



# Delta Corporation

LIMITED



## Brighter together

## Audited Financial Information

for the year ended 31 March 2021



## Salient Features

	INFLATION ADJUSTED	HISTORIC COST
Revenue	Increased by 39% to ZW\$ 40,45 billion	Increased by 692% to ZW\$ 33,21 billion
Operating Income	Increased by 47% to ZW\$ 10,71 billion	Increased by 557% to ZW\$ 8,65 billion
EBITDA	Increased by 37% to ZW\$ 12,15 billion	Increased by 547% to ZW\$ 9,15 billion
Headline Earnings per share	Increased by 47% to ZW\$ 471,02 cents	Increased by 605% to ZW\$ 575,11 cents
Attributable Earnings per share	Increased by 55% to ZW\$ 525,50 cents	Increased by 584% to ZW\$ 624,84 cents
Dividend per share	Interim dividend paid ZW\$ 45,00 cents Final dividend declared ZW\$ 105,00 cents	Interim dividend paid ZW\$ 45,00 cents Final dividend declared ZW\$ 105,00 cents

## Group Statement of Financial Position

	INFLATION ADJUSTED		* HISTORIC COST	
	AUDITED As At 31 March 2021 ZW\$ 000	AUDITED As At 31 March 2020 ZW\$ 000	AUDITED As At 31 March 2021 ZW\$ 000	AUDITED As At 31 March 2020 ZW\$ 000
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, plant and equipment	23 236 368	19 992 473	7 259 288	1 642 092
Right-of-use asset	119 739	87 682	59 622	25 747
Investments in associates	2 301 963	1 524 535	661 755	78 336
Intangible assets - Trademarks and Goodwill	4 362 173	1 635 279	2 788 743	61 849
Investments and loans	489 192	283 233	489 192	83 169
	30 509 435	23 523 202	11 258 600	1 891 193
<b>Current assets</b>				
Inventories	7 667 510	4 477 562	4 457 412	764 725
Trade and other receivables	1 777 488	1 220 869	1 777 488	364 571
Other assets	2 690 266	2 839 456	2 287 822	568 376
Current tax asset	36 478	47 718	36 478	15 685
Financial Asset at fair value	1 615 828	5 419 110	1 615 828	1 591 273
Cash and cash equivalents	1 767 813	763 632	1 767 813	225 203
	15 555 383	14 768 347	11 942 841	3 529 833
<b>TOTAL ASSETS</b>	<b>46 064 818</b>	<b>38 291 549</b>	<b>23 201 441</b>	<b>5 421 026</b>
<b>EQUITY AND LIABILITIES</b>				
<b>Capital and reserves</b>				
Issued share capital	337 202	337 061	12 865	12 789
Share premium	2 278 001	2 275 496	88 565	87 125
Share option reserve	214 159	149 438	41 042	9 696
Foreign currency translation reserve	1 157 973	217 545	799 008	132 714
Retained earnings and other reserves	22 030 437	18 260 296	6 961 015	1 552 359
Equity attributed to equity holders of the parent	26 017 772	21 239 836	7 902 495	1 794 683
Non-controlling interests	757 381	431 956	105 496	23 584
Shareholders' equity	26 775 153	21 671 792	8 007 991	1 818 267
<b>Non-current liabilities</b>				
Long term borrowings	1 663 989	184 599	1 663 989	36 397
Deferred tax liabilities	5 087 873	3 620 230	1 008 175	166 619
	6 751 862	3 804 829	2 672 164	203 016
<b>Current liabilities</b>				
Short term borrowings	1 361 955	4 220 827	1 361 955	1 254 326
Lease liability	193 640	96 822	177 123	28 431
Trade and other payables	7 174 816	5 909 367	7 174 816	1 357 069
Provisions	1 880 251	1 800 689	1 880 251	528 756
Dividend payable	1 444 861	293 038	1 444 861	86 048
Current tax liability	482 280	494 185	482 280	145 113
	12 537 803	12 814 928	12 521 286	3 399 743
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>46 064 818</b>	<b>38 291 549</b>	<b>23 201 441</b>	<b>5 421 026</b>
Net asset value per share (ZW\$ cents)	2 027,08	1 665,17	615,69	140,70

## Group Statement of Comprehensive Income

	INFLATION ADJUSTED		* HISTORIC COST	
	AUDITED Year Ended 31 March 2021 ZW\$ 000	AUDITED Year Ended 31 March 2020 ZW\$ 000	AUDITED Year Ended 31 March 2021 ZW\$ 000	AUDITED Year Ended 31 March 2020 ZW\$ 000
Revenue	40 446 986	29 074 811	33 206 284	4 193 260
Operating income	10 713 853	7 279 072	8 646 267	1 316 777
Finance charges	(128 576)	(545 479)	(68 872)	(82 151)
Finance income	401 424	225 313	381 133	37 567
Exchange Losses	(804 307)	(80 425)	(191 540)	(4 148)
Movement in legacy debt	(316 632)	(174 662)	(316 632)	(51 288)
Monetary loss	(1 491 181)	(2 001 835)	—	—
Share of profit of associates	777 397	367 302	583 419	34 568
Profit before tax	9 151 978	5 069 286	9 033 775	1 251 325
Income tax expense	(2 768 393)	(1 394 773)	(1 534 948)	(213 383)
Profit for the year	6 383 585	3 674 513	7 498 827	1 037 942
Other comprehensive income	699 948	257 985	638 935	125 380
<b>Comprehensive income for the year</b>	<b>7 083 533</b>	<b>3 932 498</b>	<b>8 137 762</b>	<b>1 163 322</b>
Profit for the year attributable to:				
Owners of the parent	6 752 043	4 337 251	8 028 492	1 165 564
Non controlling interest	331 490	(404 753)	109 270	(2 242)
	7 083 533	3 932 498	8 137 762	1 163 322
<b>Weighted average shares in issue (millions)</b>	<b>1 284,9</b>	<b>1 275,5</b>	<b>1 284,9</b>	<b>1 275,5</b>
<b>Earnings per share (ZW\$ cents)</b>				
Headline earning basis	471,02	319,81	575,11	81,55
Attributable earnings basis	525,50	340,03	624,84	91,38

## Group Statement of Cash Flows

	INFLATION ADJUSTED		* HISTORIC COST	
	AUDITED As At 31 March 2021 ZW\$ 000	AUDITED As At 31 March 2020 ZW\$ 000	AUDITED As At 31 March 2021 ZW\$ 000	AUDITED As At 31 March 2020 ZW\$ 000
<b>Cash flow from operating activities</b>				
Cash generated from operating activities	11 538 015	7 192 316	7 397 243	875 741
Increase in working capital	(2 508 351)	(5 669 740)	(1 957 065)	(477 521)
Cash generated from operations	9 029 664	1 522 576	5 440 178	398 220
Finance cost	(128 576)	(545 479)	(68 872)	(82 151)
Finance income	401 424	225 313	381 133	37 567
Foreign exchange losses	(1 120 939)	(255 090)	(508 172)	(55 436)
Effects of IAS 29	(1 816 356)	(6 008 847)	—	—
Income taxes paid	(1 228 513)	(121 247)	(1 110 168)	(21 713)
Net cash flow from / (utilised in) operating activities	5 136 704	(5 182 774)	4 134 099	276 487
<b>Cash flow from investing activities</b>				
Increase in loans and investments	(205 959)	(56 143)	(406 023)	(74 580)
Purchase of shares in subsidiary and brands	(2 048 808)	—	(601 614)	—
Purchase of property, plant and equipment to expand operations	(1 827 130)	(603 437)	(1 643 040)	(105 592)
Purchase of property, plant and equipment to maintain operations	(622 766)	(171 509)	(588 683)	(50 362)
Proceeds from disposal of property, plant and equipment	56 588	28 378	56 588	6 418
Net cash flow utilised in investing activities	(4 648 075)	(802 711)	(3 182 772)	(224 116)
<b>Cash flow from financing activities</b>				
Dividends paid	(676 971)	(272 570)	(600 111)	(54 650)
Repayment of borrowings	(627 495)	(43 252)	(627 495)	(40 827)
Loans raised	1 836 041	—	1 836 041	—
Increase in shareholder funding	2 645	82 352	1 516	4 218
Share buy back	(18 668)	—	(18 668)	—
Net cash generated / (utilised) in financing activities	515 551	(233 470)	591 283	(91 259)
Net increase /(decrease) in cash and cash equivalents	1 004 181	(6 218 955)	1 542 610	(58 888)
Cash and cash equivalents at beginning of year	763 632	6 982 587	225 203	264 091
Cash and cash equivalents at end of the year	1 767 813	763 632	1 767 813	225 203

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# Delta Corporation

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## Audited Financial Information

for the year ended 31 March 2021

### Group Statement of Changes in Shareholders' Equity

	INFLATION ADJUSTED		* HISTORIC COST	
	AUDITED Year Ended 31 March 2021 ZWS 000	AUDITED Year Ended 31 March 2020 ZWS 000	AUDITED Year Ended 31 March 2021 ZWS 000	AUDITED Year ended 31 March 2020 ZWS 000
Shareholders' equity at beginning of the year	21 671 792	21 231 302	1 818 267	802 997
Profit for the year	6 383 585	3 674 513	7 498 827	1 037 942
<b>Transactions with Owners:</b>				
Share options exercised	2 645	82 352	1 516	4 218
Share buy back	(18 668)	—	(18 668)	—
Forfeiture of shares	2 093	—	2 093	—
Recognition of share based payments	64 721	45 767	31 347	5 775
Other comprehensive income for the year	932 271	70 716	638 935	125 380
Recognition of currency change	—	(33 408)	—	(1 263)
Deferred tax adjustment	—	(2 551 507)	—	(63 734)
Adjustment arising from changes in non-controlling interest	(10 315)	—	(5 402)	—
Dividends declared	(2 252 971)	(847 944)	(1 958 924)	(93 048)
Shareholders' equity at end of the year	26 775 153	21 671 792	8 007 991	1 818 267
<b>Attributable to:</b>				
Owners of the parent	26 017 772	21 239 836	7 902 495	1 794 683
Non-controlling interest	757 381	431 956	105 496	23 584
	26 775 153	21 671 792	8 007 991	1 818 267

\* Refer to note 9

### Supplementary Information

	INFLATION ADJUSTED		HISTORIC COST	
	AUDITED Year Ended 31 March 2021 ZWS 000	AUDITED Year Ended 31 March 2020 ZWS 000	AUDITED Year Ended 31 March 2021 ZWS 000	AUDITED Year Ended 31 March 2020 ZWS 000
<b>1. Revenue</b>				
Gross sales	46 471 686	33 433 729	38 172 526	4 822 988
Less VAT and discounts	(6 024 700)	(4 358 918)	(4 966 242)	( 629 728)
<b>Revenue</b>	<b>40 446 986</b>	<b>29 074 811</b>	<b>33 206 284</b>	<b>4 193 260</b>
Less excise duty and levies	(5 616 071)	(3 619 940)	(4 532 650)	( 532 814)
<b>Net Sales</b>	<b>34 830 915</b>	<b>25 454 871</b>	<b>28 673 634</b>	<b>3 660 446</b>
<b>2. Depreciation of property, plant and equipment</b>	<b>1 436 603</b>	<b>1 616 030</b>	<b>508 451</b>	<b>98 695</b>
<b>3. Taxation</b>				
Current income tax expense	2 133 833	1 659 697	1 458 375	164 898
Withholding tax	201	2 588	182	197
Deferred tax - Arising during the year	634 359	(267 512)	76 391	48 288
	2 768 393	1 394 773	1 534 948	213 383
<b>4. Commitments for capital expenditure</b>				
Authorised by directors but not contracted	12 967 585	6 720 420	12 967 585	1 973 391

The capital expenditure is to be financed out of the Group's own resources and existing facilities.

### 5. Reportable segments

	Lager Beer ZWS 000	Sparkling Beverages ZWS 000	Sorghum Beer ZWS 000	Wines and Spirits ZWS 000	Total Reportable Segments ZWS 000	All Other Segments ZWS 000	Total ZWS 000
INFLATION ADJUSTED							
<b>31 March 2021</b>							
Segment revenue	16 295 162	5 498 485	14 930 465	3 448 686	40 172 798	1 236 235	41 409 033
Inter-segment revenue	—	—	—	—	—	(962 047)	(962 047)
External revenue	16 295 162	5 498 485	14 930 465	3 448 686	40 172 798	274 188	40 446 986
Segment operating income	4 719 575	760 113	2 508 330	1 095 937	9 083 955	1 629 898	10 713 853
<b>31 March 2020</b>							
Segment revenue	11 530 794	4 264 646	10 922 527	2 303 387	29 021 354	991 347	30 012 701
Inter-segment revenue	—	—	—	—	—	(937 890)	(937 890)
External revenue	11 530 794	4 264 646	10 922 527	2 303 387	29 021 354	53 457	29 074 811
Segment operating income	3 093 733	945 505	3 091 088	858 977	7 989 303	(710 231)	7 279 072
HISTORIC COST							
<b>31 March 2021</b>							
Segment revenue	13 130 869	4 556 957	12 552 367	2 710 990	32 951 183	1 437 120	34 388 303
Inter-segment revenue	—	—	—	—	—	(1 182 019)	(1 182 019)
External revenue	13 130 869	4 556 957	12 552 367	2 710 990	32 951 183	255 101	33 206 284
Segment operating income	3 962 915	625 945	1 938 951	821 065	7 348 876	1 297 391	8 646 267
<b>31 March 2020</b>							
Segment revenue	1 692 416	677 536	1 498 264	319 265	4 187 481	143 756	4 331 237
Inter-segment revenue	—	—	—	—	—	(137 977)	(137 977)
External revenue	1 692 416	677 536	1 498 264	319 265	4 187 481	5 779	4 193 260
Segment operating income	654 545	207 043	393 280	119 942	1 374 810	(58 033)	1 316 777

### Supplementary Information (continued)

#### 6. Corporate Information

Delta Corporation Limited (the Company) is a public limited company which is listed on the Zimbabwe Stock Exchange and incorporated and domiciled in Zimbabwe. The principal activities of the Company and its subsidiaries (the Group) include the manufacture and distribution of cold beverages and related value-added activities.

These annual financial statements have been prepared under the supervision of A Makamure FCA(Z), Executive Director – Finance, Registered Public Accountant, PAAB Number 0318 and have been audited in terms of the Companies and Other Business Entities Act (Chapter 24:31).

#### 7. Statement of Compliance

The financial statements of the Company and the Group have been compiled adopting principles from International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB), the International Financial Reporting Interpretations Committee (IFRIC) and the Companies and Other Business Entities Act (Chapter 24:31) and the Zimbabwe Stock Exchange regulations.

#### 8. Significant Accounting Policies

The condensed consolidated inflation adjusted financial statements have been prepared in accordance with the accounting policies adopted in the Group's last annual financial statements and applicable amendments to IFRS.

#### 9. Basis of Preparation

The condensed consolidated financial statements are presented in Zimbabwean dollars. They have been prepared under the inflation adjusted accounting basis in line with the provisions of International Accounting Standard (IAS) 29 - Financial Reporting in Hyperinflationary Economies. The Public Accountants and Auditors Board (PAAB) pronounced on 11 October 2019 that the Zimbabwean economy was trading under hyperinflationary conditions. The Directors have applied the guidelines provided by the PAAB and accounting bodies and applied the hyperinflation accounting principles.

Inflation adjusted financial statements have been drawn up using the conversion factors derived from the consumer price index(CPI) prepared by the Zimbabwe Central Statistical Office.

The conversion factors used to restate the financial statements are as follows:

	Index	Conversion Factor
31 March 2021	2 759,8	1,00
31 March 2020	810,4	3,41
<b>Average CPI for the 12 months to:</b>		
31 March 2021	2 083,5	1,49
31 March 2020	382,9	10,63

IAS 29 discourages the publication of historical cost results as the inflation adjusted results are the primary records. However, the historical cost results are included as supplementary information to allow for comparability during the transitional phase of applying the Standard and to meet most user requirements and therefore the auditors do not express an opinion on the historic figures.

#### 10. Currency of account

The financial statements are presented in the ZWS currency that was designated as the sole transactional, functional and reporting currency through Statutory Instrument 33 of 2019 (SI33/19) dated 22 February 2019 and Statutory Instrument 142 of 2019 (SI142/19) dated 24 June 2019.

The Government of Zimbabwe promulgated Statutory Instrument 85 of 2020 (SI85/20) which permitted the use of foreign currencies for domestic transactions. The Monetary Authorities introduced the Foreign Exchange Auction Trading System in June 2020. Whilst the Company was able to access foreign currency for some period during the year, it was not able to access this platform due to the rules relating thereto. There is a significant disparity between the auction exchange rates and the rates reflected by comparing the market prices of goods and services quoted in alternative currencies. The Zimbabwe businesses have relied mostly on foreign currency obtained through the sale of products on the domestic market in line with the multicurrency framework. International Accounting Standard 21 (IAS21) requires an entity to determine the functional currency based on the economic environment in which it operates. The entity does not believe that the official exchange rates prevailing during the financial year were, at all times, fairly reflective of the currency exchangeability and as such, has used an estimation process, which is allowed by IAS 21, with reference to the selling prices of goods in ZWS compared to US\$. Therefore, the exchange rate applied in translating the revenues to the reporting currency and as the spot rate used in translating other foreign currency denominated transactions has at times differed from the official rates.

The Directors have concluded that it is appropriate to report in the ZWS currency. The Directors would, however, like to advise users to exercise caution in the use of these condensed consolidated inflation adjusted financial statements in relation to the reporting currency and conversion to comparative currencies.

#### 11. Legacy Foreign Liabilities

The Group has legacy foreign liabilities of US\$18,8 million, being those amounts that were due and payable on 22 February 2019 when the authorities promulgated SI33/19 which introduced the ZWS currency, as distinct from the US\$, as the functional currency. The Group has registered these liabilities with the Reserve Bank of Zimbabwe and transferred to the Reserve Bank the ZWS equivalent of the foreign debts based on the USD/ZWS\$1:1 exchange rate in line with Directives RU102/19 and RU28/19 and as agreed with the Reserve Bank of Zimbabwe.

The cash cover deposits at the Reserve Bank of Zimbabwe have been disclosed as a financial asset. The following exchange losses and revaluation gains have been recorded in the statement of profit and loss:

	ZWS 000
Exchange losses on revaluation of foreign liabilities	(1 865 815)
Exchange gain on revaluation of financial asset	1 549 183
Net Loss	(316 632)

An amount of ZWS 1,56 billion was recorded as an unrealised foreign exchange loss relating to the legacy foreign debt amounts of US\$18,8 million. In compliance with IFRS, the deposit at the Reserve Bank of Zimbabwe represents a commitment to pay equivalent value in US\$ and has therefore been treated as a financial derivative translated at closing rate and discounted to Net Present Value of ZWS 1,57 billion. The difference between the Net Present Value and the face value of the financial asset of ZWS 12,7 million has been expensed. This unrealised net loss is expected to reverse on settlement of the instrument.

The Board notes that the authorities have not fully articulated the policy framework on the settlement of these liabilities. The divergence of market exchange rates and the interbank exchange rate creates a further risk that the “blocked funds” liabilities could be paid at exchange rates that are above the Reserve Bank of Zimbabwe settlement rates. The Board is confident that the Reserve Bank of Zimbabwe will continue to settle the legacy debts as per agreed framework.

#### 12. Acquisitions

##### 12.1 Acquisition of United National Breweries Private Limited (SA)

On 1 April 2020, Delta Beverages (Pvt) Ltd acquired 100% of the issued shares in United National Breweries (SA), a manufacturer of Traditional African Sorghum Beer in South Africa, for a consideration of ZWS 923 million in historic cost (ZAR636 million). The acquisition is expected to increase the group's market share and reduce cost through economies of scale.





# Delta Corporation

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## Audited Financial Information

for the year ended 31 March 2021

### Supplementary Information (continued)

#### 12 Acquisitions (continued)

##### 12.1 Acquisition of United National Breweries Private Limited (SA) (continued)

Details of the purchase consideration in historic cost are as follows:

	ZW\$ 000
<b>Purchase consideration</b>	
Cash paid	596 212
Long-term liability – vendor funding	326 250
Total purchase consideration	922 462

Goodwill realised is ZW\$285,53 million.

#### 12.2 Expansion of Coca-Cola franchise territory

The company acquired the bottling assets of Mutare Bottling Company and The Coca-Cola Company (TCCC) has extended the franchise arrangement to cover the entire country.

#### 13. Contingencies

##### 13.1 Assessed Taxes

The Special Court for Income Tax Appeal in October 2019 ruled in favour of the Company and reversed the tax assessments for the periods 2009 to 2014 of ZW\$27,8 million previously reported as a contingent liability. The Zimbabwe Revenue Authority has appealed against the judgement.

#### 13.2 Uncertain Tax Positions

There have been significant currency changes in Zimbabwe since 2018. These changes create some uncertainties in the treatment of transactions for taxes due to the absence of clear guidelines and transitional measures. There are further complications arising from the wording of the legislation in relation to the currency of settlement of certain taxes which give rise to interpretations that may differ with those of the tax authorities, giving rise to uncertainties in tax positions.

#### 14. Going Concern

The Directors have assessed the ability of the Group to continue as a going concern and believe that the preparation of these inflation adjusted consolidated financial statements on a going concern basis is appropriate.

The Board is concerned about the deteriorating operating environment as indicated by hyperinflation, rapid changes to the policy environment, weak local currency and the existence of multiple and disparate exchange rates. The access to foreign currency has however improved following the introduction of a foreign currency auction system and partial re-dollarisation. The legacy foreign liabilities are covered by the Reserve Bank of Zimbabwe arrangements as explained under Note 11, although the policy framework is not in place.

National Breweries Zambia recorded losses in the last three financial years and is reflecting a net liability position which includes amounts owed to the Parent. This is attributed mainly to declining demand and competition from illegal bulk beer and other forms of alcohol. The performance in the current year also reflects the impacts of exchange losses on amounts due to the Parent and the COVID-19 restrictions on trading and consumer activity and spending. Management is implementing various business recovery measures. In the short-term, the entity will require support from the Parent to ensure business continuity. It is expected that the entity will return to profitability in the near term. The funding gap reflected in the financial budgets for the coming year are within the credit limits approved by the Parent. This indicates uncertainty in relation to going concern having noted that the support from the Parent requires certain regulatory approvals, which are not yet in place. Management maintain that it is appropriate to report the entity on a going concern basis.

United National Breweries (RSA) was adversely affected by the prolonged alcohol bans during the lockdown measures imposed in that country to mitigate the COVID-19 pandemic. This has resulted in a depleted working capital position. Management is confident that the business will recover as the measures are relaxed. In the meantime, the entity has accessed some financial support from the Parent. There are uncertainties around going concern for the entity because of the ban on sale of alcohol due to COVID-19 restrictions.

The Coronavirus (COVID-19) pandemic that spread through all countries of the world has materially altered the operating environment and the Group's business prospects. The pandemic will have negative impacts on business operations arising from the restrictions in social and economic activities, heightened safety and health requirements and changes in demand patterns of the Group's products. The severity of the impacts cannot be reasonably estimated. The recent rollout of vaccination programs is expected to alleviate the spread and severity of the pandemic. The Group will adopt mitigatory measures to minimize the adverse impacts of the pandemic.

The Group's businesses in Zimbabwe and Zambia were allowed to operate, albeit at reduced levels during the lockdowns implemented by the authorities from April 2020. The businesses are adapting their operating models particularly to align product offerings and route to market to available distribution channels and consumption patterns.

#### 15. Audit Opinion

These condensed inflation adjusted consolidated financial results should be read in conjunction with the complete set of inflation adjusted consolidated financial statements for the year ended 31 March 2021, which have been audited by Deloitte & Touche. An unmodified opinion has been issued thereon. The auditor's report on the inflation adjusted consolidated financial statements is available for inspection at the Company's registered office and ZSE website. The engagement partner responsible for the audit was Brian Mabiza (PAAB Practice Certificate Number 0447).

#### 16. Subsequent Events

There are no subsequent events to report.

#### 17. Impairment Assessment of National Breweries Plc

Natbrew Plc has recorded losses in the last three reporting periods and reflects a net liability position. The performance was affected by the increased competition from the illegal bulk beer category, the increased cost of imported raw materials driven by the depreciation of the Kwacha and the impacts of the COVID-19 pandemic which affects consumer disposable incomes and access to the market. Management have concluded that the business remains a going concern as supported by the business recovery plan. The entity accessed working capital support from the parent company. The entity has booked an impairment loss against property, plant and equipment in compliance with International Accounting Standard 36 (Impairment of Assets), which was considered to have no material impact at Group level.

Consequently, the investment amount carried in the Parent and balances due to other Group entities have not been impaired. This is indicated at historical value of ZW\$ 895 million and inflation adjusted of ZW\$ 2,1 billion. This is compared to the market capitalization of the entity of ZW\$ 2,6 billion.

### Chairman's Letter to Shareholders

#### Dear Shareholder

The trading conditions during the year under review were largely driven by the world-wide restrictions to social and economic activity implemented by authorities in response to the advent of the novel coronavirus (COVID-19) pandemic. The measures included lockdowns, restrictions on travel and social gatherings and limiting the sale or consumption of alcoholic beverages.

The Zimbabwean economy was affected by the depreciation of the local currency and prevalence of multiple exchange rates, hyperinflation, and the reduced business activity arising from the COVID-19 lock downs. Consumer disposable incomes were further eroded by high inflation and low pay increases.

Some measure of macro-economic stability was registered following the relaxation of the use of foreign currency for domestic transactions and implementation of the foreign currency auction system. There were improvements in business performance during periods when the lockdown restrictions were relaxed, particularly during the last quarter of the calendar year 2020.

South Africa implemented bans on the sale of or trading in alcoholic beverages for most of the financial period. The Zambian economy was adversely affected by the depreciation of the Kwacha, high inflation and weakening economic fundamentals.

#### Effects of Coronavirus (COVID-19) on the business

The World Health Organisation (WHO) declared COVID-19 as a pandemic on 11 March 2020. The pandemic has significantly impacted global, domestic and human economic activity as governments implement measures to mitigate the transmission of the virus. In Zimbabwe and Zambia, the businesses were permitted to operate albeit at reduced levels during the various phases of lockdowns. South Africa adopted more stringent measures including bans on the sale of alcohol and restricting trading hours. The selling and distribution of beverages has been curtailed by the restrictions on movement and social gatherings, closure of on-premise consumption outlets and prohibition of other commercial and social activities that were deemed to pose a risk of spreading COVID-19. Business performance improved as the restrictions were relaxed, following declining infection rates in most countries.

The Group will continue to adjust its operating model and response to the COVID-19 pandemic, based on the best available medical and safety advice in order to avoid or reduce transmission of the disease through its activities. The Group recorded a total of 5 fatalities attributed to COVID-19 out of 175 confirmed positive cases since the advent of the pandemic in March 2020.

#### Trading Performance

##### Lager Beer

Lager beer volume grew by 17% compared to prior year. The volume recovery was mostly during the second and third quarters following the relaxation of the COVID-19 restrictions. The Group adopted strategies to stimulate demand through competitive pricing in an environment of weak consumer demand and currency related distortions in value chain costs.

There are ongoing efforts to inject additional glass bottles to drive volume and enhance consumer choice of brand and pack. The business will benefit from the opening of more trade channels as the COVID-19 restrictions are eased.

##### Sorghum Beer

In Zimbabwe, the sorghum beer volume declined by 7% compared to prior year, reflecting a notable recovery in the second half of the year. The sector was adversely affected by the limited access to key trade channels such as bars, beerhalls and bottle stores which were closed during most phases of lockdowns. The business relied on imported maize for most of the year.

Sorghum beer volume at Natbrew Plc (Zambia) grew by 6% over last year. The business faces significant competitive pressure from the illegal trading in bulk beer in addition to the cost pressures arising from the escalation in the cost of imported materials due to the impact of currency depreciation.

The South African entity, United National Breweries, was closed for extended periods as the authorities implemented very strict prohibitions on the sale and consumption of alcohol under the COVID-19 national lockdown measures. The entity is implementing volume recovery measures.

##### Sparkling Beverages

Sparkling beverages volume grew by 33% over last year, albeit from a low base. The business recorded a notable recovery in market share on the back of consistent product supply and competitive pricing. The category benefits from increased social and economic activities which were significantly curtailed during lockdowns.

The Group had its franchise territory extended to cover Manicaland Province at the end of the financial period. There were some constraints in the supply of key raw materials such as sugar and carbon dioxide which affected market supply during the period under review.

##### African Distillers

The entity recorded a volume growth of 31% compared to the prior year, driven by the spirits and ready to drink categories. The wine category was adversely affected by the limited trading through on-premise consumption outlets during hard lockdowns.

##### Schweppes Holdings Africa

The beverage volume was 1% below prior year indicating a notable recovery in main line crushes and syrups and the benefits from the relaunch of the Minute Maid Juice drinks. Volume was further impacted by the limited supply of sugar in addition to the extended COVID-19 lock downs.

##### Nampak Zimbabwe Limited

The entity is benefiting from the volume recovery in the beverages sector. The order fulfillment rate has been negatively impacted by the shortages of key raw materials such as resins and tinplate from the international markets and the COVID-19 related disruptions to international shipping and freighting.

#### Financial Performance

In inflation adjusted terms, the reported earnings before interest and tax (EBIT) of ZW\$10,7 billion is 32% above prior year. This reflects benefits from the volume recovery, inflation driven stock holding gains and tighter cost management.

In historic cost terms, the Group recorded revenue of ZW\$33 billion to achieve a 692% growth on the comparative year. The revenue growth was driven by inflation induced pricing across all product categories. Earnings before interest and tax grew by 557% over last year. Net finance cost of ZW\$195,9 million is a result of settlement discounts on foreign liabilities and foreign exchange gains. The Group remained cash generative closing the year with a net funding of ZW\$1,3 billion. The Group foreign currency exposure from legacy debt arrangement reduced to US\$18,8 million. Capital expenditure of ZW\$2,2 billion was below planned replacement levels due to foreign currency constraints at the front end of the year. This includes the acquisition of the bottling assets of Mutare Bottling Company.

#### Outlook

The Zimbabwean economy is projected to recover as the impact of the COVID-19 pandemic declines in response to the mitigatory measures and as the population adapts to living with the virus. The easing of the lockdown restrictions across the region is expected to rekindle economic activity and consumer spending. The improved cereals harvest will restore food security, reduce pressure on foreign currency required for imports and unlock discretionary spending. The businesses in Zimbabwe are expected to record a recovery in volume on the back of improved access to foreign currency through domestic Nostro sales, a stable exchange rate and slower inflation.

The business in Zambia is expected to benefit from the election related activities during the year.

The Company will continue placing the safety and health of its workers first, abiding by best practice and protocols dictated by the authorities while seeking to leverage any opportunities to recover volume and achieve profitability.

#### Management Changes

Mr Pearson Gowero steps down, on retirement, as Chief Executive Officer and director of the Company on 30 June 2021, drawing to a close a distinguished career with the Group spanning nearly 25 years. Pearson was appointed as the Chief Executive Officer in June 2012, having joined the Group in March 1997. He started at Chibuku Breweries in marketing and rose to become the Divisional Managing Director. He was appointed to the Delta board in 2003 as Executive Director responsible for the beverages business sales and distribution operations. Mr Gowero was seconded to SABMiller Africa in 2006 where he served as Managing Director of Zambian Breweries Group until his return to Delta as Chief Operating Officer in 2011. Pearson has provided leadership to the Group during a period of significant business challenges in the operating environment.

The Board and management of Delta wish to thank Mr Gowero for his valued contribution to the Group and wish him well in his retirement and future endeavours.

The Board announced on 25 March 2021 that Mr Mathogonolo Valela had been appointed as Chief Executive Officer with effect from 1 July 2021. Matts has been the Group Finance Director since July 2011. He will immediately assume the role of Chief Operating Officer. Mr Valela joined the Group in December 1996 and has occupied various roles of increasing seniority in operational finance and accounting, becoming the Group Treasurer in 2003.

Matts is a Chartered Accountant who served articles with Schmullian & Sibanda Chartered Accountants and holds a Bachelor of Technology - Accountancy degree from the University of Zimbabwe. He has participated in leadership and executive development programmes run by leading global institutions.

The Board congratulates Mr Valela on his appointment and is confident that he will leverage his wealth of knowledge, strategic insights and passion to drive business growth.

Mr Alex Makamure has been appointed as the Group Finance Director with effect from 1 April 2021. Alex is currently the Company Secretary and Group Treasurer with functional responsibility for Corporate Affairs and Supply Chain. Mr Makamure joined the Group in 1998 as Finance Manager at Chibuku Breweries Division becoming Divisional Finance Director in 2002.



# Delta Corporation

LIMITED

## Audited Financial Information

for the year ended 31 March 2021

### Management Changes (continued)

He served as the General Manager Finance for the combined beverages business from 2003 until his appointment as Company Secretary in January 2006. Alex is a Chartered Accountant (FCAZ) who served articles with Coopers & Lybrand. He holds a Bachelor of Accountancy degree from the University of Zimbabwe and a Bachelor of Laws(LLB) degree from the University of London.

The Board congratulates Mr Makamure on his appointment and wishes him success in this position.

### Directorate

The Board advises of the pending retirement of the Chairman Mr Canaan Dube who is not seeking re-election at the forthcoming annual general meeting on 30 July 2021. Mr Dube has been a director since 2004 and was Chairman from 2010. The Board pays tribute to Mr Dube for his distinguished service to the Company over the years.

### Dividend

The Board declared a final dividend of ZW\$105 cents per share to be paid on 06 July 2021. This brings the total dividend for the year to ZW\$150 cents per share.

For and on behalf of the Board

**CF Dube**  
Chairman  
9 June 2021

### Dividend Notice to Shareholders

NOTICE is hereby given that the Board of Directors has declared a Final Dividend, Number 127, of ZW\$105 cents per share payable in respect of all the qualifying ordinary shares of the Company to be paid out of the profits for the current financial year. This will be payable to shareholders registered at the close of business on 25 June 2021. The dividend will be paid by direct transfers or other approved forms of payment as per the following timetable.

ACTION	DATE
Announcement Date	10 June 2021
Last Date to Trade – cum dividend	22 June 2021
Share Trade Ex Dividend	23 June 2021
Last Record Date (LRD)	25 June 2021
Payment Date	06 July 2021
Dividend Per Share	ZW\$105 cents
Dividend Amount	ZW\$1 350 million

By Order of the Board

**A Makamure**  
Company Secretary  
9 June 2021



# Delta Corporation

LIMITED

UNAUDITED FINANCIAL INFORMATION FOR THE PERIOD ENDED 30 SEPTEMBER 2019

# DESIGNATED DRIVER

Stop Road Carnage. Don't Drink and Drive

