



DELTA CORPORATION LIMITED

ANNUAL REPORT 2013

*The Future Is In Our Brands*





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## Organisational Vision

### STRATEGIC INTENT

We are, and seek to remain, an integrated Total Beverage Business dominating the beverage market in Zimbabwe.

### MISSION STATEMENT

To grow the value of the business in real terms on a sustainable basis. We will achieve this through offering our customers outstanding service and through rigorous attention to the health of the business at all times. By so doing we will seek to enhance the value we create for all our stakeholders.

### BUSINESS ETHOS

To achieve excellence and to ensure survival, growth and profitability, Delta employees will be guided by the following business ethos:

- A desire to serve consumers and customers with passion
- A culture driven by the desire to improve and to excel in all we do
- A bias towards action
- A belief that the destiny of the Company is in our hands.

“IF IT IS TO BE, IT IS UP TO US.”

## Company History

Delta Corporation Limited is an integrated total beverage company with a diverse portfolio of local and international brands in lager beer, traditional beer, soft drinks and other non-alcoholic beverages. It has investments in associate companies whose activities are in cordials and juice drinks and wines and spirits.

The Company is listed on the Zimbabwe Stock exchange and was first listed in 1946 as Rhodesia Breweries Limited. Its origins, however, date back to 1898 when the country's first brewery was established in Cameroon Street, (Salisbury) Harare, from where the brewing industry developed into a major industrial and commercial operation.

By 1950, the Company had built the Sable Brewery in Bulawayo, producing pale ale, milk stout and Sable Lager. Over the years the Company continued to expand

its portfolio of businesses and diversified its brewing base. In 1978 the name was changed to Delta Corporation Limited and the Company assumed the mantle of a holding company for a broad range of interests serving the mass consumer market. These included lager and sorghum beer brewing, bottling of carbonated and non-carbonated soft drinks, supermarket and furniture retailing, tourism and hotels and various agro-industrial operations.

The hotel, supermarket and furniture retailing businesses were demerged from the Group in 2001 to 2002 resulting in the Group focusing on the core beverages sectors.

Delta Corporation Limited is principally an integrated total beverage company with a diverse portfolio of local and international brands.



## Value Statements

### OUR PEOPLE ARE OUR ENDURING ADVANTAGE

The calibre and commitment of our people set us apart

We value and encourage diversity

We select and develop people for the long-term

Performance is what counts

Health and Safety issues receive priority attention

### ACCOUNTABILITY IS CLEAR AND PERSONAL

We favour decentralised management and a practical maximum of local autonomy

Goals and objectives are aligned and clearly articulated

We prize both intellectual rigour and passion for our work

We are honest about performance

We require and enable self-management

### WE WORK AND WIN IN TEAMS

We actively develop and share knowledge within the Group

We consciously balance local and Group interests

We foster trust and integrity in internal relationships

We encourage camaraderie and a sense of fun

### WE UNDERSTAND AND RESPECT OUR CUSTOMERS AND CONSUMERS

We are endlessly concerned with our customers' needs and perceptions

We build lasting relationships, based on trust

We aspire to offer the preferred choices of product and service

We innovate and lead in a changing world

### OUR REPUTATION IS INDIVISIBLE

Our reputation relies on the actions and statements of every employee

We build our reputation for the long term

We are fair and ethical in all our dealings

We benefit the local communities in which we operate

We endeavour to conduct our business in an environmentally sustainable manner



We have a solid skills base in the business and are grateful for their dedication and loyalty to the Group.

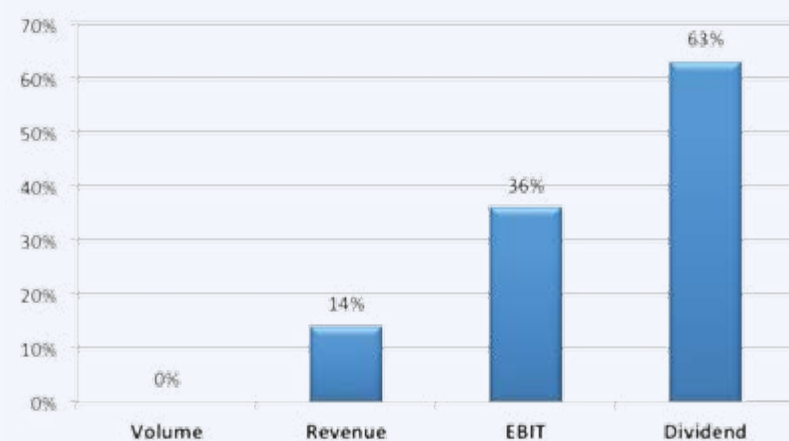


## Financial Highlights

FOR THE YEAR ENDED 31 MARCH

	2013	2012	2011	2010
GROUP SUMMARY (US\$000)				
Revenue	631 276	554 767	408 001	281 291
Earnings before interest, tax depreciation and amortisation	161 519	118 660	81 720	48 922
Profit for the year	104 123	75 206	54 114	39 685
Attributable earnings	102 472	73 747	53 012	35 534
Net Borrowings	( 3 517)	( 25 803)	( 19 016)	( 7 689)
Total Assets	561 938	467 146	347 107	254 999
Market capitalisation	1 406 314	810 632	827 128	550 324
SHARE PERFORMANCE (US CENTS)				
Earnings per share				
Attributable earnings basis	8,49	6,22	4,50	3,45
Cash equivalent earnings basis	11,19	9,25	5,91	3,42
Cash flow per share	13,46	10,04	7,63	0,40
Dividends per share	3,40	2,08	1,50	-
Net asset value per share	28,21	22,25	17,66	13,74
Market price per share	115,00	68,00	70,00	47,50
FINANCIAL STATISTICS(%)				
Return on equity (%)	30,09	27,94	25,05	22,20
Operating margin (operating income to net sales) %	24,73	20,48	19,53	15,83

### % CHANGE OVER PRIOR YEAR



The Group's financial performance was very pleasing benefitting from a sustained focus on increased contribution of premium brands, improved productivity and margin expansion.





## Chairman's Statement



### INTRODUCTION

The Group's financial performance was very pleasing benefitting from a sustained focus on increased contribution of premium brands, improved productivity and margin expansion. This strong performance was achieved in a difficult trading environment particularly in the last quarter of the financial year arising from the slow-down in consumer spending and the tight liquidity conditions in the market.

### VOLUME AND OPERATIONS REPORT

Total beverage volumes of 6,9 million hectolitres were flat on prior year.

#### Lager Beer

Lager beer grew 4% led by our premium brands. We have continued to innovate in packaging with the introduction of one way bottles on both premium and mainstream brands at the back of improved plant capacity and an increased returnable bottle float. A new packaging line was commissioned at Southerton Brewery in September 2012. The increase in excise duty from 40% to 45% in December 2012, whilst forcing a marginal price increase at the manufacturer level, resulted in the disruption to retail pricing thus slowing off-take in the last trading quarter. The effective excise rate is now higher than the regional average.

#### Sparkling Beverages

Sparkling beverages grew 9% supported by improved availability and higher growth on the premium

convenience packages. A new PET bottling line was installed in Bulawayo in November 2012 and has boosted the contribution of the convenience package offerings.

#### Sorghum Beer

Sorghum beer volumes were down 8%, partly affected by the poor agricultural season and a raw material cost induced price increase.

#### Maheu

Maheu volume grew 42% on prior year benefitting from the shift from importation to local production.

### FINANCIAL RESULTS

Group revenue grew by 14% as a result of an improved sales mix and minimal price increases. Earnings before interest and tax grew by 37% leveraged by improved productivity and process efficiencies. Most pleasing is the growth of the EBIT margin by 4,3% to 24,73% reflecting an increased retention of value generated. Net finance costs were 78% below last year due to improved average cash holdings during the year.

Cash generated from operating activities increased by \$44 million over prior year to \$165 million. Working capital increased marginally by \$5 million despite the increase in raw material stock holding to mitigate anticipated shortages and optimise operations on the back of a healthy cash position.

Capital expenditure was \$83,6 million as we invested in production capacity and returnable containers. Cumulative capital expenditure since 2009 when the



## Chairman's Statement



The Group revenue grew by 14% as a result of an improved sales mix and minimal price increases.

economy dollarised amounts to \$287,5 million.

Net debt stood at \$3,5 million primarily due to higher cash generation.

### GROWING WITH OUR COMMUNITIES

While focusing on growing financial performance, we know we are expected to do more as a truly good Zimbabwean Corporate citizen. We continue to have a bias towards the development of local suppliers from agriculture to other value chain inputs to encourage employment creation. The Group prides itself in creating rewarding and sustainable career opportunities for all its employees while at the same time contributing meaningfully to the fiscus through the various taxes remitted to government. Total tax remittances for the year amounted to \$173 million.

### OUTLOOK

Trading conditions are expected to be broadly unchanged. We plan to drive growth by further strengthening our brand portfolio and manufacturing process capabilities while focusing on cost effectiveness to deliver sustained value to our shareholders.

### DIRECTORATE

Mr Daud Taranhike resigned from the Company and the Board at the end of March 2013 having been with the Group for 21 years and the last 7 years as a member of the group management committee. We thank him for his contribution over the years.

### DIVIDEND

The Board has recommended a final dividend of US2,23 cents per share to be paid to shareholders on 12 June 2013. This brings the total dividend for the year to 3,4 cents, a 63% increase over prior year.

C.F Dube  
Chairman  
10 MAY 2013



## Review of Operations

### BEVERAGES BUSINESS - OVERVIEW

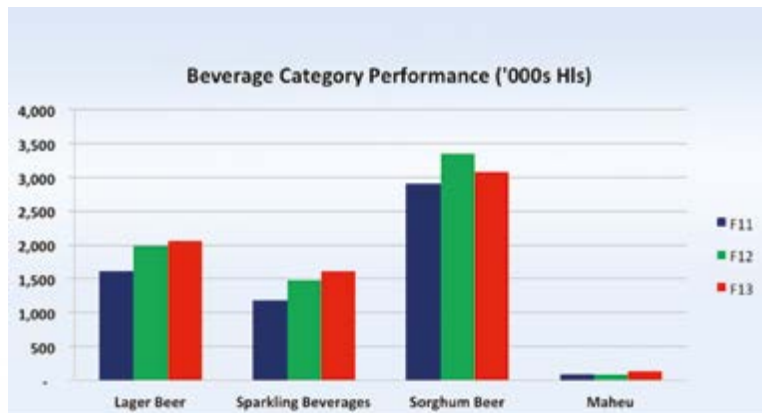
The year under review witnessed some mixed performance with the last quarter of the financial year dampened by sagging aggregate demand. The buoyant volume growth that was recorded in the first half of the year tapered off due to the difficult trading environment driven by the slow-down in consumer spending and the tight liquidity conditions in the market. This was also in part due to the poor 2012 agricultural season and the perceived sub-optimal producer prices for cash crops particularly cotton.

An analysis of the regional volume performance indicates that the provinces of Masvingo and Midlands benefited from both formal and informal mining activity, whilst Mashonaland East had a boost from agriculture, as more farmers have moved to tobacco.

The retail sector witnessed a number of store closures in the face of strengthening competition from the

established chains, reduced consumer spending and the tight liquidity. This has necessitated the stringent administration of the credit control policies. There are signs of a stressed wholesale channel particularly in urban centres which gives rise to the clamour for improved wholesale margins. The route to market is being adjusted to focus on direct deliveries to retail customers in an effort to improve customer service.

To meet the ever-changing consumer tastes and preferences, the Group invested in capacity and capability to supply non-returnable bottles, cans and PET and other premium product offerings. As articulated in the sustainable development section of the report, the Company has a fully developed strategy and programmes that aim to minimise the environmental impact of the package waste from our beverages. Considerable strides have been made in setting up collection, recycling and disposal operations in partnership with other industry players and environmental agencies.



*The route to market is being adjusted to focus on direct deliveries to retail customers in an effort to improve customer service.*



## Review of Operations

The Group invested in capacity to fully supply the market.





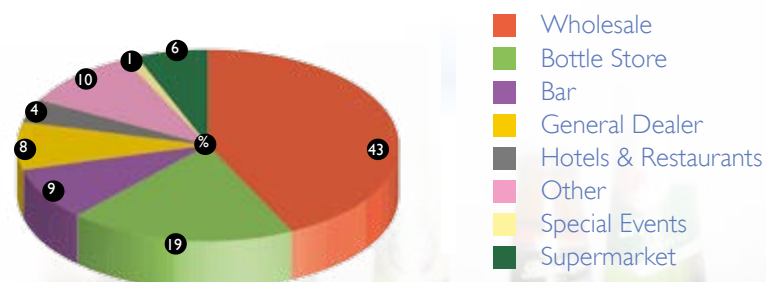
## Review of Operations

### LAGER BEER BUSINESS

Lager beer volumes, led by our flagship brand Castle Lager, reached a new record high of 2,06 million hectolitres and closed the year at 4% above prior year. A new packaging line (the third since 2009) was commissioned at Southerton Brewery in November 2012. The other investments related to the expansion of the brewing capacity through installation of brewing and storage vessels at both Harare and Bulawayo, new dissolved oxygen and CO<sub>2</sub> plants, beer filtration and other ancillary equipment. This has stabilised the supply of our brands and packs thus enabling us to meet the diverse consumer needs and consumption occasions. The technological upgrades coming with this investment have enabled the exciting packaging innovations such as the use of decorated foils, introduction of the non-returnable bottle for our premium brands and the local production of Castle Lite. Even more pleasing is the 25% growth in the premium category led by Golden Pilsener. We are confident that our products will continue to delight our consumers as reflected by the increase in market shares.

*We are confident that our products will continue to delight our consumers.*

LAGER BEER TRADE CHANNEL SALES % CONTRIBUTION



We will continue to renovate the look and feel of our brands. Of particular note is the recent introduction of the Calabash bottle and improved brand graphics for our mainstream category.

Enhancements in our route-to-market have also ensured that we continue to service the market more efficiently. The customer service ratings done by an independent research house indicate some great strides in areas such as order fulfilment, cooler placement and delivery times.

We have continued with our vigorous brand support activities such as the Castle Lager Premier Soccer League, T20 Cricket, the running of the 50th edition of the Castle Tankard, the Golden Pilsener Zimbabwe Golf Open, HIFA, the Miller Music Tour, Carling Black Label Pool Tournament, the Zambezi Kariba International Tiger Fishing Tournament and the Lion Lager Summer Festival.

## Review of Operations

Lager beer volumes, reached a new record high of 2,06 million hectolitres and closed the year at 4% above prior year.





## Review of Operations

### SPARKLING BEVERAGE BUSINESS

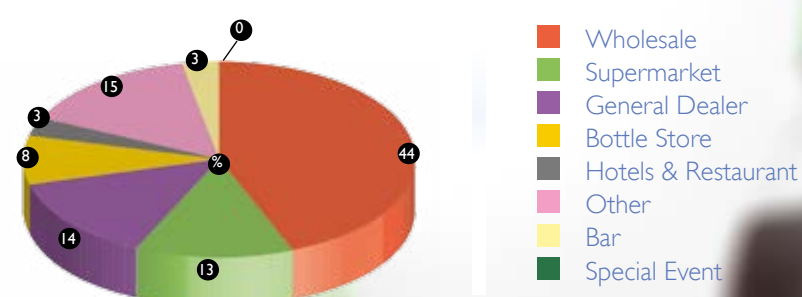
Sparkling beverage volumes continue to grow and closed the year strong at 9% above prior year in the face of increased alternative propositions available on the market. Our investment in additional PET bottling capacity at the new Bon Accord facility in Bulawayo has ensured that we are able to provide adequate supply of the convenient pack to our consumers. This project involved the resuscitation of an old factory and installing services and production plant at a cost of \$12 million. This investment was welcomed with excitement by all stakeholders particularly in the City of Bulawayo which is currently witnessing significant disinvestments. There is however need for the authorities to address some of the challenges with respect to the supply and quality of potable water.

Superior market execution ensured we continue to be the leader in the non-alcoholic carbonated soft drink category. The brand presence has been boosted by the significant deployment of the branded coolers and other merchandising equipment. Our sponsorship of schools soccer, the Powering Education Promotion and HIFA helped compliment the efforts of the sales teams.

The on-going investments will be crucial in defending our market share in view of the proliferation of alternative beverages and competition from other imported brands. The programme to change over to new light weight bottles is on-going particularly for Coke and Fanta, which has seen a significant improvement in the package quality.

*Superior market execution ensured we continue to be the leader in the non-alcoholic carbonated soft drink category.*

SPARKLING BEVERAGE TRADE CHANNEL SALES % CONTRIBUTION



## Review of Operations

Sparkling beverage volumes continue to grow and closed the year strong at 9% above prior year.





## Review of Operations

### SORGHUM BEER BUSINESS

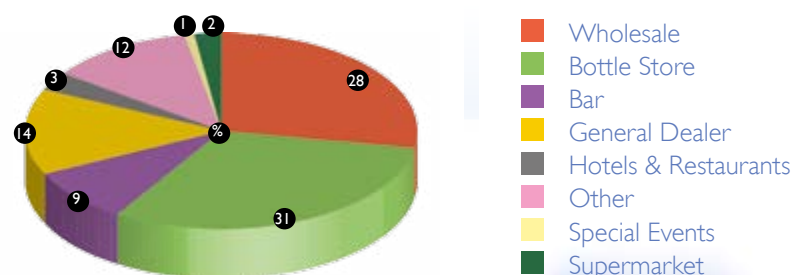
Sorghum beer volume was soft with volume ending the year 8% below prior year. This volume performance was largely due to the poor agricultural season and the higher price increase that was taken to restore business margins against firming grain prices. Erratic utilities supplies at our country operations continue to have a negative impact on operational efficiencies.

Our investment in new packaging technology for the revolutionary Chibuku Super brand came on stream

at the tail end of the financial year. This exciting development will certainly change the face of the sorghum beer category. The new Chibuku Super is a shelf stable product which will be the first of its kind in this country and is poised to generate considerable consumer support. Our sponsorship properties of the Chibuku Road-to-Fame and Neshamwari Dance Festivals as well as promotions such as Bata Scud, Bata Mafaro were a source of excitement for our loyal consumers.

*Our investment in new packaging technology for revolutionary Chibuku Super brand came on stream at the tail end of the financial year.*

SORGHUM BEER TRADE CHANNEL SALES % CONTRIBUTION



## Review of Operations

The new Chibuku Super is a long-life shelf stable product which will be the first of its kind in this country and is poised to generate considerable consumer support.





## Review of Operations

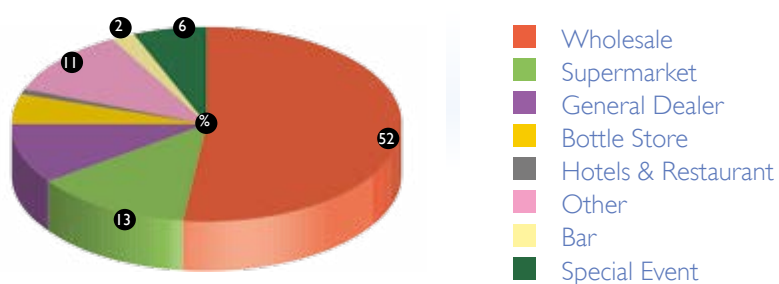
### MAHEU BUSINESS

Shumba Maheu volumes grew 42% above prior year. This growth was due to a number of factors including increased brand awareness initiatives, aggressive trade execution activities and improved countrywide distribution riding on our sparkling beverages distribution platform. The business benefited

significantly from the localisation of production at the Willowvale facility. The Shumba Maheu brand has gained a strong foothold and delivered meaningful volumes and revenues. Some exciting projects are in the innovation pipeline which will see the Shumba brand attain a leadership position in the Maheu and adjacent segments.

*Some exciting projects are in the innovation pipeline which will see the Shumba brand attain a leadership position in the Maheu and adjacent segments.*

MAHEU CHANNEL SALES % CONTRIBUTION



## Review of Operations

Shumba Maheu volumes grew 42% above prior year.





## Review of Operations

### TRANSPORT OPERATIONS

The Group continues to revamp its transport fleet through the injection of new heavy motor vehicles. The running fleet complement comprises 208 prime mover vehicles and 438 trailers, travelling some 9,8 million kilometres during the year. There were notable improvements in vehicle utilisation and efficiency which translated into the reduction in fuel consumption and hence the running cost per kilometre. We began the program to inject light weight trailers as part of the projects to increase vehicle productivity through an increase in vehicle payloads and reduction in fuel consumption. In the case of forklifts, the research and development has focused on introducing more durable tyres and double fork units that improve warehouse operations and reduce vehicle turnaround times.

The aesthetics of the vehicles is being enhanced, focusing on fitment of branded curtains on trailers and upgrade of paint quality, realising that the over 200 vehicles on the roads everyday are our moving billboards which offer a communication platform for pricing and consumer promotions information.

The Division continues to invest in driver training in order to reduce the frequency of accidents.

*The aesthetics of the vehicles is being enhanced, focusing on fitment of branded curtains on trailers and upgrade of paint quality.*

The installation of tracking devices has allowed the monitoring of driver performance on routes and has helped entrench good management practices.



### MALTINGS

The barley intake from the 2012 winter crop was 37 705 tonnes from 7 150 hectares contracted for the season. The yield improved to 5,3 tonnes per hectare from 5,0 tonnes per hectare achieved the previous season. The improvement in yields is attributed to the more stable supply of electricity due in part to lower demand from other sectors of the economy, although intermittent outages were experienced in most areas. There were some output losses due to frost damage and pest invasions. The contracts for 2013 are in place and target an improvement in yields.

The stability in the Zimbabwean barley scheme will allow some engagements with regional malt customers for the resumption of exports. There are on-going engagements with stakeholders in the



## Review of Operations

agricultural value chain in order to reduce farming costs, improve yields and enhance productivity and price competitiveness for both barley and malt.

The barley malting operation recorded a throughput of 33 000 tonnes which covered the domestic lager requirements and the toll malting arrangement for Zambia.

The sorghum malting operation at Aspindale in Harare witnessed a decline in throughput for the year due to the reduced malt off take from the sorghum beer industry. The anticipated red sorghum intake from the 2012/13 marketing season is expected to be lower than target due to the erratic rainfall and low farm yields. A total of 7 200 hectares were contracted from both the commercial and communal farming sectors with a target intake of 11 500 tonnes. The Company is importing some limited quantities of white low tannin sorghum from the region to cover requirements to the next harvest.

Research and development work on both barley and sorghum varieties is continuing, which is expected to result in improved agronomic and brewing performance.

### MEGA PAK ZIMBABWE

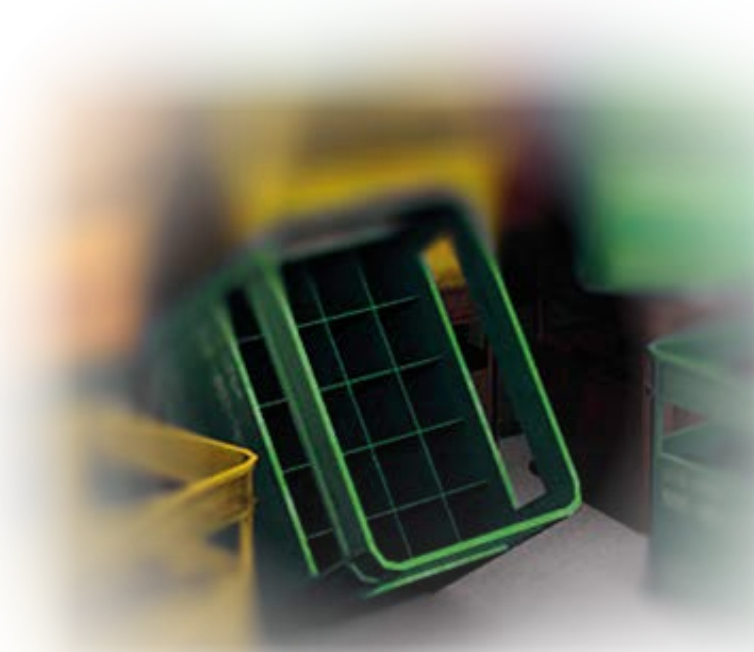
The plastic packaging volumes sold for the year, at 9 451 tonnes, were 27% up on last year driven by the PET preforms and the blow moulding products. The additional capacity that came on stream in the later part of the prior year in the two factories was available for the entire current year and benefited from the roll-out and market growth of new products such as the Minute Maid Juice Drinks, Shumba Maheu and additional pack sizes for sparkling beverages.

The large injection moulding factory recorded a volume growth of 5%, benefitting from the conversion from wooden crates by the horticultural and household users. PET packaging sales volumes decreased by 6% due to mixed performance in the edible oils and cordials sectors as customers continued to experience difficulties with working

capital and competition from imports of finished product. There was however some capacity limitation to service the sparkling beverages sector. This capacity shortfall has been addressed by the recent investment in a PET preform making machine as the sparkling beverages business converts to onsite bottle blowing. The PET Preform sales volumes rose by 160% and contributed a significant 26% of total sales volumes. Further growth is anticipated from sales into the sorghum beer sector following the introduction of a new product which is packaged in a PET bottle.

The blow moulding factory sales volumes grew by 33% driven by the Maheu and dairy fruit mix sectors which benefited from the investment in the M12 Urola machine that was commissioned in the latter half of the prior year. Demand in this category remains strong hence a further investment in capacity is planned for July 2013.

The financial performance was satisfactory although this was impacted by the slow payments by customers in an environment of tight liquidity and pressure on margins from cross-border competitors who are benefitting from the depreciation of the Rand.



*The large injection moulding factory recorded a volume growth of 5%, benefiting from the conversion from wooden crates by the horticultural and household users.*



## Review of Operations : Associates

### SCHWEPPE'S ZIMBABWE LIMITED

The beverage volumes for the year ended December 2012 were 14% up on prior year on an undiluted basis. The volume outturn was affected by the juice supply bottlenecks experienced during the year. A marginal price increase was taken to mitigate the impact of higher cost of imported juices and some key raw materials. The new range of Minute Maid Juice Drinks was launched in July 2012 following the installation of a state of the art hotfill packaging line. These new products, particularly the Minute Maid Pulp Orange, have excited the market and volume off-take is encouraging.

The demand for the dilutables tapered in the later part of the year as the economy reflected signs of stagnation. The volumes responded positively to the roll-back of the retail prices of Mazoe Orange Crush in March 2013 hence overall volumes for the quarter to March 2013 were 20% above prior year. The price roll-back was done in collaboration with all the value chain partners to minimise the value loss to the business. Our brands continue to maintain dominant market shares in the cordials, still water and nectars segments whilst the Minute Maid brand has gained significantly in the juice drinks category.

The business continues to invest in the market place with a significant deployment of cold drink equipment to support the still water and the ready to drink product offerings. The route to market has been revamped to focus on direct deliveries to retail customers.

Profit margins were satisfactory during the year although there was some slight reduction as the sales mix was swayed away from core flavours during

the periods of shortages of juice concentrates. The Group's after tax share of profits from this investment, which is accounted for as an associate company amounted to \$2.2 million for the year to March 2013.

In the current year the business will focus on expanding the product portfolio to include the introduction of take home juice drinks packs, re-launch of the Ripe n Ready range in a 400 ml pack and expanding into the sports drinks category. The capital expenditure projects will focus on investments that enhance productivity, stabilise utilities supplies and improve product quality.

### AFRICAN DISTILLERS LIMITED

Our associate company Afdis, continues to register growth in both volumes and revenues driven by an aggressive market penetration strategy. Volumes for the nine months to March 2013 are 22% up on prior year. Sales of imported wines and ciders are improving with the business considering the local production of some of the key brands to counter the risks associated with the volatility of the Rand and increases in informal imports.

The company continues to work with industry bodies such as Zimbabwe Alcoholic Beverages Manufacturers Association on programmes that promote responsible consumption of alcohol.

Overall profitability is improving as the company reported a profit after tax of \$1.0 million for the six months to December 2012.

## Review of Operations

We plan to drive growth by further strengthening our brand portfolio and manufacturing process capabilities.





## Report of the Directors

The Directors present their Sixty-Sixth Annual Report together with the Audited Financial Statements of the Group for the year ended 31 March 2013.

### YEAR'S RESULTS

The year's results are presented in United States Dollars which is the functional currency applicable to the Group.

	US\$000
Earnings attributable to Shareholders	102 472
Transfer from share option reserve	3 028
	<u>105 500</u>
Less Dividends	
Interim     \$0.0117 per share paid December 2012	14 069
Final       \$0.0223 per share payable June 2013	27 270
Share Buy Back	4 300
Add	
Distributable Reserves at the beginning of the year (net of proposed dividends)	214 006
Distributable Reserves at the end of the year (net of proposed dividends)	<u>273 867</u>

### PROPERTY, PLANT AND EQUIPMENT

Capital expenditure (inclusive of returnable containers) for the year to 31 March 2013 totalled \$83.6 million. The capital expenditure for the year to 31 March 2014 is planned at \$66 million.

### INVESTMENTS

The Company's effective shareholding in African Holdings Limited is 28,4% and that in Schweppes Zimbabwe Limited is 49%.

### SHARE CAPITAL

The authorised share capital of the Company was redenominated in 2009 to US\$14,0 million comprising 1,400,000,000 ordinary share of US\$0.01 (one cent) each. The issued share capital has increased by the allotment of 35 257 100 ordinary shares in accordance with the share option schemes. The ordinary shares in issue are 1 227 362 815. The Company held a total of 4 480 980 of its own shares as treasury stock.

Accordingly, the issued share capital is now \$36,3 million comprising nominal capital of \$12.3 million and share premium of \$24,0 million. The number of shares currently under option is 34 107 420.

### DIVIDENDS

The Board declared an interim dividend of 1,17 US cents per share and a final dividend of 2,23 US cents per share. This brings the total dividend in respect of the year ended 31 March 2013 to 3,40 US cents per share.

### RESERVES

The movements in the Reserves of the Group and the Company are shown in the Consolidated Statement of Comprehensive Income, Group and Company Statements of Changes in Equity and in the Notes to the Financial Statements.

### DIRECTORS

Mr J A Kirby was appointed to the Board on 27 July 2012 and retires at the end of his interim appointment.

Mr D Taranhike resigned from the Company and the Board at the end of March 2013.

Mr M J Bowman, Mr C F Dube and Professor H C Sadza are due to retire by rotation. Together with Mr J A Kirby, they are eligible and they will offer themselves for re-election.

## Report of the Directors

No Director had, during or at the end of the year, any material interest in any contract of significance in relation to the Group's businesses. Mr C F Dube is a senior partner at Dube, Manikai and Hwacha Legal Practitioners, a firm that provides legal services to the Group. The beneficial interests of the Directors in the shares of the Company are shown in note 18 of the financial statements.

### BOARD ATTENDANCE (From 1 April 2012 to 31 March 2013)

NAME OF DIRECTOR	MAIN BOARD		AUDIT COMMITTEE		REMUNERATION COMMITTEE	
	ATTENDED	POSSIBLE	ATTENDED	POSSIBLE	ATTENDED	POSSIBLE
MR P GOWERO	4	4	2	2	3	3
MR M J BOWMAN	4	4			2	2
MR C F DUBE	4	4	2	2	4	4
MR S J HAMMOND	4	4			4	4
MR M P KAROMBO	4	4				
MR J A KIRBY	3	3			2	2
MR E R MPISAUNGA	4	4				
MR J S MUTIZWA	1	1	1	1	1	1
MR LEM NGWERUME *	0	4				
PROF H C SADZA	3	4				
MRT N SIBANDA	4	4	2	2		
MR D TARANHIKE	4	4				
MR M M VALELA	4	4				
MR G J VAN DEN HOUTEN	1	1				
MR G NEL			2	2		

\*Mr L E M Ngwerume was granted leave of absence not to attend a number of the board meetings. He however held separate briefings with the Chairman and Chief Executive Officer.

### AUDITORS

Members will be asked to appoint Deloitte & Touche as Auditors for the Company for the ensuing year.

### ANNUAL GENERAL MEETING

The Sixty- Sixth Annual General Meeting of the Company will be held at 12:00 hours on Wednesday 24 July 2013 at the Registered Office of the Company at Sable House, Borrowdale, Harare.

### BY ORDER OF THE BOARD



**C F DUBE**  
Chairman



**P GOWERO**  
Chief Executive



**A MAKAMURE**  
Company Secretary

10 May 2013



## Corporate Governance At Delta

### THE DELTA CODE

Delta personnel are committed to a long-published code of ethics. This incorporates the Company's operating, financial and behavioural policies in a set of integrated values, including the ethical standards required of members of the Delta family in the interface with one another and with all stakeholders. There are detailed policies and procedures in place across the Group covering the regulation and reporting of transactions in securities of Group companies by Directors and officers. The Code is applicable to the Company and its subsidiaries.

### STAKEHOLDERS

For many years Delta has formalised its stakeholder philosophy and introduced structures of corporate governance to manage the interface with the various stakeholder groups. Delta has in place throughout the Group, responsive systems of governance and practice which the Board and management regard as entirely appropriate and in accordance with the code of Corporate Practices and Conduct contained in the Cadbury and King Reports on Corporate Governance.

Delta applies various participative practices in its relationships with non-management employees, primarily in respect of operating matters and plans, on the basis of mutual information sharing.

### DIRECTORATE

The Board of Directors of Delta is constituted with an equitable ratio of executive to non-executive Directors and meets at least quarterly. A non-executive director chairs the Delta Board.

### DIRECTORS' INTERESTS

Each year Directors of the Company are required to submit in writing whether they have any material interest in any contract of significance with the Company or any of its subsidiaries which could have given rise to a related conflict of interest. No such conflicts were reported this year.

### THE AUDIT COMMITTEE

The Audit Committee of the Board deals, inter alia, with compliance, internal control and risk management. It is regulated by specific terms of reference, is chaired by a non-executive director, has a majority of non-executive Directors and incorporates the Chief Executive Officer as the only executive member. It meets at least twice a year with the Company's external auditors to discuss accounting, auditing, internal control, financial reporting and risk management matters. The external auditors have unrestricted access to the Audit Committee.

### THE REMUNERATION COMMITTEE

Delta's Remuneration Committee is constituted and chaired by non-executive Directors, save for the membership of the Chief Executive Officer. It acts in accordance with the Board's written terms of reference, to review the remuneration of all Delta Directors and senior executives.

### CORPORATE GOVERNANCE AND RISK MANAGEMENT

The focus of risk management in Delta is on identifying, assessing, managing and monitoring all known forms of risk across the Company. An appropriate risk analysis framework is used to identify the major risks which the Company must manage in serving its stakeholders.

The environment in which the Company operates is subject to such levels of change that regular reassessment of risk is necessary to protect the Company. In view of this, each part of the business has developed detailed contingency action plans to minimise the lead-time necessary to adapt to changes in circumstances. These plans are then updated whenever a change is noted or anticipated.

The management of risk and loss control is decentralised, but compliance with Company policies on risk, the process is reviewed centrally on a quarterly basis and is supervised by the Audit Committee.

## Directors' Responsibility for Financial Reporting

Delta's Directors are required by the Companies Act to maintain adequate accounting records and to prepare financial statements for each financial year which present a true and fair view of the state of affairs of the Company and the Group at the end of the financial year and of the profit and cash flows for the period. In preparing the accompanying financial statements, generally accepted accounting practices have been followed, suitable accounting policies have been used, and applied consistently, and reasonable and prudent judgements and estimates have been made. The financial statements incorporate full and responsible disclosure in line with the International Financial Reporting Standards and best practice.

The Directors have reviewed the Group's budget and cash flow forecast for the year to 31 March 2014. On the basis of this review, and in the light of the current financial position and existing borrowing facilities, the Directors are satisfied that Delta is a going concern and have continued to adopt the going concern basis in preparing the financial statements.

The Company's external auditors, Deloitte & Touche, have audited the financial statements and their report appears on page 28.

The Board recognises and acknowledges its responsibility for the system of internal financial control. Delta's policy on business conduct, which covers ethical behaviour, compliance with legislation and sound accounting practice, underpins the Company's internal financial control process. The control system includes written accounting and control policies and procedures, clearly defined lines of accountability and delegation of authority,

and comprehensive financial reporting and analysis against approved budgets. The responsibility for operating the system is delegated to the executive Directors who confirm that they have reviewed its effectiveness. They consider that it is appropriately designed to provide reasonable, but not absolute, assurance that assets are safeguarded against material loss or unauthorised use and that transactions are properly authorised and recorded. The effectiveness of the internal financial control system is monitored through management reviews, representation letters on compliance signed by the senior executive responsible for each major entity and a comprehensive program of internal audits. In addition, the Company's external auditors review and test appropriate aspects of the internal financial control systems during the course of their statutory examinations of the Company and the underlying subsidiaries.

The Company's Audit Committee has met with the external auditors to discuss their report on the results of their work which include assessments of the relative strengths and weaknesses of key control areas. While in a group of the size, complexity and diversity of Delta, it is to be expected that occasional breakdowns in established control procedures may occur; no breakdowns involving material loss have been reported to the Directors in respect of the year under review.

The financial statements for the year ended 31 March 2013, which appear on pages 30 to 62 were approved by the Board of Directors on 10 May 2013 and are signed on its behalf by:

C F DUBE  
CHAIRMAN

P GOWERO  
CHIEF EXECUTIVE



## Report of the Independent Auditors



### To the Members of Delta Corporation Limited

#### REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Delta Corporation Limited (the Company) and its subsidiaries (the Group) on pages 30 to 62, which comprise the consolidated statement of comprehensive income, the consolidated statement of financial position as at 31 March 2013, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes.

#### DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Companies Act (Chapter 24:03). This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected

depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### OPINION

In our opinion the financial statements present fairly, in all material respects, the financial position of Delta Corporation Limited and its subsidiaries as at 31 March 2013 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

#### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the financial statements have, in all material respects, been properly prepared in compliance with the disclosure requirements of the Companies Act (Chapter 24:03) and statutory instruments (SI 33/99 and SI 62/96).

*Deloitte & Touche*

Deloitte & Touche

Zimbabwe

10 May 2013

## Financial Statements

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We are, and seek to remain, an integrated Total Beverage Business dominating the beverage market in Zimbabwe.





## Consolidated Statement of Comprehensive Income

FOR THE YEAR ENDED 31 MARCH

	Notes	2013 US\$ 000	2012 US\$ 000
<b>REVENUE</b>	8	<b>631 276</b>	554 767
<b>NET OPERATING COSTS</b>	9.1	<b>(496 287)</b>	(456 479)
<b>OPERATING INCOME</b>		<b>134 989</b>	98 288
Gain on acquisition of associate		-	1 930
Finance cost		(7 478)	(4 727)
Finance income		6 904	2 077
Share of profit from associates	13	2 458	1 725
Profit before tax		<b>136 873</b>	99 293
Taxation	11	(32 750)	(24 087)
<b>PROFIT FOR THE YEAR</b>		<b>104 123</b>	75 206
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>104 123</b>	75 206
Profit for the year attributable to:			
Owners of the parent		<b>102 472</b>	73 747
Non- controlling interest		<b>1 651</b>	1 459
		<b>104 123</b>	75 206
Weighted average shares in issue (millions)		<b>1 206.9</b>	1 186.0
<b>EARNINGS PER SHARE (CENTS)</b>			
Attributable earnings basis	5.6	<b>8.49</b>	6.22
Fully diluted basis	5.6	<b>8.42</b>	6.03
Cash equivalent basis	5.7	<b>11.19</b>	9.25

## Consolidated Statement of Financial Position

AT 31 MARCH

	Notes	2013 US\$ 000	2012 US\$ 000
<b>ASSETS</b>			
<b>Non- current Assets</b>			
Property, plant and equipment	12	<b>319 241</b>	268 470
Investments in associates	13	<b>16 805</b>	14 347
Investments, loans and trademarks	14	<b>13 793</b>	13 786
		<b>349 839</b>	296 603
<b>Current Assets</b>			
Inventories	15	<b>93 012</b>	77 620
Trade and other receivables	16	<b>43 999</b>	37 345
Cash and cash equivalents		<b>75 088</b>	55 578
		<b>212 099</b>	170 543
<b>Total Assets</b>		<b>561 938</b>	467 146
<b>EQUITY AND LIABILITIES</b>			
<b>Capital and Reserves</b>			
Share capital		<b>12 230</b>	11 927
Share premium		<b>24 049</b>	19 553
Share options reserve		<b>3 054</b>	3 553
Retained earnings		<b>301 137</b>	228 907
Equity attributed to equity holders of the parent		<b>340 470</b>	263 940
Non- controlling interest		<b>6 780</b>	5 129
Total shareholders' equity		<b>347 250</b>	269 069
<b>Non- Current Liabilities</b>			
Borrowings	19	<b>60 000</b>	60 000
Deferred tax liabilities	11	<b>30 740</b>	27 247
		<b>90 740</b>	87 247
<b>Current Liabilities</b>			
Borrowings	19	<b>18 605</b>	21 381
Trade and other payables	20	<b>102 717</b>	85 636
Current tax liability		<b>2 626</b>	3 813
		<b>123 948</b>	110 830
<b>Total Equity and Liabilities</b>		<b>561 938</b>	467 146
<b>Net asset value per share (cents)</b>		<b>28.21</b>	22.25



CF DUBE  
CHAIRMAN  
10 May 2013



P GOWERO  
CHIEF EXECUTIVE OFFICER



## Consolidated Statement of Cash Flow

FOR THE YEAR ENDED 31 MARCH

	Notes	2013 US\$ 000	2012 US\$ 000
<b>Cash flow from operating activities</b>			
Cash generated from operating activities	21.1	170 077	132 257
Increase in working capital	21.2	(4 965)	(10 866)
Cash generated from operating activities		165 112	121 391
Finance cost		(7 478)	(4 727)
Finance income		6 904	2 077
Income taxation paid	21.3	(30 444)	(28 552)
<b>Net cash flow from operating activities</b>		<b>134 092</b>	<b>90 189</b>
<b>Cash flow from investing activities</b>			
Increase in investments, loans and trademarks	14.2	(7)	(3 752)
Purchase of property, plant and equipment to expand operations		(63 771)	(21 208)
Purchase of property, plant and equipment to maintain operations		(19 859)	(52 544)
Proceeds from disposal of property, plant and equipment		300	367
<b>Net cash flow utilised in investing activities</b>		<b>(83 337)</b>	<b>(77 137)</b>
<b>Cash flow from financing activities</b>			
Dividend paid	21.4	(28 970)	(21 748)
Increase in long-term borrowings	21.5	-	60 000
Decrease in short-term borrowings	21.6	(2 776)	(2 794)
Increase in shareholder funding	21.7	4 843	1 909
Share buy back		(4 344)	-
<b>Net cash flow (utilised)/generated from financing activities</b>		<b>(31 247)</b>	<b>37 367</b>
Net increase in cash and cash equivalents		19 510	50 419
Cash and cash equivalent at the beginning of the year		55 578	5 159
<b>Cash and cash equivalent at the end of the year</b>	21.8	<b>75 088</b>	<b>55 578</b>
Cash flow per share (cents)	5.8	13.46	10.04

## Consolidated Statement of Changes in Equity

FOR THE YEAR ENDED 31 MARCH

	Notes	Share Capital \$000	Share Premium \$000	Share Options Reserve \$000	Retained Earnings \$000	Attributable to owners of the parent \$000	Non controlling Interest \$000	Total Equity \$000
At 1 April 2011		11 822	17 749	2 240	176 039	207 850	3 767	211 618
Share options exercised		105	1 804	-	-	1 909	-	1 909
Transfer from share option reserves		-	-	(772)	772	-	-	-
Recognition of share based payments		-	-	2 085	-	2 085	-	2 085
Total comprehensive income for the year		-	-	-	73 747	73 747	1 459	75 206
Payment of dividends	21.4	-	-	-	(21 651)	(21 651)	(97)	(21 748)
<b>At 1 April 2012</b>		<b>11 927</b>	<b>19 553</b>	<b>3 553</b>	<b>228 907</b>	<b>263 940</b>	<b>5 129</b>	<b>269 069</b>
Share options exercised		347	4 496	-	-	4 843	-	4 843
Share buy back	17.5	(44)	-	-	(4 300)	(4 344)	-	(4 344)
Transfer from share options reserves		-	-	(3 028)	3 028	-	-	-
Recognition of share based payments		-	-	2 529	-	2 529	-	2 529
Total comprehensive income for the year		-	-	-	102 472	102 472	1 651	104 123
Payment of dividends	21.4	-	-	-	(28 970)	(28 970)	-	(28 970)
<b>At 31 March 2013</b>		<b>12 230</b>	<b>24 049</b>	<b>3 054</b>	<b>301 137</b>	<b>340 470</b>	<b>6 780</b>	<b>347 250</b>



## Notes To The Financial Statements

### 1. GENERAL INFORMATION

Delta Corporation Limited (the Company) is a public limited Company which is listed on the Zimbabwean 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 some value added activities related thereto.

### 2. CURRENCY OF ACCOUNT

These financial statements are presented in United States Dollars being the functional and reporting currency of the primary economic environment in which the Group operates.

### 3. ADOPTION OF NEW AND REVISED STANDARDS AND INTERPRETATIONS

#### 3.1 NEW AND REVISED IFRSs WITH NO MATERIAL EFFECT ON CURRENT YEAR REPORTING

In the current year, the Group adopted the following new and revised IFRSs and annual improvements to IFRSs with no significant impact on the consolidated results or financial position:

- IFRS 7 - Financial Instruments: Disclosures (issued 7 October 2010) - The amendments introduce additional disclosures, designed to allow users of financial statements to improve their understanding of transfer transactions of financial assets (for example, securitisations), including understanding the possible effects of any risks that may remain with the entity that transferred the assets. The amendments also require additional disclosures if a disproportionate amount of transfer transactions are undertaken around the end of a reporting period.
- IAS 12 - Income Taxes (Issued 20 December 2010) - Amends IAS 12 Income Taxes to provide a presumption that recovery of the carrying amount of an asset measured using the fair value model in IAS 40 Investment Property will, normally, be through sale.

#### 3.2 NEW AND REVISED IFRSs IN ISSUE, BUT NOT YET EFFECTIVE

At the date of authorisation of these financial statements, the following Standards and Interpretations were in issue but not yet effective nor applied by the Group.

Management is assessing the impact of these on the Group's financial statements on future reporting periods:

- IFRS 1 - First-time Adoption of International Financial Reporting Standards: Amendments to address how a first-time adopter would account for a government loan with a below-market rate of interest when transitioning to IFRSs. The amendments mirror the requirements for existing IFRS preparers in relation to the application of amendments made to IAS 20 Accounting for Government Grants and Disclosure of Government Assistance in relation to accounting for government loans.
- IFRS 7 - Financial Instruments: Disclosures - Amendments enhancing disclosures about offsetting of financial assets and financial liabilities (effective for annual financial statements for periods beginning on or after 1 January 2013).
- IFRS 7 - Financial Instruments: Disclosures - Amendments requiring disclosures about the initial application of IFRS 9 (effective for annual financial statements for periods beginning on or after 1 January 2015).
- IFRS 9 - Financial Instruments - Classification and measurement of financial assets (effective for annual financial statements for periods beginning on or after 1 January 2015).
- IFRS 9 - Financial Instruments - Accounting for financial liabilities and de-recognition (effective for annual financial statements for periods beginning on or after 1 January 2015).

## Notes To The Financial Statements

- IFRS 10 - Consolidated Financial Statements (effective for annual financial statements for periods beginning on or after 1 January 2013).
- IFRS 11 - Joint Arrangements (effective for annual financial statements for periods beginning on or after 1 January 2013).
- IFRS 12 - Disclosure of Interests in Other Entities (effective for annual financial statements for periods beginning on or after 1 January 2013).
- IFRS 13 - Fair Value Measurement (effective for annual financial statements for periods beginning on or after 1 January 2013).
- IAS 1 - Presentation of Financial Statements - Amendments to revise the way other comprehensive income is presented (effective for annual financial statements for periods beginning on or after 1 July 2012).
- Revised IAS 19 - Employee Benefits - Amended Standard resulting from the Post-Employment Benefits and Termination Benefits projects (effective for annual financial statements for periods beginning on or after 1 July 2012).
- Revised IAS 27 - Consolidated and Separate Financial Statements - Reissued as IAS 27 Separate Financial Statements (as amended in 2011) (effective for annual financial statements for periods beginning on or after 1 January 2013).
- Revised IAS 28 - Investments in Associates - Reissued as IAS 28 Investments in Associates and Joint Ventures (as amended in 2011) (effective for annual financial statements for periods beginning on or after 1 January 2013).
- Revised IAS 32 - Financial Instruments: Presentation - Amendments to application guidance on the offsetting of financial assets and financial liabilities (effective for annual financial statements for periods beginning on or after 1 January 2014).

### 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### 4.1 STATEMENT OF COMPLIANCE

The financial statements of the Group have been prepared in accordance with and comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). The financial statements have been prepared in compliance with the Zimbabwe Companies Act (Chapter 24:03).

#### 4.2 BASIS OF PREPARATION

The financial statements of the Company and of the Group are prepared under the historical cost convention except for the fair valuation of financial instruments. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

#### 4.3 BASIS OF CONSOLIDATION

The consolidated financial statements consist of the financial statements of Delta Corporation Limited and its subsidiaries, together with an appropriate share of post acquisition results and reserves of its associated companies. All Group companies' financial years end on 31 March with the exception of two associates, Schweppes Zimbabwe Limited, which has a 31 December year end and AFDIS Holdings Limited which has a 30 June year end. The results and reserves of subsidiaries and associated companies are included from the effective dates of acquisition up to the effective dates of disposal.

On acquisition, the assets and liabilities and contingent liabilities of a subsidiary are measured at their fair values at the date of acquisition. Any excess of the cost of acquisition over the fair values of the



## Notes To The Financial Statements

identifiable net assets acquired is recognised as goodwill. Where the cost of acquisition is below the fair values of the identifiable net assets acquired the gain is credited to profit and loss in the period of acquisition.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. The interests of non-controlling shareholders are stated at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets.

Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Any losses applicable to the non-controlling interests in excess of the non-controlling interest are allocated against the interest of the parent.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. All intra-group transactions and balances are eliminated on consolidation.

### 4.4 INVESTMENTS IN ASSOCIATES

The results, assets and liabilities of associates are incorporated in these financial statements using the equity method of accounting except when classified as held for sale. Investments in associates are carried in the statement of financial position at cost as adjusted by post-acquisition changes in the Group's share of the net assets of the associate, less any impairment in the value of individual investments. Losses of the associates in excess of the Group's interest in those associates are not recognised. Any excess of the cost of acquisition over the Group's share of the fair values of the identifiable net assets of the associate at the date of acquisition is recognised as goodwill. Where the cost of acquisition is below the Group's share of the fair values of the identifiable net assets of the associate at the date of acquisition, the discount on acquisition is credited in profit and loss in the period of acquisition. Where a Group company transacts with an associate of the Group, profits and losses are eliminated to the extent of the Group's interest in the relevant associate. Losses incurred by an associate may provide evidence of an impairment of the asset transferred in which case appropriate provision is made for impairment.

### 4.5 NON-CURRENT ASSETS HELD FOR SALE

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

When the Group is committed to a sale plan involving cessation of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

Non-current assets (and disposal groups) classified as held for sale are measured at the lower of their previous carrying amount and fair value less costs of selling.

### 4.6 GOODWILL

Goodwill arising on consolidation represents the excess of the cost of acquisition over the Group's interest in the fair value of the identifiable assets and liabilities of a subsidiary, associate or jointly controlled entity at the date of acquisition. Goodwill is recognised as an asset and reviewed for impairment at least annually. Any impairment is recognised immediately in profit or loss and is not

## Notes To The Financial Statements

subsequently reversed. On disposal of a subsidiary, associate or jointly controlled entity, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

### 4.7 FOREIGN CURRENCY TRANSACTIONS AND BALANCES

The Group's financial statements are presented in United States Dollars, which is the Group's functional and presentation currency. Assets and liabilities denominated in foreign currencies are converted to United States Dollars at the rates of exchange ruling at the end of the reporting date. Transactions in other currencies are translated to United States Dollars at rates of exchange ruling at the time of the transactions. Transaction and translation gains or losses arising on conversion or settlement are normally dealt with in profit or loss in the determination of the operating income.

### 4.8 BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

### 4.9 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is not provided on freehold land and capital projects under development.

Other assets are depreciated on such bases as are deemed appropriate to reduce book values to estimated residual values over their useful lives as follows:-

	Method	Period
<b>Buildings</b>		
Freehold	Straight line	60 years
Leasehold	Straight line	Over-lease
<b>Plant and Equipment</b>	Reducing Balance and Straight line	5 – 25 years
<b>Vehicles</b>	Straight line	4 – 10 years
<b>Returnable Containers</b>	Straight line	1 – 4 years

#### Returnable containers

Returnable containers which comprise bottles and crates are considered to be property, plant and equipment which are sold and re-purchased at their deposit prices at reporting date. Containers on hand are treated as a component of property, plant and equipment. A further asset is shown in property, plant and equipment, together with its matching liability which is shown in short-term liabilities, to reflect the estimated value of the returnable container population in the market and the Group's obligation to re-purchase all bottles and crates which are suitable for re-use. With the exception of returnable plastic bottles which are considered to have a short useful life, the difference between the cost of purchasing new returnable containers and the related current deposit price is included in property, plant and equipment and disclosed as deferred container expenditure. Deferred container expenditure is amortised over four years ("expected useful life of containers") following the



## Notes To The Financial Statements

year of purchase.

In the event of an increase in deposit prices the deferred container expenditure is reduced by the subsequent increase. Gains arising from the deposit price increase of containers on hand after reducing deferred container expenditure to nil are included in income. Increases in deposit prices of containers in the market are credited to current liabilities which indicate the Group's obligation to purchase the containers at the new deposit price. The value of any returnable containers scrapped is charged to profit and loss.

### 4.10 INTANGIBLE ASSETS

Intangible assets with an indefinite useful life are carried at cost.

Internally-generated intangible assets:

Expenditure on research and development activities is recognised as an expense in the period in which it is incurred. An internally-generated intangible asset arising from development is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses.

### 4.11 IMPAIRMENT OF TANGIBLE AND INTANGIBLE ASSETS EXCLUDING GOODWILL

Tangible and intangible assets are assessed for potential impairment at each reporting date. If circumstances exist which suggest that there may be impairment, a more detailed exercise is carried out which compares the carrying values of the assets to recoverable value based on the higher of fair value less costs to sell and value in use. Value in use is determined using discounted cash flows budgeted for each cash generating unit. Detailed budgets for the ensuing three years are used and, where necessary, these are extrapolated for future years taking into account known structure changes. Service division assets and cash flows are allocated to operating divisions as appropriate. Discount rates used are the medium term expected pre-tax rates of return. Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired. Impairment losses are recognised as an expense in profit or loss and the carrying value of the asset and its annual depreciation are adjusted accordingly. In the event that, in a subsequent period, an asset which has been subject to an impairment loss is considered no longer to be impaired, the value is restored and the gain is recognised in profit or loss. The restoration is limited to the value which would have been recorded had the impairment adjustment not taken place.

## Notes To The Financial Statements

Surpluses or deficits arising on the disposal of property, plant and equipment are dealt with in the operating income for the year.

### 4.12 SHARE BASED PAYMENTS

The Group issues share options to certain employees. The options are valued at fair value at the date of grant. The fair value determined is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, and the liability is disclosed in a share options reserve which forms part of equity. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share options reserve. The fair value is calculated using the Black-Scholes option pricing model, as adjusted for dividends by Robert Merton. The expected life used in the model has been adjusted, based on management's best estimates, for the effects of non-transferability, exercise restrictions as regards closed periods and behavioural considerations. The value transferred to the share options reserve is amortised to retained earnings as the related share options are exercised or forfeited.

Equity-settled share-based payment transactions with parties other than employees are measured at the fair value of the goods or services received, except where that fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the Group obtains the goods or the counterparty renders the service.

Cash-settled share based payment transactions are measured based on the fair value of the goods or services received unless this cannot be reasonably determined, in which case the transaction is valued based on the fair value of the underlying shares. Where services are rendered over a period, proportional accrual takes place on a straight line basis. The Group re-measures the fair value of the liability at the end of each reporting period and at the date of settlement using the fair value of the underlying shares, with any changes in fair value being recognised in the profit or loss for the period.

### 4.13 INVENTORIES

Inventories are valued at the lower of cost and net realisable value. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Cost is determined on the following bases:

Merchandise, raw materials and consumable stores are valued at cost on a weighted average cost basis. Manufactured finished products and products in process are valued at raw material cost, plus labour and a portion of manufacturing overhead expenses, where appropriate.

### 4.14 FINANCIAL INSTRUMENTS

Financial instruments are initially recorded at fair value which usually approximates cost. Subsequent to initial recognition, financial instruments, with the exception of certain fixed maturity investments, are remeasured at fair value. Fixed maturity investments which the Group intends to hold to maturity are amortised over the life of the instrument based on the underlying effective interest rate.

Investments regarded as financial assets held for trading and for which fair value can be reliably determined are stated at fair value with the change in value being credited or debited to profit and loss.

Unquoted investments and financial assets regarded as held for trading, but for which fair value cannot be reliably determined, are shown at cost unless the Directors are of the opinion that there has been an impairment in value, in which case provision is made and charged to profit and loss.



## Notes To The Financial Statements

Where the Group has financial instruments which have a legally enforceable right of offset and the Group intends to settle them on a net basis or to realise the asset and liability simultaneously, the financial asset and liability and related revenues and expenses are offset and the net amount reported in the statement of financial position and statement of comprehensive income respectively.

### Other financial instruments

Other financial instruments, including borrowings, payables and receivables, are initially measured at fair value, net of transaction costs. Subsequent measurement is at amortised cost using the effective interest method, with the interest expense recognised on an effective yield basis.

### 4.15 REVENUE RECOGNITION

Revenue is measured at the fair value of the consideration received or receivable. It comprises sales (net of trade discounts), fees and rentals and excludes value added tax. Intra-group revenue which arises in the normal course of business is excluded from Group revenue.

The Group presents revenue gross of excise duties because unlike value added tax, excise is not directly related to the value of sales. It is not generally recognised as a separate item on invoices. The Group therefore considers excise as a cost to the Group and reflects it as a production cost.

### Interest income

Interest income is recognised when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably. Interest revenue is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

### Rental income

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

### Dividend income

Dividend income from investments is recognised when the shareholders' rights to receive payment have been established (provided that it is probable that the economic benefits will flow to the Group) and the amount of revenue can be measured reliably.

### 4.16 TAXATION

#### Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting date.

#### Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other

## Notes To The Financial Statements

assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary differences will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

### Current and deferred tax for the period

Current and deferred tax are recognised as income or as an expense in profit or loss, except when they relate to items that are recognised outside profit or loss (whether in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is included in the accounting for the business combination.

### 4.17 RETIREMENT BENEFIT COSTS

Retirement benefits are provided for Group employees through various independently administered defined contribution funds, including the National Social Security Authority. Contributions to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

The Group's pension scheme is a defined contribution scheme and the cost of the retirement benefit is determined by the level of contribution made in terms of the rules.

The cost of the retirement benefit applicable to the National Social Security Authority scheme, is determined by the systematic recognition of legislated contributions.

### 4.18 LEASE PAYMENTS

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.



## Notes To The Financial Statements

### 4.19 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

#### Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist when the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

#### Restructurings

A restructuring provision is recognised when the Group has developed a detailed formal plan for the restructuring and has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected by it. The measurement of a restructuring provision includes only the direct expenditures arising from the restructuring, which are those amounts that are both necessarily entailed by the restructuring and not associated with the ongoing activities of the entity.

### 4.20 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 4, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual outcomes may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

#### Critical judgements in applying accounting policies

- **Share based payments**

##### Fair value of share options issued in prior years

The operating environment impacted on the application of Black-Scholes in prior years. The valuation of the share options took into consideration the adverse economic conditions that existed in the market leading to trade ceasing on the Zimbabwe Stock Exchange and a change in functional currency. The economic fundamentals that existed during the Zimbabwe Dollar trading period and the more recent United States Dollar trading period have impacted significantly on the valuation of share options. In valuing share options issued subsequent to the change in functional currency the Group adopted provisions of International Financial Reporting Standards (IFRS) 2 which states that a newly listed entity could consider the historical volatility of similar entities

## Notes To The Financial Statements

following a comparable period in their lives. The Group, for this purpose, has considered a listed entity within the beverages industry which is also a related party. Management have assumed that the economic conditions that prevailed in the country prior to dollarisation and the subsequent re-opening of the Zimbabwe Stock Exchange are similar to a new listing for the purposes of valuing the share options. The Group has used the historical volatility and dividend yield of similar entities following a comparable period in their lives.

The assumptions and methodology underlying the valuation of share based payments are fully described in Note 17.

#### Fair value of share options issued in the current year

Options were valued using the Black-Scholes model. Expected volatility is based on the Company's historical share price volatility since dollarisation.

- **Useful lives and residual values of property, plant and equipment**

The Group assesses useful lives and residual values of property, plant and equipment each year taking to account past experience and technology changes. The useful lives are set out in note 4.9 and no changes to those useful lives have been considered necessary during the year. In the case of plant, the residual value at the end of useful life has been assessed as negligible due to the specialist nature of the plant, technology changes and likely de-commissioning costs. Heavy motor vehicles are considered to have a residual value, at end of useful life, of approximately 20% of their original cost.

- **Land and Buildings split and applicable deferred tax**

In determining the split between the cost of land and buildings, the Group used the historical information prior to dollarisation for the years in which the reliable inflation indices were available. The Directors have determined that this is the most appropriate basis of determining the value of land and buildings for the purposes of financial reporting. The deferred tax on land is at a rate of 5% and the deferred tax on buildings is at a rate of 25.75% on the basis that the principal value of land may be recovered only through disposal and buildings through use.

- **Associates**

Associates are entities in which the Group has a long-term interest and over which the Group has, directly or indirectly, significant influence, where significant influence is the ability to influence the financial and operating policies of the entity.

The associates AFDIS Holdings Limited and Schweppes Zimbabwe Limited have statutory accounting reference dates of 30 June and 31 December respectively. In respect of each financial year ending 31 March, these companies are included based on financial statements drawn up to the previous reporting date but taking into account any changes in the subsequent period from such reporting date to 31 March that would materially affect the results.

#### Key sources of estimation uncertainty

- **Containers in the market**

In determining the quantity of useable containers in the market the population is determined based on the actual purchases of containers for the past five years, which is the estimated normal period of use for each container.

As explained in note 4.9, the deferred container expenditure is amortised from 1 to 4 years following the year of purchase. The Group recognises write offs for containers in excess of 4 years only to the extent to which the Group has re-purchased and destroyed containers on hand.



## Notes To The Financial Statements

## 5. DEFINITIONS

## 5.1 TAXED INTEREST PAYABLE

This is calculated by taxing interest payable at the standard rate of taxation.

## 5.2 INTEREST COVER (TIMES)

This is the ratio which the aggregate of operating income, non-recurring items and equity accounted earnings bears to interest payable (inclusive of capitalised interest).

## 5.3 NET ASSETS

These are equivalent to shareholders' equity.

## 5.4 PRETAX RETURN ON TOTAL ASSETS

This is calculated by relating to closing total assets, income before tax inclusive of dividend income and equity accounted earnings.

## 5.5 TAXED OPERATING RETURN

This is calculated by relating to closing total capital employed, income after taxation plus taxed interest payable.

## 5.6 EARNINGS PER SHARE

**Attributable earnings basis**

The calculations are based on the earnings attributable to ordinary shareholders. Account is taken of the number of shares in issue for the period during which they have participated in the income of the Group. The divisor is 1 206 904 967: (2012 – 1 185 992 732). Fully diluted earnings per share are disclosed in the statement of comprehensive income. Dilution arising in respect of share options granted amounts to 0,88% and 3,20% for 2013 and 2012 respectively.

## 5.7 CASH EQUIVALENT EARNINGS BASIS

The basis recognises the potential of the earnings stream to generate cash and is consequently an indicator of the underlying quality of the earnings attributable to shareholders. The same divisor is used as in the attributable earnings basis and the cash equivalent earnings is derived as follows:-

	2013 US\$ 000	2012 US\$ 000
Earnings attributable to shareholders	102 472	73 747
Adjusted for:		
Non-cash items	32 014	33 969
Share of profit of associate	(2 458)	(1 725)
Deferred tax charge	3 493	4 436
Add: non-controlling interest's share of adjustments	(525)	(624)
Cash equivalent earnings	134 996	109 803

## Notes To The Financial Statements

## 5.8 CASH FLOW PER SHARE

This focuses on the cash stream actually achieved in the year under review. It is calculated by dividing the cash flow from operations after excluding the proportionate non-controlling interest therein, by the weighted average number of ordinary shares in issue.

## 5.9 FINANCIAL GEARING RATIO

This represents the ratio of interest bearing debt, less cash, to total shareholders' funds.

## 6. COUNTRY OF INCORPORATION AND CURRENCY

All Group companies are incorporated in Zimbabwe. The financial statements are expressed in United States Dollars (US\$).

## 7. SEGMENTAL REPORTING

For management purposes, the Group is organised into a single operating division with shared production facilities and combined distribution infrastructure catering for all beverages. The Maltings and Plastics operations primarily provide inputs to the core business and being relatively small are not considered to be separate reporting segments. The Group does not report by geographical segment as such a split within Zimbabwe would not be meaningful. In view of this the Group does not report on separate business segments.

## 8. REVENUE

	2013 US\$ 000	2012 US\$ 000
Gross sales	740 162	653 938
Less VAT and discounts	(108 886)	(99 171)
Revenue	631 276	554 767
Less excise duty & levies (Refer to note 9.1)	(85 485)	(74 860)
Net sales	545 791	479 907

All income has been derived from the sale of goods.

## 9. OPERATING INCOME

Operating income is arrived at after charging:-

## 9.1 NET OPERATING COSTS

	2013 US\$ 000	2012 US\$ 000
Raw materials and consumables used	213 375	201 711
Depreciation expense (note 9.2)	26 530	20 372
Staff costs	86 173	78 278
Restructuring costs	2 890	3 663
Excise duties and levies	85 485	74 860
Share option expense	2 529	2 085
Selling and marketing expenses	13 043	13 475
Other operating expenses	66 262	62 035
	496 287	456 479



## Notes To The Financial Statements

## 9.2 DEPRECIATION OF PROPERTY, PLANT AND EQUIPMENT

	2013 US\$ 000	2012 US\$ 000
Buildings	1 654	1 500
Plant and equipment	14 640	10 474
Vehicles	2 715	2 211
Containers (Deferred container expenditure)	7 521	6 187
	<b>26 530</b>	<b>20 372</b>

## 9.3 AUDITORS' REMUNERATION

Current year audit fees and expenses	416	392
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## 10. THE GROUP AS A LESSEE

## 10.1 NET LEASING EXPENSE

Lease payments:		
Minimum lease payments	1 901	1 378

## 10.2 NET FUTURE OPERATING LEASE COMMITMENTS

	2013 US\$ 000	2012 US\$ 000
Lease payments:		
Payable within one year	2 069	1 180
Payable two to five years	7 940	1 104
	<b>10 009</b>	<b>2 284</b>

## 11. TAXATION

## 11.1 TAXATION

Income tax:		
Current tax	29 257	19 651
Deferred tax	3 493	4 436
	<b>32 750</b>	<b>24 087</b>

## 11.2 RECONCILIATION OF RATE OF TAXATION

	2013	2012
Standard rate	25,75	25,75
Adjusted for:		
Effect of expenses not deductible for tax	0,73	1,11
Effect of income not taxable in determining taxable profit:		
Effects of associates income	(0,46)	(1,65)
Other permanent differences	(2,09)	(0,95)
Effective rate	<b>23,93</b>	<b>24,26</b>

## 11.3 DEFERRED TAX LIABILITIES

	US\$ 000	US\$ 000
Balance at beginning of year	27 247	22 811
Charge to profit or loss	3 493	4 436
Balance at end of year	<b>30 740</b>	<b>27 247</b>
Analysis of balance at end of year:		
Property, plant and equipment	31 693	27 839
Other temporary differences	(953)	(592)
	<b>30 740</b>	<b>27 247</b>

## Notes To The Financial Statements

## 12. PROPERTY, PLANT AND EQUIPMENT

	2013 US\$ 000	2012 US\$ 000
<b>FREEHOLD PROPERTIES</b>		
Cost	106 657	102 453
Accumulated depreciation	(51 588)	(49 875)
	<b>55 069</b>	<b>52 578</b>
<b>PLANT AND EQUIPMENT</b>		
Cost	311 052	262 660
Capital work in progress	24 414	28 427
	<b>335 466</b>	<b>291 087</b>
Accumulated depreciation	(160 984)	(160 450)
	<b>174 482</b>	<b>130 637</b>
<b>VEHICLES</b>		
Cost	54 263	53 362
Accumulated depreciation	(29 780)	(29 470)
	<b>24 483</b>	<b>23 892</b>
<b>CONTAINERS</b>		
Containers on hand	40 965	44 044
Containers in the market	24 242	17 319
	<b>65 207</b>	<b>61 363</b>
<b>Total property, plant and equipment</b>	<b>319 241</b>	<b>268 470</b>

	2013 US\$ 000	2012 US\$ 000
<b>Movement in net book amount for the year :</b>		
At beginning of the year	268 470	226 969
Capital expenditure	83 630	73 752
Disposals	(658)	(867)
Decrease in containers in the market	(5 671)	(11 012)
Depreciation charged to operating income	(26 530)	(20 372)
At end of the year	<b>319 241</b>	<b>268 470</b>

**Capital expenditure comprised :**

Freehold properties	2 897	1 551
Plant and equipment	58 470	47 656
Vehicles	5 228	9 100
Containers	17 035	15 445
	<b>83 630</b>	<b>73 752</b>

**Disposals comprised :**

Freehold properties	1	1
Plant and equipment	30	4
Vehicles	627	862
	<b>658</b>	<b>867</b>

## Notes To The Financial Statements

## 13. INVESTMENTS IN ASSOCIATES

	2013 US\$ 000	2012 US\$ 000
Shares at cost	2 923	2 923
Post acquisition reserves	13 882	11 424
	<b>16 805</b>	<b>14 347</b>
Analysis of results and statement of financial position of associates:		
<b>AFDIS Holdings Limited (28,4%)</b>		
Shares at cost	2 393	2 393
Group's share of post acquisition distributable reserves	(884)	(1 190)
	<b>1 509</b>	<b>1 203</b>
Total assets	<b>16 087</b>	12 432
Total liabilities	<b>(9 001)</b>	(7 097)
Net assets	<b>7 086</b>	5 335
Group's share of net assets of associate	<b>2 012</b>	1 516
Total revenue	<b>28 832</b>	24 791
Total profit for the year	<b>1 077</b>	1 508
Group's share of profit of associate	<b>306</b>	428
<b>Schweppes Zimbabwe Limited (49%)</b>		
Shares at cost	530	530
Gain arising on acquisition	9 278	9 278
Group's share of post acquisition distributable reserves	5 488	3 336
	<b>15 296</b>	<b>13 144</b>
Total assets	<b>61 017</b>	55 978
Total liabilities	<b>(41 433)</b>	(39 634)
Net assets	<b>19 584</b>	16 344
Group's share of net assets of associate	<b>9 596</b>	8 008
Total revenue	<b>93 966</b>	76 994
Total profit for the year	<b>4 391</b>	2 646
Group's share of profits of associate	<b>2 152</b>	1 297

The fair value of the Group's interest in AFDIS Holdings Limited, the controlling entity of African Distillers Limited, which is listed on the stock exchange in Zimbabwe, was US\$6,1 million (2012: US\$3,4 million).

The reporting date of AFDIS Holdings Limited is 30 June and that of Schweppes Zimbabwe Limited is 31 December. For the purpose of applying the equity method of accounting, the financial statements of the associates for the previous reporting dates have been used. Appropriate adjustments have been made for the effects of significant transactions in the subsequent period from such reporting dates to 31 March 2013.

## Notes To The Financial Statements

## 14. INVESTMENTS, LOANS AND TRADEMARKS

	2013 US\$ 000	2012 US\$ 000
14.1 INVESTMENTS		
Shares at cost	<b>87</b>	87
14.2 LOANS		
Secured	<b>10 792</b>	10 785
14.3 TRADEMARKS		
At cost	<b>2 914</b>	2 914
Total	<b>13 793</b>	13 786

14.4 Included in the Group's secured loans of US\$10,8 million are loans to employees made in terms of a Group housing and vehicle ownership scheme. This includes loans to Directors and officers of the Group amounting to US\$5,5million. During the year, US\$1,4 million was advanced and US\$1,9 million was repaid. Housing loans are secured through mortgage bonds whilst the underlying assets are pledged as security under the car loan scheme. The loans are of various tenure and attract interest of up to 16% per annum. The interest rates are reviewed periodically by the Remuneration Committee in line with prevailing market conditions.

## 15. INVENTORIES

	2013 US\$ 000	2012 US\$ 000
Consumable stores	<b>27 620</b>	26 165
Finished products	<b>16 518</b>	15 689
Raw materials	<b>45 526</b>	34 012
Work in progress	<b>3 348</b>	1 754
Total	<b>93 012</b>	77 620

## 16. TRADE AND OTHER RECEIVABLES

	2013 US\$ 000	2012 US\$ 000
Trade receivables	<b>30 046</b>	27 910
Prepaid expenses and other receivables	<b>13 953</b>	9 435
Total	<b>43 999</b>	37 345

Trade receivables disclosed above include amounts which are past due at the end of the reporting period but against which the Group has not recognised an allowance for doubtful receivables because there has not been a significant change in credit quality and the amounts are considered recoverable. The amount due includes interest accrued after the receivable is over 60 days outstanding. The Group holds collateral on some receivable balances. The estimated value for this collateral is US\$7,6 million (2012: US\$2,8 million). The Group does not hold other credit enhancements over these balances nor does it have a legal right of offset against any amounts owed by the Group to the counterparty. The average debtor days are 18 (2012:16)

	2013 US\$ 000	2012 US\$ 000
Ageing of past due but not impaired		
60 - 90 days	<b>187</b>	1 060
Over 90 days	<b>2 894</b>	2 295
	<b>3 081</b>	3 355



## Notes To The Financial Statements

## 17. SHARE CAPITAL

## 17.1 AUTHORISED SHARE CAPITAL

Authorised share capital comprises 1 400 000 000 ordinary shares of US\$0.01 (one US cent) per share.

## 17.2 ORDINARY SHARES ISSUED AND FULLY PAID

	2013 Number of shares in millions	2012 Number of shares in millions
At beginning and end of year	1 192	1 182
Exercise of share options	35	10
Share buy back	(4)	-
At end of year	1 223	1 192

## 17.3 UNISSUED SHARES

Subject to the limitations imposed by the Companies Act (Chapter 24:03), in terms of a special resolution of the Company in the General Meeting, the unissued share capital comprising 172 575 185 (2012 –207 894 285) ordinary shares has been placed at the disposal of the Directors for an indefinite period.

## 17.4 SHARES UNDER OPTION

The Directors are empowered to grant share options to certain employees of the Group. These options are exercisable for a period of ten years at a price determined by the middle market price ruling on the Zimbabwe Stock Exchange on the day prior to the granting of the options. Each employee share option converts into one ordinary share of Delta Corporation Limited on exercise. No amounts are paid or payable by the recipient on receipt of the option. The number of shares subject to option is approved by shareholders in a General Meeting, and the number of options granted is calculated in accordance with the performance-based formula approved by the Remuneration Committee. The number of share options are limited in line with the Zimbabwe Stock Exchange (ZSE) regulations.

Details of the share options outstanding during the year are as follows:

Date of Grant	Subscription Prices US\$	Number of shares 2013	Number of shares 2012
2 January 2008	-	-	23 560 000
1 March 2009	0,150	7 400 000	12 470 000
8 May 2009	0,150	1 675 000	1 880 000
2 January 2010	0,505	356 000	7 208 000
1 October 2010	0,500	500 000	500 000
3 January 2011	0,636	6 455 900	7 126 800
1 July 2011	0,785	874 920	874 920
3 November 2011	0,746	6 379 600	6 428 600
2 August 2012	0,680	10 466 000	-
		<b>34 107 420</b>	<b>60 048 320</b>

## Notes To The Financial Statements

	2013 000	2012 000
Movements in Share options during the period		
Number outstanding at beginning of year	60 048	63 239
New options granted during year	10 466	7 304
Exercised during year	(35 257)	(10 495)
Forfeited during year	(1 150)	-
Outstanding at end of year	34 107	60 048

All options expire, if not exercised, ten years after the date of grant.

The weighted average price of exercise of share options and the weighted average stock exchange price on the date of exercise were US\$0,14 (2012:US\$0,18) and US\$0,92 (2012:US\$0,74) respectively. A total of 1,15 million shares were forfeited in 2013 and no shares were forfeited in 2012.

Share options granted under the employee share option plan carry no rights to dividends and no voting rights.

In terms of the company share option scheme, options were granted on 2 August 2012. The estimated fair value of the options granted on this date was US\$1,7 million. The Group recognised total expenses of US\$2,5 million in respect of share options in issue. The options granted mature after three years and, accordingly, the fair value will be amortised over those periods.

These fair values were calculated using the Black-Scholes option pricing model, as adjusted for dividends by Robert Merton and the following weighted average assumptions for each grant:

Date of Issue	AUGUST 2012
Grant date share price – US\$	0,68
Exercise price	0,68
Expected volatility	19,1%
Dividend yield	2,1%
Risk-free interest rate	6%

In prior years, expected volatility and dividend yield was determined by reference to an entity in a similar industry (SABMiller) and market due to the circumstances that prevailed in the country. Ordinarily the historical volatility of the Company's share over four years and dividend yield realised was the basis of calculation. The expected life was based on experience over a ten year period, but the life used in the model has been adjusted, based on management's best estimates, for the effects of non-transferability, exercise restrictions as regards closed periods and behavioural considerations. The weighted average value takes into account an expected 0 % level of forfeiture.

In the current year, options were valued using the Black-Scholes model. Expected volatility is based on the Company's historical share price volatility since dollarisation.

## 17.5 SHARE BUY BACK

The effect of the cost of the share buy back (treasury shares) has been debited to reserves. The cost of the shares bought back during the year to March 2013 was US\$4,3 million (4 480 980 shares).

## Notes To The Financial Statements

## 18. DIRECTORS' SHAREHOLDINGS

At 31 March 2013, the Directors held directly and indirectly the following number of shares in the Company:

	2013	2012
L E M Ngwerume	7 000	7 000
M M Valela	3 063 359	2 233 359
H C Sadza	764	764
J S Mutizwa	-	3 786
D Taranhike	2 211 762	1 549 024
	<b>5 282 885</b>	<b>3 793 933</b>

No changes in Directors' shareholdings have occurred between the financial year end and 10 May 2013, being the date of the last meeting of the Directors.

## 19. BORROWINGS

## 19.1 LONG-TERM BORROWINGS

	2013 US\$ 000	2012 US\$ 000
Long-term borrowings	60 000	60 000

The long-term loan is payable at the end of a three year term and bears interest at a fixed margin of 675 basis points above a LIBOR base rate, which gives an all-in rate of approximately 7.43%. The loan is denominated in US Dollars and is guaranteed by SABMiller Africa BV, a subsidiary of SABMiller, the largest single shareholder of the Company.

## 19.2 SHORT-TERM BORROWINGS

	2013 US\$ 000	2012 US\$ 000
Short-term borrowings	18 605	21 381

Short-term borrowings, which are unsecured, form part of the core borrowings of the Group and are renewed on maturity in terms of ongoing facilities negotiated with the relevant financial institutions. In terms of a resolution of the Company in a General Meeting, borrowings shall not exceed in aggregate, shareholders' equity, which amounts to US\$347.3 million.

The outstanding balances are repayable within twelve months.

Short-term borrowings bear interest in accordance with ruling short-term money market rates. An average of 8% per annum was applicable to the outstanding balance.

## 20. TRADE AND OTHER PAYABLES

	2013 US\$ 000	2012 US\$ 000
Trade payables	26 519	31 573
Obligation for containers in the market	24 242	17 319
Accruals and other payables	51 956	36 744
	<b>102 717</b>	<b>85 636</b>

The average credit period on purchases of certain goods is 30 days. No interest is charged on the trade payables. The Group has financial risk management policies in place to ensure that all payables are paid within the pre-agreed credit terms.

The carrying amount of trade and other payables is approximately equal to their fair values.

## Notes To The Financial Statements

## 21. CASH FLOW INFORMATION

## 21.1 CASH GENERATED FROM OPERATING ACTIVITIES

	2013 US\$ 000	2012 US\$ 000
Operating income	134 989	98 288
Depreciation	26 530	20 372
Loss on disposal of property, plant and equipment	357	500
Share option expense	2 529	2 085
Other non cash items	5 672	11 012
	<b>170 077</b>	<b>132 257</b>

## 21.2 INCREASE IN WORKING CAPITAL

Increase in inventories	(15 392)	(9 743)
Increase in trade and other receivables	(6 654)	(10 969)
Increase/(decrease) in obligation for containers in the market	6 923	(4 798)
Increase in trade and other payables (excluding obligation for containers in the market)	10 158	14 644
	<b>(4 965)</b>	<b>(10 866)</b>

## 21.3 INCOME TAXATION PAID

Liability at beginning of year	(3 813)	(12 714)
Current tax (see note 11)	(29 257)	(19 651)
Liability at end of year	2 626	3 813
	<b>(30 444)</b>	<b>(28 552)</b>

## 21.4 DIVIDEND PAID

By the company:		
Proposed dividend at the beginning of year	(14 901)	(11 816)
Current year dividends	(41 339)	(24 736)
Proposed dividend at end of year	27 270	14 901
	<b>(28 970)</b>	<b>(21 651)</b>

## By subsidiary:

Non-controlling interest's dividends at beginning of year	(162)	(97)
Non-controlling interest's share of dividends declared	162	(162)
Non-controlling interest's share of dividends at end of year	-	162
	<b>-</b>	<b>(97)</b>

## Total dividends paid

	<b>(28 970)</b>	<b>(21 748)</b>
--	-----------------	-----------------

## 21.5 MOVEMENTS IN LONG TERM BORROWINGS

Liability at beginning of year	60 000	-
Amounts drawn	-	60 000
Balance at end of year	<b>60 000</b>	<b>60 000</b>



## Notes To The Financial Statements

## 21.6 MOVEMENTS IN SHORT TERM BORROWINGS

	2013 US\$ 000	2012 US\$ 000
Liability at beginning of year	21 381	24 175
Amounts paid	(2 776)	(2 794)
Balance at end of year	18 605	21 381
21.7 INCREASE IN SHAREHOLDER FUNDING		
Proceeds of shares issued: By the Company	4 843	1 909
	4 843	1 909
21.8 CASH AND CASH EQUIVALENTS		
Made up as follows:		
Bank balances and cash	75 088	55 578
	75 088	55 578

## 22. DIVIDENDS

	2013 US Cents	2012 US Cents	2013 US\$ 000	2012 US\$ 000
Interim	1,17	0,83	14 069	9 835
Final – proposed	2,23	1,25	27 270	14 901
	3,40	2,08	41 339	24 736

## 23. RELATED PARTY TRANSACTIONS

## 23.1 PARTIES WITH SIGNIFICANT INFLUENCE OVER THE GROUP

The entities and individuals known to be significant shareholders (i.e owning more than 5% of a class of equity) of Delta Corporation Limited are shown on page 76 of this report.

SABMiller Group entities are considered to be related parties of the Group by virtue of SAB Miller's 40,1% equity shareholding. Details of the transactions are shown in note 23.2. There were no transactions with Old Mutual and other significant shareholders during the year.

## Notes To The Financial Statements

## 23.2 RELATED PARTY TRANSACTIONS

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note. Details of transactions between Group companies and other related parties are disclosed below:

	Purchase of Goods US\$ 000	Royalties & Technical Fees US\$ 000	Rental Payments US\$ 000	Owed by Related Parties US\$ 000	Owed to Related Parties US\$ 000
<b>2013</b>					
SABMiller Companies	67 876	13 384	-	-	(7 470)
Associates	120	-	-	87	(400)
Delta Pension Fund	-	-	289	-	-
	67 996	13 384	289	87	(7 870)
<b>2012</b>					
SABMiller Companies	60 198	10 976	-	134	(13 135)
Associates	2 139	-	-	-	(36)
Delta Pension Fund	-	-	251	-	-
	62 337	10 976	251	134	(13 171)

Sales and purchases of goods were carried out at normal commercial prices. Rentals are market related and are determined by an independent third party. The amounts outstanding are unsecured and will be settled on normal terms. No expense has been recognised in the current or prior periods for bad or doubtful debts in respect of the amounts owed by related parties. A related party which is a subsidiary of SABMiller Plc. has provided a guarantee to the bank that extended the long-term loan of US\$60 million to the Group (note 19).

## 23.3 REMUNERATION OF DIRECTORS AND OTHER KEY MANAGEMENT

The remuneration of Directors and other members of key management during the year was as follows:

	2013 US\$ 000	2012 US\$ 000
Short-term benefits	4 849	2 678
Post-employment benefits	428	394
Share based payments	1 521	1 259
	6 798	4 331

Included in the above amounts are the following in respect of Directors' emoluments:

Paid by subsidiaries:		
For services as Directors	108	87
For managerial services	4 579	3 095
	4 687	3 182

## Notes To The Financial Statements

## 23.4 PRINCIPAL SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name	Country of Incorporation	Principal Activity	Effective Interest	
			2013	2012
MegaPak Zimbabwe (Private) Limited	Zimbabwe	Beverages Manufacture	51%	51%
Delta Beverages (Private) Limited	Zimbabwe	Beverages Manufacture	100%	100%
National Breweries Limited	Zimbabwe	Dormant	100%	100%
Chibuku Breweries Limited	Zimbabwe	Dormant	100%	100%
United Bottlers (Private) Limited	Zimbabwe	Dormant	100%	100%
Bevcool (Private) Limited	Zimbabwe	Dormant	100%	100%
Headend (Private) Limited	Zimbabwe	Dormant	92%	92%
Rainbow Beverages (Private) Limited	Zimbabwe	Dormant	100%	100%
Polycon Converters (Private) Limited	Zimbabwe	Dormant	100%	100%
Matchwell Investments (Private) Limited	Zimbabwe	Dormant	100%	100%
AFDIS Holdings Limited	Zimbabwe	Beverages Manufacture	28%	28%
Schweppes Zimbabwe Limited	Zimbabwe	Beverages Manufacture	49%	49%
Food & Industrial Processors (Private) Limited	Zimbabwe	Starch Distributor	49%	49%
Mandel Training Centre	Zimbabwe	Training	26%	26%

The investment in Food & Industrial Processors (Private) Limited was written off in prior years.

## 24. COMMITMENTS FOR CAPITAL EXPENDITURE

	2013 US\$ 000	2012 US\$ 000
Contracts and orders placed	3 500	16 544
Authorised by Directors but not contracted	62 500	63 456
	<b>66 000</b>	<b>80 000</b>

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

## 25. PENSION FUNDS

Group operating companies and all employees contribute to one or more of the following independently administered pension funds.

## 25.1 DELTA GROUP PENSION FUND

All Group employees are members of either Delta Beverages Pension Fund or the Megapak Pension Fund. The funds are independently administered defined contribution funds and are, accordingly, not subject to actuarial valuation shortfalls.

## Notes To The Financial Statements

## 25.2 NATIONAL SOCIAL SECURITY AUTHORITY SCHEME

This is a defined benefit scheme promulgated under the National Social Security Authority Act 1989. The Group's obligations under the scheme are limited to specific contributions legislated from time to time. These are presently 3% of pensionable emoluments up to a maximum of US\$200 per month for each employee.

## 25.3 PENSION COSTS RECOGNISED AS AN EXPENSE FOR THE YEAR

	2013 US\$ 000	2012 US\$ 000
Defined contribution funds	5 073	4 423
National Social Security Authority Scheme	663	640
	<b>5 736</b>	<b>5 063</b>

## 26. FINANCIAL RISK MANAGEMENT

## 26.1 TREASURY RISK MANAGEMENT

The Group Management Committee, consisting of senior executives of the Group, meets on a regular basis to analyse, amongst other matters, currency and interest rate exposures and re-evaluate treasury management strategies against revised economic forecasts. Compliance with Group policies and exposure limits is reviewed at quarterly Board meetings.

## 26.2 FOREIGN CURRENCY MANAGEMENT

Exposure to exchange rate fluctuations and foreign loans is limited by Group treasury policy and is monitored by the Group Management Committee. Operating subsidiaries manage short-term currency exposures relating to trade imports and exports within approved parameters.

The carrying amounts of the Group's foreign currency denominated monetary assets and liabilities at the end of the reporting period were as follows:

	Liabilities		Assets		Net Exposure	
	2013 US\$ 000	2013 US\$ 000	2013 US\$ 000	2013 US\$ 000	2013 US\$ 000	2013 US\$ 000
Euro	(671)	(1 184)	48	3 395	(623)	2 211
Rand	(5 959)	(11 810)	900	1 422	(5 059)	(10 387)

The following table details the Group's sensitivity to a 22% increase and decrease in the United States Dollar against the Euro and South African Rand. 22% represents management's assesment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 22% change in foreign currency rates. A positive number below indicates an increase in profit where the United States Dollar strengthens 22% against the Euro and the South African Rand. For a 22% weakening of the United States Dollar against Euro and South African Rand, there would be a comparable impact on the profit and the balances below would be negative.

	Euro Impact		Rand Impact	
	2013 US\$ 000	2012 US\$ 000	2013 US\$ 000	2012 US\$ 000
Profit/(Loss)	165	96	926	43



## Notes To The Financial Statements

## 26.3 INTEREST RISK MANAGEMENT

Group policy is to adopt a non-speculative approach to managing interest rate risk. Approved funding instruments include bankers' acceptances, call loans, overdrafts, commercial paper, foreign loans and where appropriate, long-term loans. Approved investment instruments include fixed and call deposits. The risk is limited as there are no variable/ floating rate instruments held.

## 26.4 LIQUIDITY RISK MANAGEMENT

The Group has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

**Liquidity and interest rate tables**

The following tables detail the Group's remaining contractual maturity for its financial liabilities with agreed repayment periods and fixed interest rates. There are no financial liabilities with floating rates. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The tables include both interest rates and principal cash flows. All interest rates are fixed in nature. The contractual maturity is based on the earliest date on which the Group may be required to pay.

	Weighted average effective interest rate %	0-6 Months US\$ 000	6-36 Months US\$ 000	Total US\$ 000
<b>31 March 2013</b>				
<b>Fixed interest rate instruments</b>	<b>8</b>	<b>18 605</b>	<b>60 000</b>	<b>78 605</b>
<b>31 March 2012</b>				
<b>Fixed interest rate instruments</b>	<b>8</b>	<b>21 381</b>	<b>60 000</b>	<b>81 381</b>

The Group has access to financing facilities of which US\$21.9 million were unused at the end of the reporting period. The Group expects to meet its other obligations from operating cash flows.

**FINANCING FACILITIES**

	2013 US\$ 000	2012 US\$ 000
Unsecured bank loan facility, with various maturity dates through to 2013 and of which:		
Total available	40 500	40 500
Amount used	(18 605)	(21 381)
Amount unused	21 895	19 119

The Directors consider that the carrying amounts of financial assets and financial liabilities in the financial statements approximate their fair values.

## Notes To The Financial Statements

## 26.5 CREDIT RISK MANAGEMENT

Potential concentration of credit risk consists principally of short-term cash and cash equivalent investments and trade debtors. The Group deposits short-term cash surpluses only with major banks of high credit standing. Trade debtors comprise a large, widespread customer base and Group companies perform on-going credit evaluations of the financial condition of their customers. The Group uses publicly available financial information and its own trading records to rate its major customers. Credit exposure is controlled by counterparty limits that are reviewed and approved by the risk management committee annually. The Group does not have significant credit risk exposure to any single trade debtor. Concentration of credit risk did not exceed 10% for any counter-party. The credit risk on liquid funds is limited because the counter parties are banks with high credit ratings assigned by international credit-rating agencies.

## 26.6 FAIR VALUE OF FINANCIAL INSTRUMENTS

The estimated net fair values of all financial instruments approximate the carrying amounts shown in the financial statements.

## 26.7 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders. The capital structure of the Group consists of net debt (comprising borrowings as offset by cash and bank balances) and equity of the Group (comprising issued capital, reserves and retained earnings). The Group is not subject to any externally imposed capital requirements. The gearing ratio is 1.01% in current year (2012:9.59%).

## 26.8 FINANCIAL RISK MANAGEMENT OBJECTIVES

The Group's Corporate Treasury function provides services to the business, co-ordinates access to domestic and international financial markets, monitors and manages the financial risks relating to the operations of the Group through internal risk reports which analyse exposures by degree and magnitude of risks. These risks include market risk (including currency risk, fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk.

## Company Statement of Comprehensive Income

FOR THE YEAR ENDED 31 MARCH

	2013 US\$ 000	2012 US\$ 000
<b>REVENUE</b>		
Dividend income	82 777	24 736
Share of profit from associates	306	428
Profit before tax	83 083	25 164
Taxation	-	-
<b>PROFIT FOR THE YEAR</b>	<b>83 083</b>	<b>25 164</b>
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>83 083</b>	<b>25 164</b>

All statement of comprehensive income transactions relate to dividends received and share of profits in associate. All cashflows are managed by the subsidiary, Delta Beverages Private Limited and are settled through the intercompany accounts.

## Company Statement of Financial Position

AT 31 MARCH

	2013 US\$ 000	2012 US\$ 000
<b>ASSETS</b>		
<b>Non- current Assets</b>		
Investments in associated companies	13 1 509	1 203
Interest in subsidiaries	A 87	87
	<b>1 596</b>	<b>1 290</b>
<b>Current Assets</b>		
Loans to subsidiaries	B 78 146	33 253
Trade and other receivables	C 27 894	15 167
	<b>106 040</b>	<b>48 420</b>
<b>Total Assets</b>	<b>107 636</b>	<b>49 710</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and Reserves</b>		
Share capital	12 230	11 927
Share premium	24 049	19 553
Share option reserve	3 054	-
Retained earnings	67 507	17 964
<b>Total Shareholders' Equity</b>	<b>107 111</b>	<b>49 444</b>
<b>Current Liabilities</b>		
Trade and other payables	D 525	266
<b>Total Equity and Liabilities</b>	<b>107 636</b>	<b>49 710</b>

### A. INTEREST IN SUBSIDIARIES

Details of all subsidiaries are provided in the Group structure included elsewhere in this report.

### B. LOANS TO SUBSIDIARIES

Loans to subsidiaries relate to long term non- interest bearing loans issued to Delta Beverages (Private) Limited. The loans do not have fixed repayment dates and nil interest.

### C. TRADE AND OTHER RECEIVABLES

Receivables relate to dividends owing from the subsidiary Delta Beverages (Pvt) Limited as well as dividends paid over to the share transfer secretaries but not yet issued to shareholders.

### D. TRADE AND OTHER PAYABLES

Outstanding dividends are those which have been declared but not collected by the shareholders from the share transfer secretaries.



**CF DUBE**  
CHAIRMAN  
10 May 2013



**P GOWERO**  
CHIEF EXECUTIVE OFFICER



## Company Statement Of Changes In Equity

FOR THE YEAR ENDED 31 MARCH

	Notes	Share Capital US\$ 000	Share Premium US\$ 000	Share Options US\$ 000	Retained Earnings US\$ 000	Total US\$ 000
At 1 April 2011		11 822	17 749	-	14 451	44 022
Share options exercised		105	1 804	-	-	1 909
Total comprehensive income for the year		-	-	-	25 164	25 164
Payment of dividends	21.4	-	-	-	(21 651)	(21 651)
<b>At 1 April 2012</b>		<b>11 927</b>	<b>19 553</b>	<b>-</b>	<b>17 964</b>	<b>49 444</b>
Share options exercised		347	4 496	-	-	4 843
Share option reserve transfer		-	-	3 054	-	3 054
Share buy back	17.5	(44)	-	-	(4 300)	(4 344)
Total comprehensive income for the year		-	-	-	83 083	83 083
Dividend paid to shareholders of the parent	21.4	-	-	-	(28 970)	(28 970)
<b>At 31 March 2013</b>		<b>12 230</b>	<b>24 049</b>	<b>3 054</b>	<b>67 507</b>	<b>107 111</b>

## Group Statistics

FOR THE YEAR ENDED 31 MARCH

	2013	2012
<b>SHARE PERFORMANCE</b>		
<b>PER SHARE (US cents)</b>		
Attributable earnings	8,49	6,22
Diluted earnings	8,42	6,03
Cash equivalent earnings	11,19	9,25
Dividends	3,40	2,08
Cash flow	13,46	10,04
Net asset value	28,21	22,25
Closing market price (US cents)	115	68
ZSE industrial index	183,6	136,76
<b>SHARE INFORMATION</b>		
In issue (m's)	1 223	1 192
Market capitalisation (US\$000's)	1 406 314	810 632
Trading volume (m's)	181,1	405
Trading percentage (%)	15,0	33,98
<b>RATIOS AND RETURNS</b>		
<b>PROFITABILITY</b>		
Return on equity (%)	30,10	27,94
Income after taxation to total capital employed (%)	30,58	28,49
Pretax return on total assets (%)	24,36	21,26
<b>SOLVENCY</b>		
Long term debt to total Shareholders' funds (%)	17	22
Interest cover (times)	18	21
Total liabilities to total Shareholders' funds (%)	62,71	73,62
<b>LIQUIDITY</b>		
Current assets to interest free liabilities & short-term borrowings	1,37	1,54
<b>PRODUCTIVITY</b>		
Turnover per employee (\$000's)	115	97
Turnover to payroll (times)	7,09	6,77
<b>OTHER</b>		
Number of shareholders	6 932	6 716

## Sustainable Development Report

Our business makes its greatest contribution to society by delivering high quality products that consumers enjoy. In doing so, we create jobs, pay taxes, build skills; which demonstrates that business growth and sustainable development can be mutually reinforcing rather than be in conflict. We integrate sustainable development into the day to day management of the business through our ten key priority areas and measure, track and evaluate performance using a bespoke Sustainability Assessment Matrix (SAM) methodology.

### THE SUSTAINABILITY ASSESSMENT MATRIX (SAM).

The SAM is a rigorous and transparent management system used for collecting, measuring, monitoring, and presenting the Company's performance in sustainable development issues with respect to each of the ten priority areas. Specific standards and performance targets have been developed based on local circumstances and conditions taking into account the results of benchmarking to best practice and other peers in similar sectors. The full business scorecard is yet to be adopted.

Each priority area has a 'stairway' that plots a course through five levels of performance from minimum standard to leading edge. To achieve a performance step (or level) our business must meet a series of assessment criteria which include both qualitative and quantitative measurements. Progress is assessed every six months. The Company is developing capability through assistance from SABMiller in setting these objective measures, and identifying partners that can provide assurance to the broad range of users and stakeholders. The SABMiller Group's sustainability process and reporting is in accordance with the Global Reporting Initiative guidelines in addition to the other frameworks under the United Nations Global Compact and Millennium Development Goals.

### THE 10 PRIORITY AREAS

We appreciate that our business is not something separate from the society hence is at one and the same time an employer, a customer, a supplier and a taxpayer. The interests of the Company and the wider community are therefore inextricably intertwined. We have therefore identified the following ten priorities as our key areas of responsibility:-

- 1 DISCOURAGING ALCOHOL ABUSE
- 2 PRODUCING MORE BEVERAGE PRODUCTS USING LESS WATER.
- 3 REDUCING OUR ENERGY AND CARBON FOOTPRINT
- 4 PACKAGING, REUSE AND RECYCLING
- 5 WORKING TOWARDS REDUCING WASTE IN OUR OPERATIONS
- 6 ENCOURAGING ENTERPRISE DEVELOPMENT IN OUR VALUE CHAINS
- 7 BENEFITING LOCAL COMMUNITIES
- 8 RESPECTING HUMAN RIGHTS
- 9 CONTRIBUTING TO THE REDUCTION OF HIV & AIDS
- 10 TRANSPARENCY & ETHICS

In this report we highlight the key issues in each priority area and provide highlights on the current projects.

## Sustainable Development Report

### 1. DISCOURAGING IRRESPONSIBLE DRINKING

Our beer adds to the enjoyment of life for the overwhelming majority of consumers. We, however, acknowledge that a small minority of consumers abuse alcohol and are a risk to themselves, their families and their communities. The Company operates within the framework of its Alcohol and Communications Policies whose main thrust is to set principles and guidelines on combating the harmful effects of alcohol abuse and ensuring that information provided to consumers about alcohol consumption should be accurate and balanced.

The principles that guide our decisions on alcohol include

- We work collectively with other stakeholders to address irresponsible consumption. The Company is a member of and plays an integral role within the Zimbabwe Alcoholic Beverages Manufacturers Association (ZABMA). ZABMA works with the Zimbabwe Traffic Safety Board in campaigns against drunk-driving.
- We expect our employees to aspire to high levels of conduct in relation to alcohol consumption. To this end we continue to train employees in the Alcohol Intelligence Quotient (AIQ) and the Alcohol Behaviour & Communication (AB&C) Programmes to enhance knowledge on alcohol use and responsible behaviour.
- Discouraging underage alcohol drinkers – our communication on alcohol carry the message on the legal drinking age.
- Information provided to consumers about alcohol consumption should be accurate. We have upgraded our packaging in order to carry the full health warnings.

### 2. REDUCING THE USAGE OF WATER IN OUR PRODUCTION PROCESSES

The Company's operations use significant amounts of water; hence the need for strategies that minimise its use in our operations and assisting our communities in accessing this key resource.

It is noted that water remains a scarce resource in most of the centres where our businesses are located, driven by the insufficient infrastructure, which requires huge investments to resolve.

It is noted that in excess of 80% of our beverage volumes are sold in returnable bottles, requiring large amounts of water for cleaning and washing the containers. The infrastructural challenges alluded to impact on the production processes, requiring secondary purification of mains water to attain food grade quality standards. It will therefore take a number of years before the usage levels can be compared to international benchmarks. We use the '5Rs' – pRotect, Reduce, Reuse, Recycle and Redistribute – to manage water upstream, downstream and within our operations.

The initiatives in this arena include the following:

- Assisting our communities to increase the access to portable water through the Rain project as noted under Community projects. We continue work in collaboration with certain local authorities to upgrade or repair their water reticulation infrastructure for the benefit of the communities.
- Modernisation of brewing plant, water pipe replacements and packaging water reclaim systems to optimise the water-to-beverage ratio. Major refurbishments of the water reticulation systems were undertaken at the major sites including installation of meters for the accurate measurement of usages. Most of our operations reported reasonable improvement to the water-to-beverage usage ratio in the current year.



## Sustainable Development Report

### 3. REDUCING OUR ENERGY AND CARBON FOOTPRINT

Our operations use energy to produce and transport our products. Statistics on the usages of coal, electricity and fossil fuel are maintained at each plant whilst the process of setting benchmarks and targets is underway. It is noted, however that the country faces significant challenges with power supply due to the infrastructure decay over the last few years. This results in the disruption to production and hence causes disparities in the usage of these key resources. It will therefore take a number of years of significant investments in these sectors for companies to register progress in this arena.

There are various initiatives underway which target to reduce the energy usages which include:

- The on-going capital investment projects are aimed at improving production efficiencies.
- Energy conservation strategies such as increased use of natural lighting and energy saving light bulbs. The statistics on fossil fuels and energy consumption per unit of beverage indicate an improvement over prior year. However, the use of on-site power generators is less efficient than the industrial energy sources and also increases the levels of emissions from our factories.
- Strategies to reduce carbon emissions from our factories and heavy motor vehicles.
- Measuring instruments acquired at factories and vehicle workshops to record and monitor the levels of carbon emissions.
- Increasing payloads on freight vehicles to reduce amount of fuel used in transporting beverages. A total of fifteen new trailers with reinforced lightweight axles were introduced during the year; this will reduce the fuel consumed by the distribution fleet.
- The fleet management systems have allowed constant monitoring of driver performance with the resultant reduction in fuel consumption.

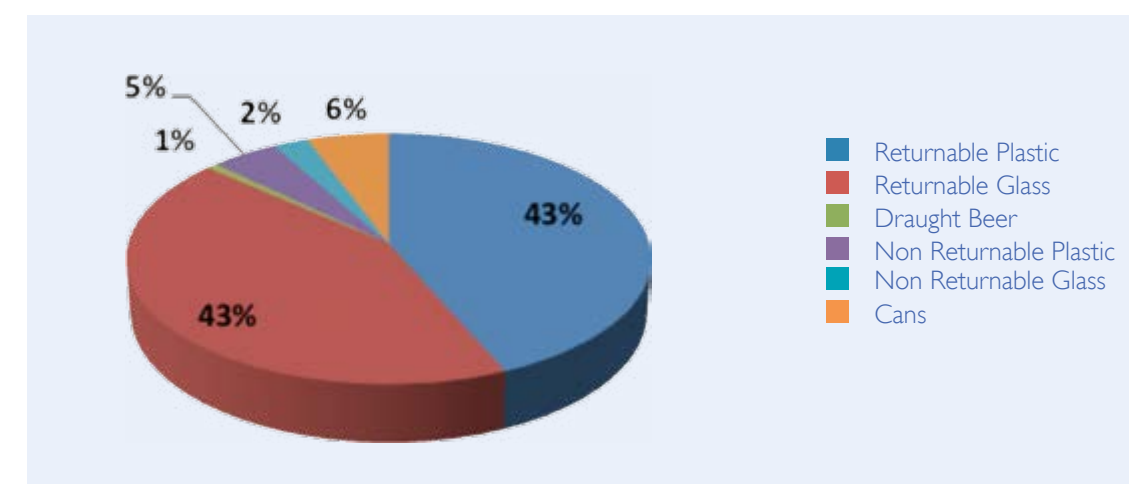
### 4. PACKAGING, REUSE AND RECYCLING

The Company uses many different types of primary and secondary packaging, including glass bottles, steel and aluminium cans, PET plastic, high density polyethylene crates and bottles, cardboard cartons and kegs. The packaging preserves the quality of our products for the enjoyment of our consumers and so it needs to be fit and safe for the purpose. The manufacture and disposal of our packaging substrates have environmental consequences which we must take into account.

- Greater than 85% of the Company's volumes are sold in recyclable packaging material mainly returnable glass bottles.
- Significant progress has been made in the light-weighting of both primary and secondary packaging. The roll-out of the soft drinks light weight crates and returnable bottles is substantially complete for the main brands. The PET plant installed in Bulawayo uses light weight preforms with weight reductions of up to 20% in material.
- The issues relating to the disposal of waste arising from one-way packaging are covered under waste management.

## Sustainable Development Report

F13 VOLUME SPLIT BY PACK TYPE %



### 5. WORKING TOWARDS REDUCING WASTE IN OUR OPERATIONS

It is critical for the Company to use resources efficiently in order to reduce the amount of waste generated and explore opportunities to reuse and recycle waste.

- A significant amount of the waste from our brewing operations is organic material such as spend grains which are sold to farmers as stock feed.
- The remaining waste is made up of damaged used packaging (broken bottles, crowns, cardboard cartons, can bodies, etc.), effluent sludge from water treatment, boiler ash and other non-recyclable waste. The Company actively participates in programs to educate consumers on post consumption waste disposal to discourage littering.
- Segregated broken glass (cullet) is collected and sent back to the glass manufacturer as cullet for recycling and processed into new glass. A total of 3 292 tonnes of cullet were sent to Zimglass during the year.
- The collection of used beverage cans and crashing them into tin cake for export is on-going. A total 2 085 tonnes were collected of which 650 tonnes were exported to South Africa. The balance was used as land fill. It is noted that there is currently no capacity to recycle the cans in Zimbabwe, hence the need to export the crushed cans to South Africa through the Collect-A Can initiative.
- Old plastic crates and high density polyethylene bottles are sent back to plastic manufacturers such as MegaPak for re-chipping and processing into new products such as drums. In the current year a total of 354 082 plastic crates were made from recycling old plastic material.
- The joint venture company (PETRECO) is now operational whose mandate is to spearhead the collection and recycling of used PET bottles in the country. A processing machine is on order which is expected to be installed at the factory premises in Graniteside, Harare by August 2013. It is noted that there are a number of secondary usages of the PET waste that is being collected by private vendors.

## Sustainable Development Report



Crushed cans are exported to South Africa through the Collect-A-Can initiative. There are still major challenges in the management of waste streams such as effluent as most local authorities' infrastructure is in need of rehabilitation. Considerable investments are required at national level for the waste discharged into the environmental ecosystems to comply fully with the Water Act and other environmental regulations

### 6. ENCOURAGING ENTERPRISE DEVELOPMENT IN OUR VALUE CHAINS

The reach and scale of our business means that we play a key role in the economic development of the communities in which we operate. To this end we endeavour to:

- a) Develop local suppliers to substitute imports of key raw materials or increase the proportion of spend on locally sourced raw materials. This is line with the focus at the national level to address the balance of payments gap.
- b) Work in partnership with suppliers to ensure compliance with environmental and safety legislation
- c) The company continues to support a network of both communal and commercial farmers in growing sorghum and barley, critical inputs in our beer business. The 2012 barley contracts registered some improvement in farm yields which resulted in the intake of 37 700 tonnes of barley. The Company supports the farmers through the provision of extension services, agricultural inputs and a guaranteed market for their barley and sorghum grain output. A critical element of the scheme is the research and development of seed varieties of both sorghum and barley that target to improve agronomic performance and crop yields.

### 7. BENEFITING LOCAL COMMUNITIES

The prosperity of our business is closely aligned to the health and well-being of the communities in which we work, hence the Company's corporate social investment initiatives are aimed at integrating our business priorities with the needs of the local communities.

- The Company contributes significant amounts with respect to fiscal revenues particularly excise duty on lager beer, traditional beer levy, value added tax, company tax and pay as you earn withheld from employees' emoluments. The remittances to Government during the year with respect to company tax, excise duty, net value added tax and other withholding taxes increased by 14% to \$173 million. It is noted the contribution to taxes will increase in the coming year following the increase in the rate of excise duty on lager beer from 40% to 45% with effect from December 2012.
- The Company provides financial support for gifted but disadvantaged children through the Bursary Scheme, taking some of the students through advanced level and university education. In addition, Schools Assistance Program undertakes to construct two to three classroom blocks per year for disadvantaged communities with further assistance coming from partners that provide books and other amenities.

## Sustainable Development Report

- Our involvement in the Sports and Arts has continued with sponsorships of festivals such as HIFA, Jikinya Dance festival, INTWASA and the Danhiko Paralympics games. For the fourth successive year we sponsored the country's premier sports awards ANSA. We continue to support various charitable institutions such as St. Giles, Chinyaradzo Children's Home the SOS villages, Kidz Can and other deserving institutions.

### 8. RESPECTING HUMAN RIGHTS

Delta employs on average some 5 500 employees of which 75% are permanent. There is a focus on increasing the ratio of female employees particularly at the senior levels. As noted in our Values Statement, we acknowledge that our people are our enduring advantage, hence the need to provide a safe and healthy working environment. Our conditions of service stress the need to discourage any forms of discrimination, recognise the right to collective bargaining and the need to promote fairness at the work place.

- Safety committees are in place throughout the business under the guidance of suitably qualified Safety, Health and Environmental Managers who ensure adherence to the safety and health procedures. Statistics on accidents are collated and evaluated against internationally accepted benchmarks, with safety matters being deliberated at divisional boards under the oversight of the audit committee. The lost time injuries were impacted by the off-site road traffic accidents that sadly claimed the lives of our one crew and three members of the public.
- During the last financial year, the Group provided close to 16 700 days of training to employees. The Group continues to feed the talent pipeline through annual intakes to the various apprenticeship and internship programmes.

### 9. CONTRIBUTING TO THE REDUCTION OF HIV & AIDS

The adverse effects of the HIV/AIDS pandemic continue to impact on our employees, their families and the wider community in which the Company operates. The overall objective of our business' comprehensive Wellness Program is to reduce the impact of HIV/AIDS and other non-communicable diseases on our employees, customers and suppliers. We continue to run the Provider Initiated Testing and Counselling at the Company's clinics. The general awareness of health issues has increased driven by the Wellness Program, which has been recognised through the Company's nominations as a finalist for the 2013 Global Coalition Health Awards.



### 10. TRANSPARENCY AND ETHICS

The company's Ethics Policy, which was recently updated, continues to be issued to all new employees on engagement. Corporate Governance and Ethics remain integral subjects in the Management Development Program (MDP). In addition the company sponsors SIFE's (Students In Free Enterprise) Ethics Pillar in a separate competition that is aimed at grooming ethical business leaders for the future. The Ethics Policy and the Anti-Bribery Policy apply to all employees, which are re-enforced by the various Tip-Off Anonymous systems.



## Group Structure

DELTA CORPORATION LIMITED AND ALL SUBSIDIARY AND ASSOCIATED COMPANIES ARE REGISTERED IN ZIMBABWE.



## Portfolio of Business

### BEVERAGES MANUFACTURING AND DISTRIBUTION

#### LAGER BEER BUSINESS

Brewing lager beer; 2 Breweries, Castle Lager, Castle Lite, Castle Milk Stout, Golden Pilsener, Lion Lager, Carling Black Label, Zambezi Lager, Zambezi Light Lager, Bohlinger's Lager, Eagle Lager

**Imported Brands:** Miller Genuine Draft, Peroni, Sarita, Brutal Fruit, Redds

#### TRADITIONAL BEER BUSINESS

Brewing sorghum beer; 14 Breweries Chibuku, Chibuku Super and Rufaro

#### SPARKLING BEVERAGES BUSINESS

Bottling carbonated sparkling beverages, 3 Bottling Plants Coca-Cola, Coca Cola Light, Coke Zero, Fanta, Sparletta, Sprite, Schweppes, Burn, Powerplay

#### TRANSPORT AND DISTRIBUTION BUSINESS

Provision and maintenance of primary and secondary distribution vehicles & the distribution of beverage products, 26 Workshops, 38 Delta Beverage Centres, & 7 Customer Collection Depots

#### MAHEU BUSINESS

Shumba Maheu & Super Sip, 1 factory

### AGRO INDUSTRIAL

#### Kwekwe Maltings

Barley and Sorghum malting, 2 Malting Plants

#### MEGAPAK ZIMBABWE (PVT) LTD

Manufacture of PET, injection and blow moulded plastic products, 1 Factory

#### SCHWEPPE'S ZIMBABWE LIMITED

Bottling of Non-carbonated cordials, 2 Plants, Mazoe, Calypso, Ripe & Ready, Still Water, Minute Maid

#### FOOD AND INDUSTRIAL PROCESSORS (PVT) LTD

Wholesale distributor of starches and glucose

#### AFRICAN DISTILLERS LIMITED

Wine & spirit producer, 1 Distillery, 6 Depots plus imported wines & ciders

#### MANDEL TRAINING CENTRE (PVT) LIMITED

Training and leadership development  
1 Training & Conference Centre



## Directorate and Management



C F DUBE



P GOWERO



M KAROMBO



E R MPISAUNGA



M M VALELA



M J BOWMAN



S J HAMMOND



J A KIRBY



PROF H C SADZA



T N SIBANDA



L E M NGWERUME

A MAKAMURE  
Company Secretary

## Directorate and Management

### Board of Directors

#### CHAIRMAN

C F Dube

LLB; MBA\* ~

#### CHIEF EXECUTIVE OFFICER

P Gowero

BSc Econ (Hons); MBL \* ~

#### EXECUTIVE DIRECTORS

M P Karombo

BTech (Mgmt); MBA; MCIM

E R Mpisaunga

B.Sc (Hons)

M M Valela

BTech (Accounts) ; CA(Z)

#### NON-EXECUTIVE DIRECTORS

M J Bowman

B.Com; MBA

S J Hammond

B.Comm; CA(Z) ~

J A Kirby

B.Acc; CA(SA) ~

L E M Ngwerume

BA; MBA;IMS

Prof H C Sadza

B.Sc;MA;Phd; MIPMZ;Mzim

T N Sibanda

B.Acc; CA(Z) \*

\* Mr G Nel is a co-opted member of the Audit Committee

\* Member of the Audit Committee

~ Member of the Remuneration Committee

### Group Management Committee

P Gowero

BSc Econ (Hons); MBL

Chief Executive Officer

M M Valela

BTech (Accounts) ; CA(Z)

Executive Director-Finance

E R Mpisaunga

B.Sc (Hons) Animal Science

Executive Director – Operations

M P Karombo

BTech (Mgmt); MBA; MCIM

Marketing Director

M Gambiza

B. Compt (Hons) CA(Z)

General Manager-Beverage Operations (South)

A Makamure

B.Acc (Hons) CA(Z)

Company Secretary

M R Makomva

B.Acc(Hons); CA(Z); MBL

Managing Director-MegaPak

C D Malaba (Mrs)

B.Acc(Hons) B Compt, CA(Z)/SA

Supply Chain Director

D Mange

B.Sc; MBL

Director - Information Technology

M W Mudimbu

BSc

General Manager – Sorghum Beer

Dr M G Nyandoroh

B.Sc (Hons); M.Sc; Phd

General Manager-Beverage Operations (North)

M Pemhiwa

BSc Psych; MBA

Human Resources Director

T Rinomhota

BSc Eng, MBA

Technical Director



## Notice to Members

Notice is hereby given that the Sixty Sixth Annual General Meeting of Members of Delta Corporation Limited will be held at the Registered Office of the Company at Northridge Close, Borrowdale on Wednesday 24 July 2013 at 12 00 hours for the following purposes.

### ORDINARY BUSINESS

1. **STATUTORY FINANCIAL STATEMENTS**  
To receive and adopt the Financial Statements for the year ended 31 March 2013, together with the Report of Directors and Auditors thereon.
2. **To appoint Directors**  
Mr D Taranhike resigned from the Company and the Board at the end of March 2013.  
  
Messrs M J Bowman and C F Dube together with Professor H C Sadza are due to retire by rotation. Mr J A Kirby was appointed to the Board on 1 August 2012 and retires at the end of his interim appointment. All being eligible, they will offer themselves for re-election.
3. **Directors Fees**  
To approve the Directors' fees for the financial year ended 31 March 2013.
4. **To appoint Auditors for the current year and to approve their remuneration for the year past.**

### SPECIAL BUSINESS

1. **SHARE BUY BACK**  
Shareholders will be asked to consider and if deemed fit, to resolve with or without amendments, THAT the Company authorises in advance, in terms of Section 79 of the Companies Act (Chapter 24:03) the purchase by the Company of its own shares upon such terms and conditions and in such amounts as the Directors of the Company may from time to time determine and such authority hereby specifies that:
  - a. the authority shall expire on the date of the Company's next Annual General Meeting;
  - b. acquisitions shall be of ordinary shares which, in aggregate in any one financial year, shall not exceed 10% (ten percent) of the Company's issued ordinary share capital.
  - c. the maximum and minimum prices, respectively, at which such ordinary shares may be acquired will be not more than 10% (ten percent) above and 10% (ten percent) below the weighted average of the market price at which such ordinary shares are traded on the Zimbabwe Stock Exchange, as determined over the 5 (five) business days immediately preceding the date of purchase of such ordinary shares by the Company;
  - d. a press announcement will be published as soon as the Company has acquired ordinary shares constituting, on a cumulative basis in the period between Annual General Meetings, 3% (three percent) of the number of ordinary shares in issue prior to the acquisition.

It will be recorded that, in terms of Companies Act and the regulations of the Zimbabwe Stock Exchange, it is the intention of the Directors of the Company to utilise this authority at a future date provided the cash resources of the Company are in excess of its requirements and the transaction is considered to be in the best interests of shareholders generally. In considering cash resource availability the Directors will take account of, inter alia, the long term cash need of the Company, and will ensure the Company will remain solvent after the re-purchase.

## Notice to Members

### 2. AMENDMENTS TO THE ARTICLES OF ASSOCIATION

It is proposed to amend the Articles of Association by inserting two clauses that allow the electronic mailing of reports to shareholders and the distribution of dividends through approved national payment systems.

### 3. AUTHORISATION OF LOANS TO EXECUTIVE DIRECTORS

To resolve as an ordinary resolution, with or without amendments;

"That the Company be and is hereby authorised to make a loan to any executive director or enter into a guarantee or provide security in connection with a loan to such executive director for the purpose of enabling him to properly perform his duty as an officer of the Company, with respect to the provision of the motoring benefit, provided that the amount of the loan or the extent of the guarantee or security shall be as determined by the Remuneration Committee of the Board of Directors from time to time"

### BY THE ORDER OF THE BOARD



**A MAKAMURE**  
Company Secretary

Sable House  
Northridge Close  
Borrowdale  
Harare  
Zimbabwe

24 June 2013

## Shareholders Analysis and Calendar

Size of Shareholding	Number of Shareholders	%	Issued Shares	%
1 to 5,000	5 370	77,5	4 767 344	0,4
5,001 to 10,000	395	5,7	2 833 481	0,2
10,001 to 25,000	420	6,1	6 695 791	0,5
25,001 to 50,000	245	3,5	8 720 115	0,7
50,001 to 100,000	168	2,4	11 681 364	1,0
100,001 to 500,000	211	3,0	43 682 925	3,6
Over 500,000	123	1,8	1 148 981 795	93,6
	<b>6 932</b>	<b>100,0</b>	<b>1 227 362 815</b>	<b>100,0</b>
<b>Category</b>				
Local Companies	820	11,8	109 070 907	8,9
Foreign Companies	12	0,2	491 762 034	40,1
Pension Funds	346	5,0	75 973 883	6,2
Nominees, local	219	3,2	29 619 516	2,4
Nominees, foreign	123	1,8	330 583 817	26,9
Insurance Companies	73	1,1	144 068 937	11,7
Resident Individuals	4 711	68,0	32 902 605	2,7
Non Resident Individuals	220	3,2	2 823 336	0,2
Investments & Trusts	277	4,0	3 407 648	0,3
Fund Managers	83	1,2	2 303 319	0,2
Deceased Estates	44	0,6	419 643	0,0
Other Organisations	4	0,1	4 427 170	0,4
	<b>6 932</b>	<b>100,0</b>	<b>1 227 362 815</b>	<b>100,0</b>

Included in the category of 'over 500 000 shares' is Delta Employee Participation Trust Company (Private) Limited which holds 27 146 151 shares on behalf of 2 720 employees who participate in the two schemes.

## TOP TEN SHAREHOLDERS

Shareholder	2013	%	2012	%
SABMiller Zimbabwe BV	276 402 784	22,5	261 451 932	21,9
Stanbic Nominees (Pvt) Ltd NNR	241 581 133	19,7	81 648 222	6,8
Rainer Inc.	193 137 519	15,7	193 137 519	16,2
Old Mutual Life Assurance Co.	136 482 684	11,1	141 560 379	11,9
Old Mutual Zimbabwe Ltd	37 872 700	3,1	79 862 907	6,7
Delta Employees Share Participation Trust Co	27 146 151	2,2	27 491 151	2,3
Barclays Zimbabwe Nominees (P/L) NNR	22 673 398	1,8	147 829 283	12,4
Browning Investments NV	22 178 835	1,8	22 178 835	1,9
National Social Security Authority (NPS)	19 764 245	1,6	-	-
Standard Chartered Nominees (PVT) LTD	15 549 478	1,3	32 382 172	2,7
Fed Nominees P/L	-	-	17 507 950	1,5
Other	234 573 888	19,1	187 055 365	15,7
	<b>1 227 362 815</b>	<b>100,0</b>	<b>1 192 105 715</b>	<b>100,0</b>

## Shareholders Analysis and Calendar

## MAJOR SHAREHOLDERS

	2013	%	2012	%
Old Mutual	174 355 384	14,2	221 423 286	18,6
SABMiller	491 719 138	40,1	476 768 286	40,0
	<b>666 074 522</b>	<b>54,3</b>	<b>698 768 286</b>	<b>58,6</b>

## RESIDENT AND NON-RESIDENT SHAREHOLDERS

Resident	729 659 380	59,4	713 300 704	59,8
Non-Resident	497 703 435	40,6	478 805 011	40,2
	<b>1 227 362 815</b>	<b>100,0</b>	<b>1 192 105 715</b>	<b>100,0</b>

The residency of a shareholder is based on place of domicile as recorded in the share register as defined for Exchange Control purposes and does not denote status in terms of the indigenisation regulations.

## SHARE PRICE INFORMATION

## Mid Range Price (US cents) at:

30 June 2012	65.00
30 September 2012	78.00
31 December 2012	100.00
31 March 2013	115.00

## Price Range:

Highest: 31 January 2013	126.01
Lowest: 13 June 2012	65.00

## CALENDAR

Sixty Sixth Annual General Meeting	24 July 2013
Financial Year End	31 March 2014
Interim Reports:	<b>Anticipated Dates:</b>
6 months to 30 September 2013	November 2013
12 months to 31 March 2014 and	
Final dividend declaration	May 2014
Dividend Payment Date – final	June 2013
Annual Report Published	July 2014

## REGISTERED OFFICE :

Sable House, Northridge Close  
Northridge Park, (P O Box BW294)  
Borrowdale, Harare, Zimbabwe  
Telephone: 263 4 883865  
E-mail: a.makamure@delta.co.zw

## TRANSFER SECRETARIES :

Corpserv (Private) Limited  
2nd Floor, Intermarket Centre  
Cnr: Kwame Nkrumah / 1st Street  
(P O Box 2208), Harare, Zimbabwe  
Telephone: 263 4 751559/61  
E-mail: corpserv@corpserv.co.zw



## Notes

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