



BOARD OF DIRECTORS	12
CHAIRMAN'S REPORT	14
CHIEF EXECUTIVE OFFICER'S REPORT	16
CHIEF FINANCIAL OFFICER'S REPORT	20



## BOARD OF DIRECTORS



Seated left to right: Hilton Saven, David Nurek, Professor Fatima Abrahams, Johan Enslin and Zarina Bassa  
Standing left to right: Ben van der Ross, Sizakele Marutlulle, Alan Smart and Les Davies

### EXECUTIVE DIRECTORS

#### **Johan Enslin (36)** Chief Executive Officer

Johan was appointed chief executive officer of Lewis Group on 1 October 2009. He is responsible for all aspects of the group.

Johan joined Lewis as a salesman in August 1993. He has, while climbing the ranks within the organisation, held various operational positions including Branch Manager, Regional Controller and Divisional General Manager. In 2002, he was made General Manager, Operations and with effect 1 April 2005, the operations director of Lewis Stores (Proprietary) Limited, being responsible for all facets of Lewis and Best Home and Electric store operations.

On 1 April 2007, Johan Enslin was appointed chief operating officer and became responsible for the entire retail operations of the group. Johan was appointed chief executive officer designate on 10 November 2008.

#### **Les Davies (54) CA (SA)** Chief Financial Officer

Les was appointed to the board of Lewis Group Limited on 1 April 2007 and has been the financial director of the main subsidiary Lewis Stores (Proprietary) Limited since April 1989. As Chief Financial Officer, his responsibilities include the full accountability of all the group's financial aspects.

Les has over 30 years' experience in financial management within the retail industry. Prior to joining Lewis Stores, Les spent five years as the Financial Director of AMC Classic (Proprietary) Limited. His experience covers a wide range of financial, administrative, legal, credit-related, insurance and statutory compliance matters.

On 10 November 2008, Les was appointed chief executive officer of the group's insurer, Monarch Insurance Company Limited ("Monarch"). He has been a director of Monarch for 15 years.

## NON-EXECUTIVE DIRECTORS

### **David Nurek (60) Diploma in Law Independent Non-executive Chairman of the Board and Chairman of Remuneration and Nomination Committee**

David Nurek has been associated with the Lewis Group for over 20 years. He was appointed non-executive Chairman of Lewis Stores (Proprietary) Limited in 2001 and as non-executive Chairman of the Board of Lewis Group on 15 July 2004.

David practised as a commercial attorney at Sonnenberg Hoffmann Galombik for more than 30 years, ultimately serving as Chairperson. In July 2000, he moved to Investec Bank and took up the position of Regional Chairman Western Cape, Investec Group. He also serves on the boards of, amongst others: New Clicks Holdings Limited, Foschini Limited and Sun International Limited.

David was appointed to the board of Monarch on 23 July 2007.

### **Hilton Saven (57) BCom, CA(SA) Independent Non-executive Director and Chairman of Audit and Risk Committee**

Hilton Saven was appointed as an independent non-executive director of Lewis Group on 22 June 2004.

Hilton is a Chartered Accountant and has pursued a career in the accounting profession since 1975 with the firm Mazars Moores Rowland, currently being the Senior Partner of the Cape Town practice and chairman of Mazars Moores Rowland South Africa. Hilton's varied professional experience across numerous sectors enables him to add substantial value in relation to the Lewis Group's accounting and financial disclosure obligation in relation to corporate governance and communication with shareholders. He is the independent non-executive chairman of Truworths International Limited.

Hilton Saven was appointed as a director to the board of Monarch on 3 November 2008 and was also appointed the Chairman of Monarch's Audit and Risk Committee on that date.

### **Ben van der Ross (63) Diploma in Law Independent Non-executive Director**

Ben van der Ross was appointed as an independent non-executive director of Lewis Group on 22 June 2004.

Ben practised as an attorney for 18 years and continues to consult for Van Der Ross Motala attorneys. He has been a director of the Urban Foundation, a director and later deputy CEO of the South African Rail Commuter Corporation Limited and Business South Africa. He was a commissioner of the Independent Electoral Commission for the first democratic elections in South Africa in 1994. Ben is currently appointed to the boards of among others: Naspers Limited, FirstRand Limited, Pick n Pay Stores Limited and Momentum Group Limited.

### **Professor Fatima Abrahams (47) BEcon (Hons), MComm, DComm**

#### **Independent Non-executive Director and Chairperson of the Transformation Committee**

Professor Fatima Abrahams was appointed as an independent non-executive director of the Board of Lewis Group and its Remuneration and Nomination Committee on 1 September 2005. She is the chairperson of the company's Transformation Committee.

Fatima is currently a professor in the department of Industrial Psychology at the University of Western Cape and is the chairperson of TSIBA Education, a non-profit private higher

educational institution. She is also a consultant in the human resources field. Currently, Fatima serves on the boards of Foschini Group Limited and New Clicks Holdings Limited as a non-executive director.

### **Alan Smart (65) Non-executive Officer**

Alan Smart retired on 30 September 2009 as Chief Executive Officer of the group, the position he held since 1991. Alan has accepted the invitation of the Board to continue as a non-executive director. Accordingly, his invaluable service and experience will not be lost to the group. He is also a member of the Remuneration and Nomination Committee and attends the Audit and Risk Committee by invitation.

Alan joined Lewis in 1969. During this period, he has held various financial and operational positions including Credit Director between 1981 and 1984 and Joint Managing Director between 1984 and 1991.

From 1995, in addition to his South African responsibilities, he was appointed Chairman of GUS Canada Inc., a retail furniture group of 65 stores in eastern Canada and oversaw a turnaround programme.

### **Sizakele "Za" Marutlulle (42) MA (Sociology) Independent Non-executive Director**

Sizakele Marutlulle was appointed as an independent director on 1 October 2009.

Sizakele has worked in the media industry for over 17 years. She has held the position of chief operating officer of South Africa Tourism, deputy managing director of Hardbuoys McCann Erikson and co-founding the creative shop Lowe BCP and Partners.

Sizakele is currently the chief executive officer of Moonchild which aims to lift the quality of multi-cultural communications and marketing. She is a non-executive director of VVV Group South Africa and serves as a member of the Marketing Excellence Council and Brand Advisory Board.

### **Zarina Bassa (45) CA(SA) Independent Non-Executive Director**

Zarina Bassa was appointed as an independent non-executive director and as a member of the Audit and Risk Committee on 1 October 2009.

Zarina joined Ernst and Young in 1986, qualified as a Chartered Accountant in 1988 and was appointed a partner in 1996. In 1998, she was appointed chief operating officer responsible for the co-ordination of Ernst and Young's accounting practices in sub-Saharan Africa.

In 2005, Zarina joined the ABSA Group as an executive director of the Private Banking division and Executive Committee member. After leading ABSA Private Bank for three years, Zarina took up a strategic governance role within the group as Vice Chairperson of ABSA Retail Bank and continues to serve on a number of the boards of subsidiaries within the ABSA Group.

She is currently a member of the advisory board to the University of Stellenbosch Business School (USB) and is a non-executive director of BMF and the National Business Institute (NBI).

## CHAIRMAN'S REPORT

A PROUD TRACK  
RECORD OF  
SUSTAINED GROWTH,  
WITH OPERATING  
PROFIT HAVING  
INCREASED BY AN  
ANNUAL COMPOUND  
RATE OF 10.5% OVER  
THE PAST 18 YEARS.

### INTRODUCTION

The Lewis Group model continued to show its resilience as the group delivered an admirable performance in the most demanding trading conditions experienced in the credit retail section for many years.

The Lewis Group has continued to reap the benefits of its customer-centric business model and performed admirably in the prevailing credit retail environment and also relative to its competitors.

While retrenchments, unemployment and reduced working hours continued to impact consumers in our target market, economic pressures started to ease during the year. Food price inflation has declined, fuel prices have stabilised, higher real wage increases have been granted and lower income earners benefited from further tax relief granted in the Budget in February 2010.

The further decline in interest rates over the past year has been positive for the country's economic growth and has brought relief to debt-burdened consumers.

### FINANCIAL PERFORMANCE

While the economic recovery is fragile, we do consider that there has been significant progress. This is reflected in the improving credit collections environment in the second half of the year and the group's stabilising debtor costs.

It is encouraging to report that the operating margin improved from 21.9% last year to 22.1% in these difficult times, translating into a 9.0% growth in operating profit to R907 million. The group has a proud track record of sustained growth, with operating profit having increased by an annual compound rate of 10.5% over the past 18 years. The operating margin has only been below 21% on two occasions during this period.



**David Nurek**  
independent non-executive chairman

Earnings per share increased by 5.6% to 672.0 cents per share and the total dividend was maintained at 323 cents per share for the year. Further detail on the group's trading and financial performance is contained in the Chief Executive's Report and the Chief Financial Officer's Report.

## BOARD AND MANAGEMENT

During the year our long-serving chief executive officer, Alan Smart, retired after 40 years with the group. In his 18-year tenure as chief executive officer Alan was instrumental in leading Lewis to its position as the country's pre-eminent furniture retail group. We echo the tribute that was paid to Alan in last year's annual report and on behalf of the group wish him a long and healthy retirement. Following his retirement Alan accepted the board's invitation to serve as a non-executive director. Accordingly his invaluable expertise and experience will not be lost to the group.

Johan Enslin was promoted to chief executive officer and appointed to the board as an executive director from 1 October 2009. Johan has been with the group for over 16 years and has extensive experience in managing the group's operations, having most recently served as chief operating officer. In the short time since his appointment Johan has already demonstrated his decisive leadership and strategic capability and my fellow directors join me in wishing him every success in leading the group.

The succession process in the chief executive's office was well managed and allowed for a seamless transition when Alan retired.

We also welcomed Zarina Bassa and Sizakele Marutlulle as independent non-executive directors during the year, which has increased the non-executive component of our board to seven. Both Zarina and Sizakele have strong skill sets and insights which will add valuable contributions to our board deliberations.

The transformation profile of our board has also been enhanced and 57% of the non-executive directors are black and 43% are female.

## GOVERNANCE AND SUSTAINABILITY

The group is committed to applying and complying with the King III code. An evaluation of King III has been undertaken and governance processes will be aligned in the new financial year.

As part of the implementation of the new code, the board has already approved changes to the group's governance structure. These include separating the current Audit and Risk Committee into specific committees for audit and for risk, as well as splitting the Remuneration and Nomination

Committee into separate committees. This will allow these committees to devote more focused attention to their respective agendas.

We also recognise that sustainability management is a key component of corporate governance. The group supports the integrated sustainability reporting philosophy outlined in King III and will endeavour to integrate these principles into its sustainability programme.

Further detail is contained in the Corporate Governance Report and the Sustainability Report.

## PROSPECTS

While trading conditions are showing early signs of improvement, the environment is expected to remain challenging in the year ahead as the country emerges from recession and the recovery could take longer than expected. Unemployment and the working of short time remains a reality.

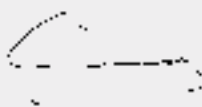
Job creation will be key to stimulating economic growth in the Lewis target market and the higher real wage increases granted to the public sector and several union groups in recent months should be positive for sales growth.

The group's debtor costs should moderate as the credit collections environment continues to improve.

A more aggressive store expansion programme will see the group open 40 to 45 new stores in the year ahead. This expansion will create between 400 and 450 new jobs. The group plans to expand its store base to 700 over the next three to four years.

## APPRECIATION

The performance over the past year was truly a great team effort. On behalf of the board I would like to compliment the leadership team under Johan for their disciplined approach in applying the group's proven business model. I also thank our staff of almost 6 700 throughout the country for their commitment to meeting the needs of our customers. Thanks are also due to my board colleagues for their continued guidance and insight. I also extend my appreciation to our external stakeholders for their support, including our customers, suppliers and manufacturers, shareholders and the broader investment community, business partners and the media.



**David Nurek**

Independent non-executive chairman

# CHIEF EXECUTIVE OFFICER'S REPORT

CONTINUE TO BENEFIT  
FROM OUR STRATEGY  
OF SOURCING  
QUALITY, EXCLUSIVE  
AND DIFFERENTIATED  
MERCHANDISE.

## INTRODUCTION

It is a pleasure to report to shareholders for the first time since my appointment as chief executive officer and to reflect on the group's progress in what has been a challenging time for the economy and the retail industry.

The resilience of our business model was severely tested during the domestic recession which followed the global downturn of the past two years. However, Lewis Group recorded solid growth in revenue and profitability for the year as the early signs of improving economic conditions started to benefit consumers.

## TRADING PERFORMANCE

Improving market conditions and the increasing levels of disposable income of Lewis customers saw revenue rise by 8.0% to R4 111 million and merchandise sales by 6.5% to R2 046 million, aided by strong trading over the festive season.

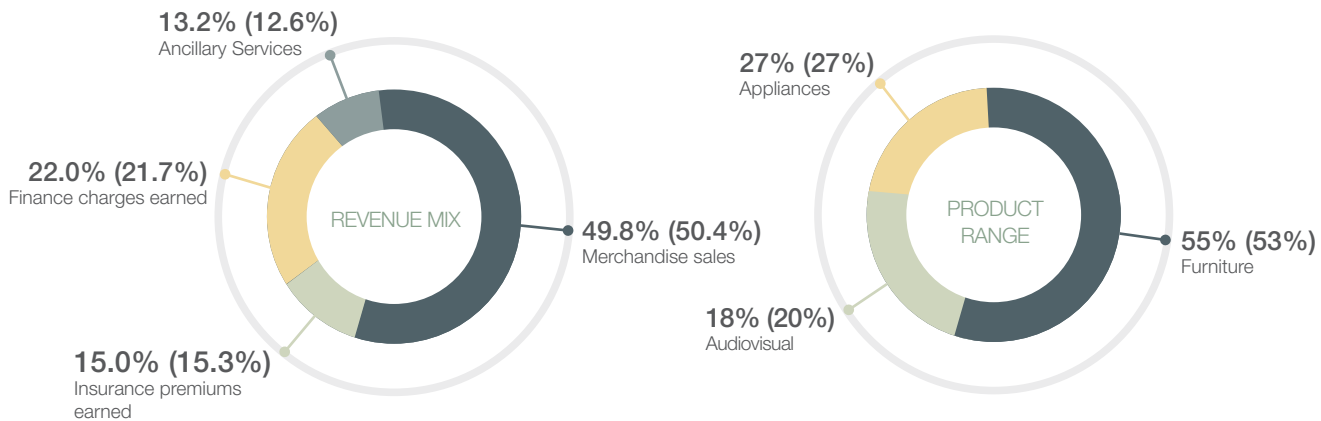
The group continued to pursue its strategy of sourcing quality, exclusive and differentiated furniture ranges. Our merchandising philosophy is based on the belief that the product offering drives customers into our stores, not the financial offering. The benefit of this strategy is reflected in the 8.5% increase in sales of the higher margin furniture and appliance category. Furniture now accounts for 55% (2009: 53%) of group sales.

Merchandise sales in our flagship brand, Lewis, increased by 7.7%. Best Home and Electric grew sales by 7.8%, lifted by higher furniture sales which now comprise 28% of the brand's total sales. Lifestyle Living sales declined by 10.4%.

Credit sales increased to 68.5% of total sales from 64.3% in the previous year, supported by merchandise initiatives and local promotions. The group will benefit from the annuity income from these higher credit sales into the future.



**Johan Enslin**  
Chief executive officer



Customer loyalty remains a key driver of sales growth and in the past year 55% of credit-based sales were to existing customers, highlighting the effectiveness of the store-based customer re-serve programme.

Gross profit margin improved from 31.3% to 34.9% as the group recovered the currency losses reported at the half-year. After adjusting for currency losses, which are shown separately the net position improved from 31.9% to 33.4%.

Efficient stock management and successful product ranging resulted in the inventory turn improving from 5.8 to 6.0 times. The Lewis supply chain model is based on merchandise being delivered directly by suppliers to stores and Lewis does not operate distribution centres or central warehouses.

It is pleasing to report that the group improved its operating margin to 22.1% (2009: 21.9%) in the challenging trading and credit conditions of the past year.

## DEBTOR MANAGEMENT

Debtor costs for the year increased to 10.9% of net debtors (2009: 10.0%) well within the target of 10% to 13% indicated at the half-year. The collection environment was difficult in the first six months. However, since half-year, collections improved and debtor costs stabilised. Debtor costs for the year increased by 28% reflecting an improvement on the half-year position which was 32% higher. Credit risk management strategies have been consistently applied and it remains company policy to never reschedule existing contracts. The impairment provision moved from 15.7% to 16.0%, improving on the level of 17.9% reflected at the half-year. Further detail is contained in the Credit Report on page 32.

Longer credit terms of mostly 30 months are only offered to top-rated customers on new contracts. Longer term

contracts are now almost fully in the base. The payment performance of these contracts has generally been better than 24-month contracts.

While the credit application decline rate rose from 25.4% in 2009 to 27.5%, the decline rate remained stable between the first and second half and reflects the improving health of consumers. The group's centralised credit-granting process has been a core strength in this tough credit climate.

The unemployment level among the group's customer base is monitored monthly and has remained stable at around 3% over the past 18 to 24 months.

## STORE EXPANSION

Our store footprint increased to 548 following the opening of ten Lewis and six Best Home and Electric stores and the closure of three stores during the year.

The smaller format Lewis outlets continued to show pleasing results. These small stores, which average around 250 m<sup>2</sup> compared to the average 400 m<sup>2</sup> of other stores, have a lower cost base and are more profitable. Lewis now has nine small format stores.

Our expansion target is to open 150 new stores in the next three to four years across Lewis and Best Home and Electric, with 40 to 45 outlets to be opened in the 2011 financial year.

Lifestyle Living, which is aimed at a higher income market than Lewis, has underperformed in recent years. Lifestyle Living which only accounts for 3% of group revenue, will be re-engineered. A new trading brand, My Home, has been launched to target aspirational customers in the LSM 7 – 8 categories. The new chain is aimed at attracting customers requiring more upmarket furniture, who have a need for in-store credit facilities.

## CHIEF EXECUTIVE OFFICER'S REPORT CONTINUED

My Home will adopt the successful Lewis business model and use the group's well-established credit infrastructure. The focus will be on differentiating the merchandise offering through exclusive and innovative ranging of more aspirational yet still traditional furniture.

Thirteen Lifestyle Living stores that fit the location strategy and target profile have been converted to My Home. A further five new stores will be opened during the next 12 to 18 months and a conservative expansion plan will be followed based on the performance of the new chain. Lifestyle Living will cease trading during the second half of the new financial year.

### OUTLOOK

We are encouraged by the improving collection and sales trend which has continued into the new financial year. However, we recognise that the economic recovery is still in its early stage. Our customer base faces the challenge of continuing unemployment and the working of short time and we therefore remain cautious for the months ahead. The prudent management of our debtors' book remains a priority.

In the year ahead we look to maintain the momentum in merchandising and will continue to source exclusive

products to increase the contribution of furniture as a percentage of the total sales mix. We believe the group is well positioned to benefit from a continued recovery in economic conditions.

The group is targeting to increase operating margin from the current 22% to 26% over the next three years. This increase in margin will be driven by the store expansion programme, improvement in gross profit and declining debtor costs.

### APPRECIATION

I pay tribute to my predecessor, Alan Smart, for his contribution to the group in a career that spanned more than 40 years. I have worked closely with Alan over a number of years and thank him for his guidance, mentorship and for sharing the benefit of his considerable wisdom.

It is an honour and a privilege to lead a business of the stature of the Lewis Group.

**Johan Enslin**

Chief Executive Officer

**Lewis**  
Electronic  
BROCHURE

VIEW OUR FULL EXCLUSIVE RANGE

Maple and Mahogany Finish



## CHIEF FINANCIAL OFFICER'S REVIEW

FOCUS ON DELIVERING  
COMPETITIVE RETURNS  
TO SHAREHOLDERS  
WITH THE DIVIDEND  
BEING MAINTAINED  
AT 323 CENTS  
PER SHARE.

### INTRODUCTION

Lewis Group has continued to focus on delivering competitive returns to its shareholders and it is pleasing to report solid growth in revenue, an enhanced operating margin and stabilising debtor costs for the year under review.

The board has again shown its confidence in the group's long-term prospects and maintained the total dividend at 323 cents per share.

### FINANCIAL PERFORMANCE

The review of the performance for the period should be read in conjunction with the annual financial statements on pages 64 to 115.

### INCOME STATEMENT ANALYSIS

The group's revenue, comprising merchandise sales, finance charges, insurance income and ancillary services, increased by 8.0% to R4 111 million (2009: R3 807 million). Merchandise sales grew by 6.5% to R2 046 million (2009: R1 920 million), with comparable store sales growth at 4.5% and price inflation averaging 3% for the period.

Revenue from finance charges rose 9.7% and insurance revenue increased by 6.0% owing to the earn-out of longer term contracts. Ancillary services, which comprise the monthly service and initiation fees charged in terms of the National Credit Act, increased by 13.1% in line with the growth in credit sales.

Gross profit margin improved from 31.3% to 34.9% fully recovering currency losses reported at the half-year. After adjusting for currency losses, which reflect in finance costs, the net position improved from 31.9% to 33.4% as shown below:



**Les Davies**  
Chief financial officer

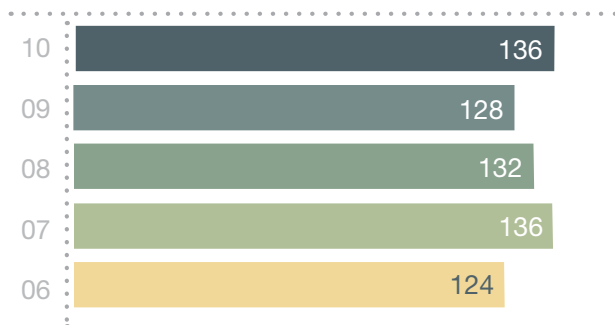
	2010	2009
Gross profit	<b>34.9%</b>	31.3%
Exchange gains/(losses)	<b>(1.5%)</b>	0.6%
All in gross	<b>33.4%</b>	31.9%

Operating costs, excluding debtor costs, increased by 9.2%. The main contributors to this increase were union negotiated wage settlements, increases in variable remuneration on the improved trading results, IT system upgrades and higher volumes of loss of employment claims in Monarch. Operating costs as a percentage of revenue moved from 34.6% in 2009 to 35.0% for the reporting period.

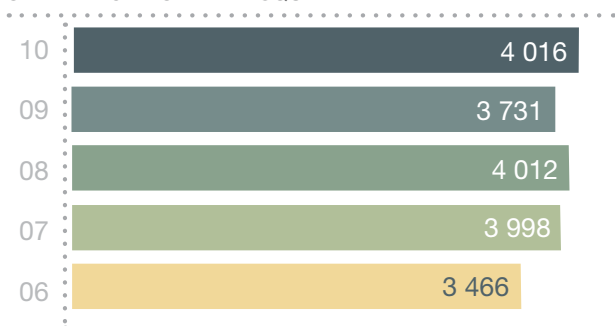
Debtor costs for the year were 10.9% of net debtors (2009: 10.0%). Debtor costs comprise bad debts and repossession losses net of recoveries and the movement in the impairment provision. During the year certain non-performing accounts, against which impairment provisions of approximately 95% had been raised on the outstanding balances, were written off. The release of the impairment provision against these accounts compensated for the write-off and the effect on operating profit was minimal.

Debtor costs have shown a steadily improving trend as the collection environment started to recover, increasing by 25% for the second half following an increase of 32% for the first half. The debtor cost increase for the previous financial year

#### OPERATING PROFIT PER EMPLOYEE



#### OPERATING PROFIT PER SQUARE METRE



was 78%. This declining trend is expected to continue and debtor costs should normalise at around 8% of net debtors over the next three years.

The operating profit margin improved to 22.1% (2009: 21.9%) which translated into a 9.0% increase in operating profit to R907 million (2009: R832 million).

Investment income of R78 million comprises interest income, dividend income on investments held by Monarch and includes realised equity gains of R24 million.

Earnings per share increased by 5.6% to 672 cents per share and headline earnings per share were 1.9% higher at 643 cents. The calculation of headline earnings per share excludes investment equity gains of R24 million in Monarch.

#### SEGMENTAL PERFORMANCE

Following the adoption of IFRS 8 (Operating Segments), the basis of disclosing segmental financial information has changed. The group now discloses segmental information for Lewis, Best Home and Electric and Lifestyle Living. This is the financial information regularly reviewed by the chief operating decision makers of the group and reflects the customer-centric structure of the operations based on the premise that the selling of furniture and the provision of credit are interdependent. Segmental information was previously provided for the group's retail, risk services and financial services operations.

	2010	Group	Lewis	Best Home and Electric	Lifestyle Living
Revenue (Rm)		<b>4 111</b>	<b>3 470</b>	<b>504</b>	<b>137</b>
Revenue growth (%)		<b>8.0</b>	<b>8.3</b>	<b>10.8</b>	<b>(7.7)</b>
Operating profit (Rm)		<b>907</b>	<b>809</b>	<b>96</b>	<b>2</b>
Operating margin (%) FY:10		<b>22.1</b>	<b>23.3</b>	<b>19.1</b>	<b>1.7</b>
	FY:09	<b>21.9</b>	<b>23.0</b>	<b>20.1</b>	<b>2.8</b>

- **Lewis** increased revenue by 8.3% and accounted for 84% of the group's total revenue. Operating margin increased from 23.0% to 23.3%.
- **Best Home and Electric** grew revenue by 10.8% with furniture being a higher proportion of the mix. Operating margin contracted to 19.1%.
- **Lifestyle Living** reported a less favourable performance in terms of revenue and profitability. As outlined by the chief executive officer this business will cease trading during the second half of the new financial year. A new trading brand, My Home, will be launched in the first half of the new financial year to target aspirational customers in LSM 7 – 8 categories who have a need for in-store credit facilities.

# CHIEF FINANCIAL OFFICER'S REVIEW CONTINUED

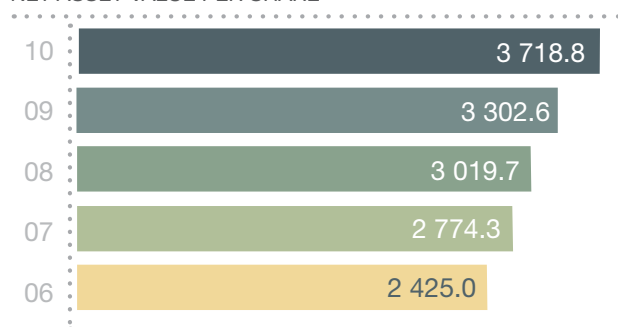
## BALANCE SHEET REVIEW

Insurance investments increased by R160 million to R894 million. These investments are managed on behalf of Monarch by Sanlam with the portfolio asset allocation being 35% blue-chip listed equities and 65% cash and bonds.

Inventory levels were well controlled. The stock turn improved from 5.8 to 6.0 times through efficient stock management and successful product ranging.

Trade and other receivables grew by 18% over the year owing to a higher number of longer term contracts. The group has now reached the targeted level of longer term business. As this is now in the base we do not expect debtor growth to exceed sales growth on a like-for-like basis for next year.

### NET ASSET VALUE PER SHARE



The group's net asset value per share increased by 12.6% to R37.19. The return on average assets managed (pre-tax) was 21.9% and the return on average equity (after tax) 19.2%. These balance sheet ratios remain well above the group's weighted average cost of capital of 12%.

## CASH AND CAPITAL MANAGEMENT

Shareholders will note that the total dividend for the year has been maintained at 323 cents per share, comprising an interim dividend of 144 cents and a final dividend of 179 cents.

The gearing ratio increased to 27.5% (2009: 23.5%) as a result of the additional funding required for the debtors' book and the insurance business arising from the longer term credit business on the book. The gearing ratio remains well below management's maximum level of 35% and is expected to decline over the next two years.

At year-end the group was effectively ungeared, holding insurance investments to cover interest-bearing borrowings as follows:

	2010 Rm	2009 Rm
Insurance investments and cash	956	789
Interest-bearing borrowings	961	737
Net cash position	(5)	52

The group is currently focusing its resources on the more aggressive store expansion plan and no share repurchases are planned for the year ahead. Management is also mindful of the liquidity in the Lewis Group share.

## YEAR AHEAD

Capital expenditure of R80 million has been budgeted for the 2011 financial year, with the majority to be invested in the ongoing replacement of delivery vehicles and computer equipment. The planned store expansion programme will not significantly impact capital expenditure requirements.

The store footprint is expected to increase by the opening of 40 new stores across Lewis and Best Home and Electric and a further five for the new chain, My Home.

We would like to thank our shareholders and the broader investment community both locally and internationally for their ongoing interest in the group.

**Les Davies**  
Chief Financial Officer