaining space. Performance by this segment has accordingly been below that of the previous year.

Namibia property portfolio

Since our entry into Namibia in 2013, we have focused on establishing a property portfolio similar to the one developed over the years in Botswana. In previous years the new Head office site in Windhoek was secured, along with an additional property in Keetmanshoop where we erected a purpose-built warehouse for our new cash and carry.

No capital investment took place during the year as we decided as a Group to cut back on additional spend until the impact of the Pandemic is better understood. In doing so we preserved cash flow to support operations.

Prospects

South African investment

Our Preference share arrangement in South Africa is due to mature in July 2022. A decision will be made prior to 31 December 2021 regarding our appetite to convert this preference share into a 30% equity investment or to simply redeem this investment. There are a number of moving parts to consider and we will notify shareholders in due course on further developments as they arise.

National Lottery

Our 40% interest in Grow Mine Africa (Pty) Limited, (the entity applying for the National Lottery bid) remains in place. Further updates will be provided in due course.

Directors

Dr Keith Jefferis resigned from the Board on 31 May 2020 as previously reported, in order to pursue a role in the Ministry of Finance and Economic Development.

Mr Elias Dewah and Mr Reginald Motswaiso retired from the Board on 31 October 2020 after serving their maximum permissible term.

Mr Moatlhodi Sebabole and Mrs Susanne Swaniker-Tettey were appointed to the Board on 1 October 2020 as Non-Executive Directors.

On 31 October 2020, Dr PH Kedikilwe retired from his position of Chairman of the Group following completion of his five year term.

Mrs Jennifer Marinelli was appointed to the Board as Non-Executive Director and Chairperson of the Group on 1 December 2020.

There were no other changes to Directorships in the second half of the financial year.

Dividends

On 26 July 2021, the Board of Directors of Sefalana Holding Company Limited declared a final gross dividend of 30 (thirty) thebe per ordinary share - our best ever dividend declaration.

The final dividend will be paid net of applicable withholding taxes as required under the Income Tax Act of Botswana, on or around Wednesday 25 August 2021 to all Shareholders registered in the books of the Company at the last date to register, being close of business on Tuesday 17 August 2021, with an Exdividend date of Friday 13 August 2021.

Auditor's report

The auditor, Deloitte & Touche, has issued its unmodified opinion on the Group's consolidated financial statements for the year ended 30 April 2021. These are available for inspection at the registered office of Sefalana Holding Company Limited. This publication has been extracted from those financial statements. This abridged financial information and any reference to future financial performance has however not been audited by the auditors.

By order of the Board

JM Marinelli
(Chair)

CD Chauhan
(Group Managing Director)

26 July 2021
Gaborone, Botswana

ABRIDGED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Equity attributable to owners of the parent					
	Stated capital	Reserves	Retained earnings	Total	Non-controlling interests	Total equity
	P'000	P'000	P'000	P'000	P'000	P'000
Balance at 30 April 2020	686 354	132 391	970 971	1 789 716	14 981	1 804 697
Profit for the year			216 198	216 198	684	216 882
Other comprehensive income for the year:						
Gain on revaluation of land and buildings (net of tax)		16 279		16 279		16 279
Currency translation differences		62 391		62 391		62 391
Transactions with non-controlling interests			570	570	(570)	
Dividends paid - 2021 interim and 2020 final			(94 021)	(94 021)		(94 021)
Balance at 30 April 2021	**686 354**	**211 061**	**1 093 718**	**1 991 133**	**15 095**	**2 006 228**

SEGMENT RESULTS

For the year ended 30 April 2021	BOTSWANA				ZAMBIA	LESOTHO	NAMIBIA	SOUTH AFRICA	GROUP	
	Trading consumer goods	Trading others	Manufacturing	Property	Property	Trading consumer goods	Trading consumer goods	Investment in preference shares	Inter-segment or unallocated	Consolidated
	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000
Revenue	3 397 750	93 696	250 969	62 864	3 687	647 214	1 991 532		(154 903)	6 292 809
Cost of sales	(3 235 968)	(72 923)	(184 318)			(613 865)	(1 872 028)		140 323	(5 838 779)
Gross profit	161 782	20 773	66 651	62 864	3 687	33 349	119 504		(14 580)	454 030
Other income and gains / (losses)	10 206	4 232	1 971	17 155	(228)	55	12 949	(5 291)	697	41 746
Administrative expenses	(79 488)	(22 827)	(36 617)	(9 338)	(1 817)	(16 105)	(24 667)		(25 562)	(216 421)
Earnings before interest, tax and amortisation (EBITA)	92 500	2 178	32 005	70 681	1 642	17 299	107 786	(5 291)	(39 445)	279 355
Amortisation	(437)					(1 488)	(4 390)			(6 315)
Investment income	4 478	615	735	749			1 880	35 486	3 942	47 885
Finance costs	(17 370)	(100)	(135)	(8 929)		(8 604)	(18 192)		30 375	(22 955)
Profit before share of results of associates	79 171	2 693	32 605	62 501	1 642	7 207	87 084	30 195	(5 128)	297 970
Share of results of associates									(7 704)	(7 704)
Profit before tax (PBT)	**79 171**	**2 693**	**32 605**	**62 501**	**1 642**	**7 207**	**87 084**	**30 195**	**(12 832)**	**290 266**

For the year ended 30 April 2020	BOTSWANA				ZAMBIA	LESOTHO	NAMIBIA	SOUTH AFRICA	GROUP	
	Trading consumer goods	Trading others	Manufacturing	Property	Property	Trading consumer goods	Trading consumer goods	Investment in preference shares	Inter-segment or unallocated	Consolidated
	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000
Revenue	3 329 879	115 893	205 779	55 532	4 661	529 399	1 707 326		(112 633)	5 835 836
Cost of sales	(3 185 560)	(90 795)	(157 785)			(503 870)	(1 622 065)		111 258	(5 448 817)
Gross profit	144 319	25 098	47 994	55 532	4 661	25 529	85 261		(1 375)	387 019
Other income and gains / (losses)	7 524	5 620	2 158	3 458	8 575	80	14 938		(1 357)	40 996
Administrative expenses	(68 533)	(21 293)	(32 710)	(10 331)	(1 620)	(14 544)	(23 051)		(19 249)	(191 331)
Earnings before interest, tax and amortisation (EBITA)	83 310	9 425	17 442	48 659	11 616	11 065	77 148		(21 981)	236 684
Amortisation	(261)					(1 516)	(4 330)			(6 107)
Investment income	2 976	815	764	470	21	3 941	3 255	37 528	6 130	55 900
Finance costs	(18 051)	(125)	(306)	(9 506)		(12 265)	(22 807)		37 404	(25 656)
Profit before share of results of associate	67 974	10 115	17 900	39 623	11 637	1 225	53 266	37 528	21 553	260 821
Share of results of associate									(2 011)	(2 011)
Profit before tax (PBT)	**67 974**	**10 115**	**17 900**	**39 623**	**11 637**	**1 225**	**53 266**	**37 528**	**19 542**	**258 810**

SEGMENT ASSETS AND LIABILITIES

	BOTSWANA				ZAMBIA	LESOTHO	NAMIBIA	SOUTH AFRICA	GROUP	
30 April 2021	Trading consumer goods	Trading others	Manufacturing	Property	Property	Trading consumer goods	Trading consumer goods	Investment in preference shares	Inter-segment or unallocated	Consolidated
	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000	P'000
Assets	1 110 381	68 692	247 982	648 668	38 769	190 664	669 423	194 997	82 350	3 251 926
Liabilities	(742 891)	(21 759)	(27 627)	(198 119)	(696)	(170 288)	(594 521)		510 203	(1 245 698)
30 April 2020										
Assets	1 067 472	71 916	221 345	603 882	53 299	145 612	497 755	175 858	68 079	2 905 218
Liabilities	(724 472)	(27 403)	(22 541)	(198 477)	(1 124)	(206 399)	(361 538)		441 433	(1 100 521)

Directors: JM Marinelli (Chair), CD Chauhan (Group Managing), B Davis, S Swaniker-Tettey, M Sebabole, KP Mere, MS Osman (Group Finance)

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Transfer Secretaries: Transaction Management Services (Pty) Limited, trading as Corpserve Botswana Transfer Secretaries, PO Box 1583 AAD, Gaborone

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