

Landboubesighede

Prestasiemetingsopname 2011

Agribusinesses

Benchmarking Survey 2011

Die publikasie bied 'n samevattende oorsig wat bestaan uit die gemiddeldes van die inligting wat van alle deelnemers aan die projek verkry is.

Januarie 2012

The publication provides a summative overview consisting of the averages of the information obtained from all participants on the project.

January 2012

PwC het redelike professionele sorg en noukeurigheid aan die dag gelê met die saamstel, verwerking en rapportering van die inligting. Die data is egter van derdepartybronne afkomstig en is nie onafhanklik deur PwC geverifieer, bevestig of geaudit nie. PwC verskaf geen waarborges en doen geen voorstelle ten opsigte van die inligting se juistheid en of dit geskik is vir die doel waarvoor gebruikers dit inspan nie.

PwC kan nie deur enige gebruiker van die verslag of enige ander persoon of entiteit aanspreeklik gehou word wat die inligting se juistheid of enige weglatings of foute in die inhoud daarvan betref nie, ongeag die oorsaak van sulke onakkuraatheid. Voorts sal PwC onder geen omstandighede aanspreeklik gehou kan word vir die gevoglike, toevallige of strafbare skade aan enige persoon of entiteit ten opsigte van enige saak sover dit hierdie inligting betrek nie.

PwC has exercised reasonable professional care and diligence in the collection, processing, and reporting of this information. However, the data used is from third party sources and PwC has not independently verified, validated or audited the data. PwC makes no representations or warranties with respect to the accuracy of the information, nor whether it is suitable for the purposes to which users put it.

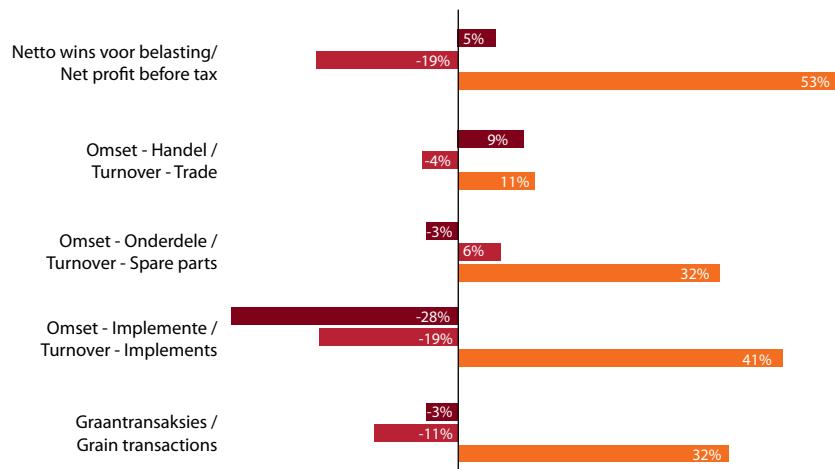
PwC shall not be liable to any user of this report or to any other person or entity for any inaccuracy of this information or any errors or omissions in its content, regardless of the cause of such inaccuracy, error or omission. Furthermore, in no event shall PwC be liable for consequential, incidental or punitive damages to any person or entity for any matter relating to this information.

Hooftrekke / Salient features

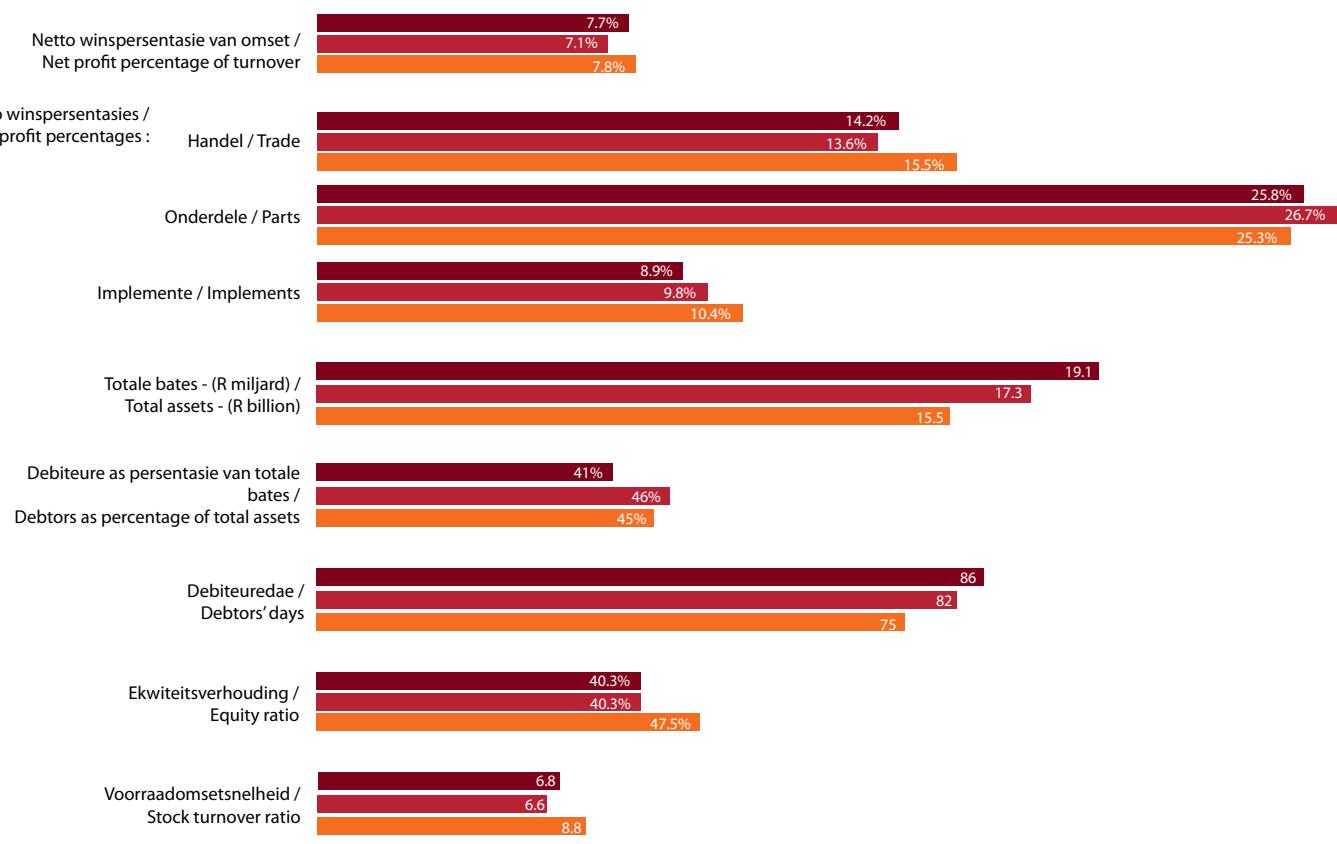
Omset / Turnover



Tendense (jaar-op-jaar) / Trends (year-on-year)



Jaar resultate / Annual results



 2011  2010  2009

“Terwyl ’n herstel in wêreldwye resessie-toestande wel ingetree het, het dit broos van aard gebly. Veral die skuldprobleme in die Europese Unie (EU) het plaaslike en internasionale markte onder druk geplaas met die kredietgradering van Europese lande wat ook verlaag is. Die vraag wat egter hieruit vloeи, is of die EU sal kan voortgaan met ’n landboubeleid van hoë subsidies aan hul landbousektor. Indien nie, sal dit in die volgende paar jaar ’n rimpelingseffek regdeur die landbouwêreld tot gevolg hê. Dit sal wel beteken dat voedselpryse sal styg, maar dat Suid-Afrika minder met gesubsidieerde produkte hoef mee te ding.”

“Although a recovery in worldwide recession conditions did set in, it remained fragile in nature. In particular, the debt problems in the European Union (EU) put local and international markets under pressure, together with the lowering of the credit rating of European countries. The question arising from this, however, is whether the EU will be able to continue with an agricultural policy of high subsidies to their agricultural sector. If not, that will produce a ripple effect throughout the agricultural world in the next few years. It means that food prices will rise, but also that South Africa will experience less competition from subsidised products.”

Inhoudsopgawe

Contents

Bladsy / Page

Voorwoord

Ekonomiese oorsig

Die publikasie

Terugvoering van uitvoerende hoofde

- 1.1 Wat is die siening oor die toekoms: inkomstegroei
- 1.2 Die veranderde benadering tot landboubesigheid
- 1.3 Die rol van die regering: Herskikking, al dan nie
- 1.4 Kredietverskaffing
- 1.5 Mannekrag

Winsgewendheid

- 2.1 Bate-omsetkoers
- 2.2 Netto inkomste samestelling
- 2.3 Bate-opbrengskoers
- 2.4 Netto winspersentasie
- 2.5 Bruto winspersentasies
- 2.6 Rentedekking
- 2.7 Silotariewe
- 2.8 Direkteursvergoeding
- 2.9 Werkswinkeltarief
- 2.10 Personeelkoste
- 2.11 Rekenaarkoste

Balansstaatstruktuur

- 3.1 Totale bate samestelling
- 3.2 Ekwiteit en aanspreeklikhede samestelling
- 3.3 Bedryfskapitaalverhouding
- 3.4 Ekwiteitsverhoudings
- 3.5 Voorraad
- 3.6 Debiteure
- 3.7 Kontantvloeい

2 Preface

5 Economic review

11 The publication

15 Feedback from chief executives

- 15 1.1 What is the view of the future: income growth
- 16 1.2 The changed approach to agricultural business
- 21 1.3 The role of the government: Readjustment or not
- 22 1.4 Credit supply
- 22 1.5 Manpower

29 Profitability

- 29 2.1 Asset turnover rate
- 34 2.2 Net income composition
- 36 2.3 Asset yield rate
- 41 2.4 Net profit percentage
- 42 2.5 Gross profit percentages
- 45 2.6 Interest coverage
- 46 2.7 Silo tariffs
- 46 2.8 Directors' remuneration
- 46 2.9 Workshop tariff
- 47 2.10 Personnel costs
- 49 2.11 Computer costs

51 Balance sheet structure

- 51 3.1 Total asset composition
- 52 3.2 Equity and liabilities composition
- 53 3.3 Working capital ratio
- 56 3.4 Equity ratios
- 58 3.5 Stock
- 63 3.6 Debtors
- 69 3.7 Cash flow

Voorwoord

Preface

Die wêreldekonomie gaan steeds gebuk onder onsekere toestande, wat gekenmerk word deur'n algemene gebrek aan stabiliteit. Suid-Afrikaanse produsente word net soos in ander ontluikende lande tans negatief geraak deur die afname in internasionale handel. Die groot mate van wisselvalligheid wat in die laaste tyd geheers het, het meegebring dat landboubesighede eweneens wisselvallig presteer het. Die vernaamste probleem waarmee geworstel is, was die kontantvloei van produsente wat meegebring is deur aanvanklike baie lae graanpryse, baie reën en laat oeste.

Terwyl 'n herstel in wêreldwye resessie-toestande wel ingetree het, het dit broos van aard gebly. Veral die skuldprobleme in die Europese Unie (EU) het plaaslike en internasionale markte onder druk geplaas met die kredietgradering van Europese lande wat ook verlaag is. Die vraag wat egter hieruit vloeи, is of die EU sal kan voortgaan met 'n landboubeleid van hoë subsidies aan hul landbousektor. Indien nie, sal dit in die volgende paar jaar 'n rimpelingseffek regdeur die landbouwêreld tot gevolg hê. Dit sal wel beteken dat voedselpryse sal styg, maar dat Suid-Afrika minder met gesubsidieerde produkte hoef mee te ding.

Die opwaartse neiging in internasionale voedselpryse het juis volgens die SA Reserwebank nou die hoogstevlak sedert Januarie 1990 bereik.

Mieliepryse in die VSA het in die afgelope jaar weens relatief lae oordragvoorrade sterk opwaarts geneig. Ondanks 'n goeie oes in 2010, het 'n toename in die vraag na uitvoer en etanolproduksie druk op mielievoorraadvlakte in die VSA geplaas.

Die sterk SA rand, of swakker VSA dollar, het nie die inkomste van die Suid-Afrikaanse produsent bevoordeel nie. Die plaaslike geldeenheid het oor die tydperk van hierdie verslag met bykans 28% teenoor die VSA dollar versterk. Nietemin het die prys van, byvoorbeeld, witmielies vanaf Maart 2010 tot Februarie 2011 van R1 120 tot R1 600 per ton gestyg.

Die insetkoste van die someroesstreke was relatief hoog, terwyl produkpryse oor die algemeen onder druk verkeer het. Dit was weens hoë ru-oliepryse wat inflasionistiese druk op insette geplaas het. Op die internasionale markte het insetpryse (veral olie en kunsmispryse) vanaf 2009 tot 2010 skerp toegeneem, maar weens die versterking van die rand teenoor die dollar het plaaslike insetpryse nie tot dieselfde mate as op die internasionale markte toegeneem nie. Die styging in internasionale kommoditeitspryse en die onlangse verswakkings in die rand/dollar-wisselkoers as gevolg van die ekonomiese krisis in die VSA en Europa, kan in die onmiddellike toekoms verder lei tot hoë binnelandse pryse.

Boerdery bly in die algemeen onwinstgewend, veral as gevolg van die onmededingende posisie waarin die plaaslike produsente hulle teenoor hul oorsese eweknieë bevind. Ondanks 'n goeie



The world economy is still enduring conditions of uncertainty, characterised by a general lack of stability. South African producers, just like those in other emerging countries, are currently being negatively affected by the decline in international trade. The high degree of volatility prevailing in the most recent period has also resulted in variable performance from agribusinesses. The main problem they had to deal with was the cash flow of producers, caused by the initially very low grain prices, high rainfall and late harvests.

Although a recovery in worldwide recession conditions did set in, it remained fragile in nature. In particular, the debt problems in the European Union (EU) put local and international markets under pressure, together with the lowering of the credit rating of European countries. The question arising from this, however, is whether the EU will be able to continue with an agricultural policy of high subsidies to their agricultural sector. If not, that will produce a ripple effect throughout the agricultural world in the next few years. It means that food prices will rise, but also that South Africa will experience less competition from subsidised products.

In fact, according to the SA Reserve Bank, the upward trend in international food prices has now reached its highest level since January 1990.

Maize prices in the USA tended sharply upward in the past year on account of relatively low carry-over stock. Notwithstanding a good harvest in 2010, an increase in the demand for export and ethanol production put pressure on maize stock levels in the USA.

The strong SA rand, or weaker US dollar, did not benefit the income of South African producers. The local currency strengthened by virtually 28% against the US dollar over the period of this report. Nevertheless the price of, for example, white maize increased from R1 120 to R1 600 per ton in the period from March 2010 to February 2011.

The input costs of the summer crop regions were relatively high, while product prices in general remained under pressure. This was on account of high crude oil prices, which put inflationary pressure on inputs. In international markets, input prices (particularly oil and fertiliser prices) increased sharply from 2009 to 2010, but, thanks to the strengthening of the rand against the dollar, local input prices did not increase to the same extent as in the international markets. The increase in international commodity prices and the recent weakening in the rand/dollar exchange rate as a consequence of the economic crisis in the USA and Europe, could also lead to higher domestic prices in the near future.

Farming remains, in general, unprofitable, particularly as a result of the poor competitive position in which local producers find themselves in relation to their overseas counterparts. Because of

Voorwoord

mielie-oes, was alle produsente as gevolg van die lae prysie nie in staat om hul produksierekening te vereffen nie. Dié situasie het gedurende die begin van 2011 tot 'n groot mate herstel.

Graanpryse speel 'n belangrike rol in die kredietwaardigheid van produsente, met die klem veral op terugbetaal- en bestuursvermoëns. Daarom word daar stelselmatig van bateversekerde na kommoditeitsversekerde finansiering beweeg en word daar meer druk op produsente geplaas om hul bemarkingsplanne vooraf te openbaar.

Prysvoruitsigte is tans relatief positief en produsente behoort vanjaar, indien gunstige weersomstandighede heers, in die algemeen 'n goeie wins uit graanproduksie te verkry. Die weer het egter die oesinsameling bemoeilik, asook gehalte nadelig geraak. Suid-Afrika se graanvoorraad gaan in alle waarskynlikheid kleiner wees as verlede jaar weens 'n kleiner oes en stewige uitvoer, maar dit het die potensiaal om 'n positiewe uitwerking op prysie en aanplantings in die komende jaar te hê.

Die handelsafdelings van landboubesighede het egter by die verbeterde ekonomiese omstandighede gebaat, maar die implemente- en onderdele-afdelings kon nie herstel van die swakker omgewing waarin produsente hulle oor die afgelope twee jaar bevind nie. Die grootste bron van inkomste vir landboubesighede, naamlik silo-inkomste, verkeer onder groot druk weens groter mededinging en die vinniger vloei van mielies weens die toename in uitvoer.

Die gebrekkige infrastruktuur, wat keer dat groot volumes graan uitgevoer word, dryf produkpryse selfs laer as uitvoerpariteit. Landboubesighede moet te midde van hierdie verswakte dienste en infrastruktuur, soos paaie, water en elektrisiteit wat deur plaaslike owerhede voorsien word, steeds presteer. Hierdie beperkinge bring 'n oneffektiewe vervoerstelsel mee, wat die mededingendheid in die voedsel-waardeketting belemmer, asook gebrekkige en ongekoördineerde landbounavorsing. Hiermee saam is daar die kwessie van die gebruik en gehalte van water in Suid-Afrika. Hierdie beperkings plaas verder druk op groei in die landbou en landbouverwante werkgeleenthede.

Die Regering se hernude besef van die wesenlike rol wat die Suid-Afrikaanse landboubedryf in werkskepping en voedselsekuriteit in Suid-Afrika en die vasteland kan speel, word verwelkom.

Die verwagting bestaan dat die rentekoers sy bestaande lae vlakke oor die mediumtermyn sal handhaaf.

Landboubesighede oorweeg voortdurend die doeltreffendheid van hul bates en projekte. Daarom is daar tans 'n groot erns onder landboubesighede om hul debiteureboek aan finansiële instellings te verkoop om sodoende die opbrengs op hul eie kapitaal te verbeter.

Preface

the low prices, not all producers were in a position to settle their producer accounts, despite a good maize harvest. This situation recovered to a large extent during the first part of 2011.

Grain prices play an important role in producers' creditworthiness, with particular emphasis on repayment and management capacity. For that reason there is a systematic move from asset-secured to commodity-secured financing, and more pressure is being placed on producers to reveal their marketing plans in advance.

The outlook for prices is currently relatively positive, and if favourable weather conditions prevail, producers generally should be able to make a good profit out of grain production. However, the weather has hampered harvesting and negatively affected quality. In all probability, South Africa's grain stocks will be smaller than last year's, owing to a smaller crop and substantial exports, but this will potentially have a positive effect on prices and plantings in the coming year.

The trade divisions of agribusinesses have benefited from the improved economic conditions, but the implements and parts divisions have been unable to recover from the weaker environment in which producers found themselves over the preceding two years. The largest source of revenue for agribusinesses, namely silo income, is subject to great pressure on account of greater competition and the faster flow of maize due to the increase in exports.

Poor infrastructure, which prevents the export of large volumes of grain, is driving product prices down, even lower than export parity. Agribusinesses still have to perform in the midst of deficient services and infrastructure, such as roads, water and electricity supplied by local authorities. These limitations result in an ineffective transport system, which, together with inadequate and unco-ordinated agricultural research, hampers competitiveness in the food-value chain. In addition there is the issue of the use and quality of water in South Africa. These limitations put further pressure on growth in agriculture and agriculture-related employment.

The Government's renewed recognition of the fundamental role that the South African agricultural industry plays in job creation and food security in South Africa and the continent, is welcomed.

The expectation exists that the interest rate will maintain its existing low levels in the medium term.

Agribusinesses continually weigh up the effectiveness of their assets and projects. There is therefore a firm intention among agribusinesses to sell their debtors' books to financial institutions in order to improve the returns on their own capital.

Voorwoord

Die grootste bekommernis wat uit die finansiële state van die deelnemers blyk, is die inflasionele tendens van voorraad. Hierdie landbou-insette se prystoename vloeit voort uit die stijging in kommoditeitspryse. Tot onlangs was dit redelik deur die sterkte van die rand getemper. Die EU se skuldprobleme raak die waarde van Suid-Afrikaanse geldeenheid egter negatief. Hierdie stijging gaan egter ten koste van die produsent wees.

Landboubesighede koncentreer hoofsaaklik op die behoud van welvaart deur koste- en risikobestuur en om markaandeel te behou. Uit 'n meningsopname wat op 15 November 2011 uitgevoer is, het uitvoerende hoofde hul menings en strategieë duidelik soos volg uitgespel:

- Die meerderheid verwag dat groei in die landbou nou eers in die tweede helfte van 2012 sal posvat nadat ekonomiese herstel na vore tree. Verlede jaar is die verwagting gekoester dat die ekonomie reeds teen hierdie tyd sou herstel het.
- Uiteenlopende strategiese planne is in plek om groei te bewerkstellig. Die herstruktureringbedrywighede wat ingestel is om kostevermindering te bewerkstellig, bly vanjaar eerste prioriteit. Nuwe besigheidsterreine gaan egter betree word om sinergievoordele te benut deur waardetoevoegende bedrywe.
- Die regering se onvermoë om stappe te neem om die verval van die infrastruktuur te verhoed, was verlede jaar gesien as die grootste probleem. Vanjaar is daar 'n groot ommeswaai en blyk die grootste probleme te wees om sekerheid van produsente se verskaffingslyne te bewerkstellig, skaarsheid aan natuurlike hulbronne en die onvermoë om groei te finansier.

Hierdie aangeleenthede word meer breedvoerig in die bevindings van hierdie metingsopname bespreek.

Ons vertrou dat hierdie prestasiemeting en aanbiedings wat daarmee gepaard gaan, 'n bydrae sal lewer tot 'n bedryfstak wat 'n noodsaklike rol in ons ekonomie vervul.

Ons verwelkom u terugvoer oor hierdie verslag en sien uit na die bespreking daarvan.

Preface

The greatest concern apparent from the financial statements of the participants is the inflationary trend of stock. The rising prices of these agricultural inputs arise from the increase in commodity prices. Until recently, this was tempered to some extent by the strength of the rand. However, the EU's debt problems are affecting the value of the South African currency negatively. This increase will be at the expense of the producer.

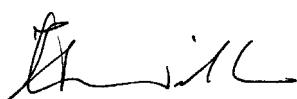
Agribusinesses concentrate mainly on maintaining prosperity through cost and risk management, and on retaining market share. In an opinion survey carried out on 15 November 2011, chief executives spelt out their views and strategies as follows:

- The majority anticipate that growth in the agricultural sector will now only resume in the second half of 2012 as economic growth recovers. Last year the hope was that the economy would already have recovered by this time.
- Various strategic plans for bringing about growth are in place. The restructuring activities instituted to achieve cost reductions will remain the top priority this year. However, new areas of business will be entered in order to exploit the advantages of synergy through value-adding activities.
- The government's inability to take steps to prevent the deterioration of infrastructure was seen as the greatest problem last year. This year there has been a major about-turn, and the biggest problems appear to be assuring producers' supply lines, the scarcity of natural resources and the inability to finance growth.

These matters are discussed more extensively in the findings of this survey.

We trust that this benchmarking survey and the accompanying presentations will make a contribution to an industry that plays a central role in our economy.

We welcome your feedback on this report, and look forward to the discussion on it.



Frans Weilbach

Nasionale Landboubesigheid – Industrieleier /

National Agri Business – Industry Leader

PricewaterhouseCoopers Ing. / Inc.

Januarie 2012 / January 2012

Ekonomiese vooruitsigte vir 2012

Onsekerheid rondom die omvang van die ekonomiese probleme in die Euro-gebied verteenwoordig een van slegs enkele struikelblokke in die pad van 'n stabiele groeipatroon.

Die ander gevare op die makro-ekonomiese gesigseinder is hoër inflasie en die alomteenvoudige hindernisse wat met verswakte infrastruktuur en vaardigheidstekorte op die gebied van ingenieurswese en sakebestuur verband hou.

Volgens navorsing wat in Januarie 2012 deur Adcorp gepubliseer is, is 'n kenmerkende teenstrydigheid van ontwikkelende lande ook in Suid-Afrika aanwesig, naamlik die gelyktydige voorkoms van werkloosheid onder mense met ontoereikende vaardighede en tekorte aan vaardighede in bestuurswese, ingenieurswese, die regte, finansiële bestuur, rekeningkunde en mediese wetenskappe.

Negatiewe groei vooruitsigte in Europa het na die ekonomiese groei vooruitsigte van ander lande deurgesyfer en Suid-Afrika se Nasionale Tesourie het dan ook 'n afwaartse aanpassing in die amptelike BBP-groei vooruitskatting vir 2012 na 3.4% aangebring (in die mediumtermyn begroting van Oktober).

Dié syfer is versoenbaar met die jongste konsensus-mening van die 34 ekename wat aan die maandelikse Finmedia-opname deelneem, naamlik 3.3%, hoewel sommige instansies groei van minder as 3% in 2012 verwag. Die tabel verskaf die groei vooruitskattings vir 2012 deur uitgesoekte instansies wat by navorsing betrokke is.

BBP-vooruitskattings vir SA vir 2012 deur uitgesoekte instansies

	%
PwC	4.1
Absa Kapitaal	3.9
Citibank	3.7
Citadel	3.5
Investec	3.5
Nedbank	3.5
Nasjonale Tesourie	3.4
UNISA	3.2
Sanlam	3.0
Ou Mutual	2.8

Bron: Finmedia (Desember 2011)



Economic outlook for 2012

Uncertainty over the extent of the economic problems facing the Euro-area constitutes one of only a few significant threats to maintaining a stable growth path.

The other dangers on the macro-economic horizon are higher inflation and the ever-present structural impediments related to a decaying infrastructure and a lack of high-level skills in engineering and business-orientated vocations.

According to research published by Adcorp in January 2012, South Africa's labour market is faced with a common developing country paradox, namely a surplus of people with inappropriate skills and a shortage of skills in the fields of management, engineering, law, finance, accounting and medicine.

Negative growth prospects in Europe has in recent months filtered through to the economic forecasting models in other countries and South Africa's National Treasury has revised the official GDP growth forecast for 2012 downwards to 3.4% (in October's medium-term budget).

This is in line with the latest consensus prediction of 3.3% by the panel of 34 economists polled monthly by Finmedia, although some research institutions have lowered their growth forecasts to below 3%. The table contains the forecasts for real economic growth for 2012 by a selection of institutions with research capacities.

GDP forecasts for SA for 2012 by selected institutions

	%
PwC	4.1
Absa Capital	3.9
Citibank	3.7
Citadel	3.5
Investec	3.5
Nedbank	3.5
National Treasury	3.4
UNISA	3.2
Sanlam	3.0
Old Mutual	2.8

Source: Finmedia (December 2011)

Die onderliggende boodskap van dié vooruitskatting is dat slegs 'n geringe verlies aan die stukrag van ekonomiese groei in 2012 verwag kan word. Trouens, 'n oorsig van kernaanwysers van ekonomiese bedrywigheid weerspreek die relatief versigtige ramings van heelwat ekonome en 'n groeikoers van naby aan 4% bly 'n moontlikheid.

Grondliggende stabiliteit

Ten eerste is dit belangrik om daarop te let dat Europa se probleme nie noodwendig aan wesenlike swakhede op makro-ekonomiese gebied toe te skryf is nie, maar eerder met 'n gebrek aan integrasie en doeltreffendheid in kapitaalmarkte verband hou.

Die lande in die Euro-gebied het die afgelope dekade dieselfde styging in per capita-inkomstevlakke as die VSA beleef en die gesamentlike begrotingstekort/BBP-verhouding is slegs 4.1%, minder as die helfte van die vergelykbare syfers vir die VSA en Engeland.

Verder besik heelwat lidlande van die Euro-gebied oor stewige oorskotte op hul handelsrekenings, wat daarop neerkom dat die gebied nie van die invloei van kapitaal afhanglik is ten einde die gesamentlike betalingsbalans te stabiliseer nie. Inflasie in die Euro-gebied is ook laag, terwyl die wisselkoers relatief bestendig vertoon.

Die kern van die streek se probleem is 'n interbankstelsel wat gebrekkig funksioneer, gekoppel aan 'n afsydigheid teenoor risiko deur beleggers in lande wat nie wesenlike begrotingstekorte ondervind nie.

As gevolg hiervan is die verspreiding van besparing en finansiële beleggings tussen al die lande in die streek onvoldoende en ongebalanceerd.

Hieruit is dit duidelik dat aansienlike uitbreidings aan die bevoegdhede van die Europese Sentrale Bank aangebring sal moet word ten einde die nodige regulasies daar te stel ter bevordering van die integrasie van die gebied se kapitaalmark. Dit verteenwoordig immers die volgende logiese stap in die proses van oorhoofse Europese integrasie.

Tweedens begin die wêreld se grootste ekonomie, die VSA, stadig maar seker die pas van ekonomiese groei versnel. Optimisme rondom die VSA se ekonomiese vooruitsigte wentel hoofsaaklik rondom die ommekeer van die groeibeperking wat deur die besnoeiing van staatsuitgawes op plaaslike en streeksvlak aangebring is.

The underlying message of these forecasts is to expect only a marginal loss in growth momentum in 2012. In fact, a cursory analysis of most of the key macro-economic indicators suggests that current growth projections may eventually prove to have been overly conservative, with a growth rate of close to 4% for 2012 still on the cards.

Sound fundamentals

Firstly, it should be pointed out that Europe's problems are not related to any significant weakness in the macro-economic domain, but rather to the absence of integrated and effective capital market flows.

The Euro-zone has enjoyed an identical increase in per capita income levels to the US over the past decade and at 4.1%, its fiscal deficit/GDP ratio is less than half of the figure for the US and the UK.

Furthermore, several member countries of the Euro-zone recorded sizeable trade surpluses in 2011 and the region does not depend on capital inflows to stabilise its combined balance of payments. The Euro-zone also enjoys price stability and a relatively stable exchange rate.

The key problem facing the region is a defective interbank market, linked to risk-averse investors in countries that do possess fiscal stability.

As a result, the intra-regional distribution of savings and financial investments is inadequate and inefficient.

It is fairly obvious that the European Union (EU) will have to assign significantly enhanced powers to the European Central Bank in order to allow for the necessary regulatory reforms required for capital market integration, which is the next logical step in European integration.

Secondly, the world's largest economy, the US, is showing clear signs of gaining growth momentum in 2012. Optimism over the economic outlook in the US is essentially based on the reversal of the impediments to growth imposed by fiscal austerity at state and local government level, where fiscal deficits are prohibited.

In die VSA word owerhede op tweede-en derdevlak verbied om vir tekorte te begroot. Belastinginkomstes het nou sodanig herstel dat die verliese aan indiensname van die afgelope twee jaar 'n ommekeer begin toon.

Die einde van fiskale inperking in die VSA is op hande en behoort dié jaar reeds 'n wesenlike positiewe uitwerking op die ekonomie uit te oefen.

Ter plaatse het die ekonomie al vir nege agtereenvolgende kwartale teen positiewe reële koersreën uitgebrei, met 'n groot mate van konsolidasie wat verlede jaar plaasgevind het.

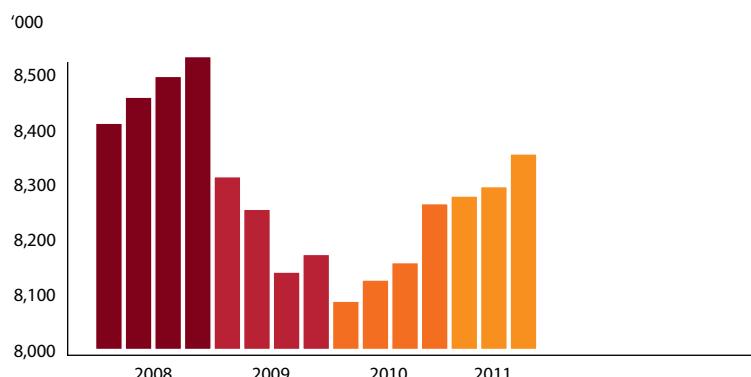
Ten spyte van 'n teleurstellende groeivertoning in die tweede en derde kwartale van 2011, het elke belangrike sektor wat 'n bydrae tot die land se bruto toegevoegde waarde lewer, na positiewe reële groei teruggerekker.

Groei dryfvere

Tans kan 'n hele aantal dryfvere vir groei uitgelig word wat uiteindelik tot 'n groeikoers van naby of selfs bokant 4% vir 2012 kan lei, insluitende die volgende:

- Belastinginkomste groei weer teen 'n lewendige pas, wat heelwat fiskale beweegruimte aan die regering sal verskaf vir besteding aan infrastruktuur en dienslewering.
- Die vraag na ingevoerde goedere het sedert verlede jaar teen 'n sneller pas as uitvoere toegeneem, wat die tekort op die lopende rekening na 3.8% (van BBP) vergroot het en tot 'n wesenlike afwaartse aanpassing in die waarde van die rand gelei het. Die gevvolglike verhoging van nagenoeg 15% in Suid-Afrika se internasionale mededingendheid is goeie nuus vir uitvoerders en plaaslike vervaardigers wat sukkkel om met lande in Asië mee te ding (waar arbeidswette meer markgerig en lone laer is).

Indiensname in die formele sektore



Tax revenues have recovered to the extent that state and local governments can now ease the pace of budget cuts, which led to significant job losses over the past two years.

The imminent end to fiscal austerity at state and local government level in the US is expected to provide substantial growth impetus to the country's economy in 2012 and beyond.

Back home, the economy has grown in real terms for nine successive quarters and has reached a mature stage of consolidation, following the 2008/2009 recession.

Although the growth in total output has been modest since the second quarter of 2011, every key sector contributing to gross value added has returned to positive real growth.

Growth drivers

A significant number of growth drivers exist that could eventually deliver economic growth of close to or even above 4% in 2012, including the following:

- A return to taxation revenue growth, which will obviate the need for undue fiscal restraint and free up funds allocated to infrastructure projects and hopefully speed up the pace of service delivery.
- Since 2011, the demand for imported goods has grown at a faster pace than exports, resulting in a widening of the current account deficit/GDP ratio to 3.8% in the third quarter of 2011. The subsequent depreciation of the rand translates into an international competitiveness gain of 15% between the end of 2010 and the beginning of 2012 (in real terms). The rand's depreciation is exceptionally good news for exporters and may also benefit various manufacturing sub-sectors that are struggling to compete with Asian countries that enjoy the benefits of flexible labour markets and low wages.

Formal sector employment

- Indiensname in die formele sektore van die ekonomie het in die derde kwartaal van 2011 begin om stukrag te kry en groei nou al vir ses agtereenvolgende kwartale (sien die grafiek). Dié syfer beloop tans ongeveer 8.36 miljoen mense en 273,000 nuwe werkgeleenthede is sedert die eerste kwartaal van 2010 geskep, toe hierdie aanwyser geval het tot 'n resessiegedrewe laagtepunt. Gelukkig is daar 'n welkome herstel in werkskepping wat redelik breed gebaseerd is, behalwe in die vervaardigingsektor wat negatief bly (in vergelyking met die eerste kwartaal van 2010).
- Die kansie is goed dat rentekoerse in 2012 onveranderd op die huidige lae vlakke sal bly, danksy relatief lae inflasie en 'n meer groeigerige monetêre beleidsbenadering. Volgens die jongste opname van inflasie-verwagtings wat deur die Reserwebank gepubliseer is, behoort die verbruikersprysindeks (VPI) binnekort weer tot binne die teikenvlak van 3% tot 6% terug te sak.
- Monetêre groothede begin weer op dreef kom, veral die groei in kredietverlening aan die private sakesektor. Die tekens duï daarop dat die traagheid van die verlede afgeskud is en dat daar 'n nuwe aptyt vir bedryfskapitaal bestaan.
- Voorraadvlakke in die ekonomie is steeds besig om van die skerp dalings tydens die resessie te herstel, veral in die vervaardigingsektor. Dié neiging kan moontlik in 2012 'n halwe persentasiepunt by die land se groeikoers voeg.
- Die oorwig van die wêreld se vernaamste ontluikende markte ondervind steeds hoeë ekonomiese groei, 'n neiging wat waarskynlik in 2012 sal voortduur. Suid-Afrika se buitelandse handel het die afgelope dekade 'n verskuiwing na ontluikende markte ondergaan, wat 'n teenvoeter vir die dempende uitwerking van trae groei in uitvoere na Europa verskaf.
- Formal sector employment creation gained some momentum during the third quarter of 2011 and has now increased for six successive quarters (see the graph). At a level of just below 8.36 million, the economy has now created 273,000 new formal sector jobs since the first quarter of 2010, when this indicator dropped to a recession-induced low. Fortunately, the welcome return to job creation is fairly broad-based, with manufacturing as the only key sector that remains in deficit (compared to the first quarter of 2010).
- Prospects for a continuation of a low interest rate environment, due to a combination of relatively low inflation and a more accommodating monetary policy stance. According to the latest survey on inflation expectations, published by the Reserve bank, the consumer price index (CPI) may soon return to within the 3% to 6% target range.
- Growth in several key monetary aggregates, including private sector credit extension, shows signs of shaking off the lethargy of the past two years, with the business sector in particular having developed a renewed appetite for working capital.
- A continuation of the recovery in inventory levels, since the decline during the resession, could add at least half a percentage point to the 2012 GDP growth rate.
- Most of the world's key emerging markets are experiencing relatively high economic growth and this trend is not expected to change in 2012. Over the past decade, South Africa's global import and export trade has been characterised by a shift towards emerging markets, which negates to some extent the negative effect of slower economic growth in Europe.



Dr Roelof Botha

Ekonomiese Raadgewer / Economic Advisor:
PricewaterhouseCoopers Ing. / Inc.
Januarie 2012 / January 2012

“Hoewel die omvang van “baie vertroue” afgeneem het, voel al die deelnemers positief oor die volgende drie jaar. Dit is terwyl daar verlede jaar nog ‘n mate van pessimisme te bespeur was. Die mate van vertroue in die toekoms kan ook toegeskryf word aan die innoverende ontwikkelinge ten einde meer sinergievoordele in die landbou te skep.”

“Although the degree of “high confidence” has declined, all the participants feel positive about the next three years. This is in the context of a degree of pessimism that was still detectable last year. The degree of confidence in the future can also be ascribed to the innovative developments aimed at creating more synergistic advantages in agriculture.”

*“PwC se spesialiskennis oor en
verbintenis met die landbou het oor baie
jare tot stand gekom.”*

*“PwC has accumulated specialised
knowledge of and commitment to
agriculture over many years.”*

Die publikasie

The publication

As die grootste professioneledienste-organisasie internasionaal en in Suider-Afrika, het PwC oor baie jare spesialiskennis en 'n verbintenis tot die landbou opgebou. Ons is nou betrokke by en lewer dienste aan die oorgrote meerderheid van landboubesighede in die bedryf. Om dié rede is ons uitermatig goed geposioneer om 'n formele prestasiemetingsprofiel van hierdie aard vir die Suid-Afrikaanse landboubedryf te kan publiseer.

Ons bedryf sake uit 19 kantore in Suid-Afrika en beskik oor die kundigheid om ons kliënte in hulle eie gemeenskappe te bedien. Dit het ons in staat gestel om 'n verteenwoordigende metingsprofiel met betroubare industrienorme saam te stel waarteen die Industrie en sy rolspelers gemeet kan word. Weens die behoefte na dié tipe inligting, het PwC aan die begin van 2005 onderneem om bestaande prestasiemetingsprojekte in die landboubedryf landwyd te formaliseer en te konsolideer.

Net soos in die verlede, is die projek met groot entoesiasme verwelkom. Voorbereiding en dataversameling het in November 2011 begin. Ten einde 'n betroubare en sinvolle prestasiemeting saam te stel, is die bedryf se vernaamste rolspelers weer genader vir insette waarvolgens bykomende sleutelprestasie-aanwysers geïdentifiseer is.

'n Elektroniese databasis met ingeboude sekuriteitsbeheer is spesifiek vir hierdie projek ontwikkel en ingespan om die data te verwerk.

Die dokument bestaan uit 'n samestelling van bevindinge en interpretasie van die inligting wat ons van deelnemers aan die projek ontvang het. Die aantal deelnemers en die groot mate waartoe die onderskeie rolspelers in die bedryf deelgeneem het en wat ook hul steun en goedkeuring aan die projek verleen het, het ons oortuig dat die resultate as verteenwoordigend en relevant beskou kan word. As betroubare sakevennoot in die landboubedryf, meen ons dat landboubesighede dié prestasiemetingsprofiel met groot vrug as hulpmiddel kan gebruik om ingeligte besluite te neem oor, onder meer, doeltreffende besigheidstrukturering, verbeterde kostebestuur en die verhoging van winsgewendheid.

Die tendense van die bedryf word bespreek. Groter en kleiner landboubesighede, word onderskeidelik bespreek. Die verdeling tussen groter en kleiner landboubesighede is gedoen op grond van die betrokke onderneming se omset, wat onderskeidelik groter of kleiner as R850 miljoen bedra. Dit is dus vir 'n gebruiker moontlik om sy betrokke instansie se individuele prestasie met sy eweknieë te vergelyk. Tabelle word grafies voorgestel en van toeliggende notas voorsien.

Die publikasie bied 'n samevattende oorsig van die bedryf, wat bestaan uit die gemiddeldes van die inligting wat van alle deelnemers aan die projek verkry is. Geweegde gemiddeldes word hoofsaaklik gebruik.



As the largest professional services organisation international and in Southern Africa, PwC has accumulated specialised knowledge of and commitment to agriculture over many years. We are closely involved in and provide services to the large majority of agribusinesses in the industry. For this reason we are exceptionally well placed to publish a formal benchmarking profile of this nature in the South African agricultural industry.

We operate from 19 offices in South Africa and are able to serve our clients in their own communities. This has made it possible for us to compile a representative measurement profile with reliable industry norms against which the industry and its role players can measure themselves. Due to the need for this type of information, PwC undertook the national formalisation and consolidation of existing benchmarking projects in the agricultural industry at the beginning of 2005.

As in the past, the project was welcomed with great enthusiasm. Preparation and data collection commenced in November 2011. In order to compile a reliable and meaningful benchmark, the leading role players in the industry were approached once again for their inputs, according to which additional key performance indicators were identified.

An electronic database with built-in security control was developed specifically for this project and used to process the data.

This document is a compilation of findings and interpretation of the information received from participants to this project. The number of participants and the large extent to which the various roleplayers in the industry participated in and lent their support and approval to the project convinced us that the results can be regarded as representative and relevant. As a reliable business partner in the agricultural industry we believe that agribusinesses can use this benchmarking profile with great success as an aid to make informed decisions about, inter alia, efficient business structuring, improved cost management and increased profitability.

The trends of the industry are discussed. Larger and smaller agribusinesses are discussed separately. The differentiation between larger and smaller agribusinesses was done based on the turnover of each entity concerned, amounting to greater or smaller than R850 million. It is thus possible for users to compare their relevant entity's individual performance with that of its peers. Tables are graphically represented and provided with explanatory notes.

The publication provides a summative overview of the industry consisting of the averages of the information obtained from all participants in the project. Weighted averages have been primarily used.

Die publikasie

The publication

'n Geweegde gemiddelde verteenwoordig 'n berekening waar 'n gewig gekoppel word aan elkeen van die deelnemers se resultate en grote. Die gemiddelde is die resultaat van net die groot, of net die klein deelnemers. Daar was egter gevalle waar daar ten opsigte van kleiner besighede te min deelnemers was om die resultate sinvol te interpreteer.

PwC se internasionale beleid behels dat geen resultate van prestasiemetingsopnames verstrek mag word tensy daar minstens sewe deelnemers is nie. Gevolglik word geen resultate gepubliseer waar minder as die vereiste getal deelnemers die nodige inligting verskaf het nie.

Hou ook in gedagte dat die inligting van alle deelnemers nie noodwendig in al die vergelykings ingesluit is nie. In sommige gevalle is sekere inligting van bepaalde deelnemers nie in berekening van gemiddeldes gebring nie weens grondige redes wat uitsluiting regverdig of noodsaak.

Vir nadere inligting oor die prestasiemetingsprofiel of die spesialisdienste wat ons in die landboubedryf bied, kontak asseblief:

Nasionaal / National	021 815 3000
Frans Weilbach	
Barbara du Toit	
Wes-Kaap / Western Cape	021 529 2000
Frans van Wyk	
Bloemfontein	051 503 4100
Deon Pretorius	
Mafikeng	018 386 4700
Gert Odendaal	
Menlyn	012 429 0000
Kobus Minie	
Nelspruit	013 754 3300
Pieter Pretorius	
Port Elizabeth	041 391 4400
Sunette Williams	
Pietermaritzburg	033 347 8600
Des Fourie	
Sunninghill	011 797 4000
Heinz Zastraau	

A weighted average represents a calculation where a weight is linked to the results and size of each participant. The “weighted average” is the result of only the large or only small participants. However, there were cases in respect of smaller businesses where there were too few participants to produce meaningful results.

The international policy of PwC is that no results of benchmarking surveys may be made available unless there were at least seven participants. Consequently no results are published where fewer than the prescribed number of participants provided the necessary information.

Please keep in mind that the information of all the participants was not necessarily included in all the comparisons. In some cases certain information relating to specific participants was not considered in determining averages, for valid reasons justifying or necessitating exclusion.

For more information regarding the benchmarking profile or the specialised services we offer to the agricultural industry, please call:

Die publikasie

The publication

Die dienste wat deur ons Agri Industriegroep gebied word, sluit in:

- Rekenmeestersdienste (rekeningkundige dienste, interne ouldit en ouldit);
- Bestuursbeheer (stelsel- en interne kontroles);
- Entrepreneursadvies (finansiële-, belasting-, sekretariële en sakeadvies);
- Belasting (korporatief, individueel, internasional, doeane en BTW);
- Rekenaardienste (opleiding, konsultasie, ondersteuning en installering van rekeningkundige sagteware);
- Transaksie-ondersteuning (strukturering, kontrakte, lewensvatbaarheid en omsigtigheidsondersoeke);
- Forensiese ondersoeke en regsondersteuning;
- Boedel en finansiële dienste (aftree-, boedel- en beleggingsadvies, personeelvergoedingspakette, boedel- en trustadministrasie);
- Menslike hulpbronne (beleid, ooreenkoms, arbeidshof, arbitrasie, opleiding en konsultasie);
- Sekretariële dienste (rekords, opgawes en registers) en
- Swart Ekonomiese Bemagtiging (analise, implementering, nakoming).

The services rendered by our Agri Industry Group include:

- Accounting services (accounting, internal audit and audit);
- Management control (system and internal controls);
- Entrepreneurial advice (financial, tax, secretarial and business advice);
- Tax (corporate, individual, international, customs and VAT);
- Computer services (training, consultation, support and installation of accounting software);
- Transaction support (structuring, contracts, viability and due diligence investigations);
- Forensic investigations and legal support;
- Estate and financial services (retirement, estate and investment advice, personnel remuneration packages, estate and trust administration);
- Human resources (policy, agreements, labour court, arbitration, training and consultation);
- Secretarial services (records, returns and registers); and
- Black Economic Empowerment (analysis, implementation, compliance).



Barbara du Toit

Nasionale Landboubesigheid - Bestuurder /
National Agri Business - Manager
PricewaterhouseCoopers Ing. / Inc.
Januarie 2012 / January 2012



1. Terugvoering van uitvoerende hoofde

'n Opname onder die uitvoerende hoofde van al die deelnemers is soos verlede jaar weer op 15 November 2011 gedoen. Die reaksie was weereens spontaan. Aangesien die leiers geografies 'n groot deel van die landbousektor verteenwoordig, kan hul mening as redelik verteenwoordigend geag word.

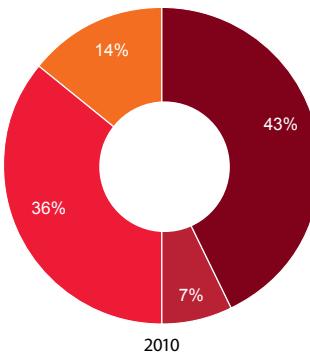
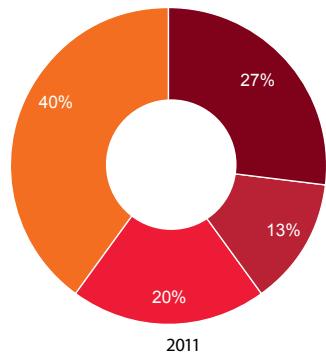
Die onderskeie vrae wat gestel is en die resultaat van die antwoorde wat ontvang is, word hiermee verstrek.

1.1 Wat is die siening oor die toekoms: inkomstegroei

Die sleuruitwerking van die wêreldwye ekonomiese krisis is nog met ons en die landbousektor kon nie die realiteit van die krisis heeltemal vryspring nie.

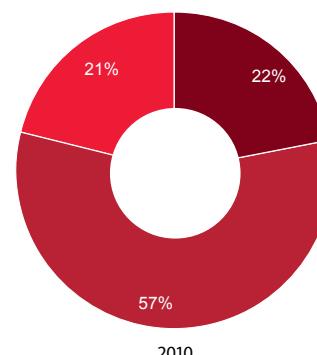
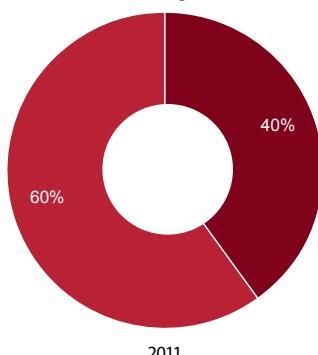
1.1.1 Wanneer verwag u dat die ekonomie in Suid-Afrika sal herstel?

Altesame 43% van die respondentie was verlede jaar oortuig daarvan dat die ekonomiese herstel reeds begin het. Hierdie optimisme het vanjaar tot 27% gekrimp. Die meerderheid (60%) is van mening dat dit eers vanaf die tweede helfte van 2012 sal posvat.



1.1.2 Tot watter mate het u vertroue vir inkomstegroei van u landbubesigheid oor die volgende 12 maande?

Die deelnemers is meer positief oor die toekoms as in die vorige jaar. Almal het redelik vertroue dat daar inkomstegroei oor die volgende 12 maande sal wees. Landboustoestande kan egter nie vooruit bepaal word nie, maar die verhoging in graanpryse skep meer vertroue. Gesien in die lig van groter uitvoer van graan, is dit onseker of die inkomste uit die graansilo's sal toeneem.



1. Feedback from chief executives

A survey, like last year's, of the chief executives of all the participants was carried out on 15 November 2011. The response was again spontaneous. Since the leaders represent a large proportion of the agricultural sector geographically, their views can be regarded as reasonably representative.

The various questions that were put and the answers that were received are provided here.

1.1 What is the view of the future: income growth

The ongoing effects of the worldwide economic crisis are still with us, and the agricultural sector could not completely escape the reality of the crisis.

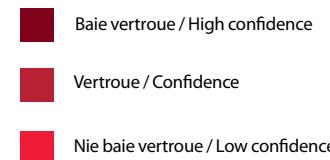
1.1.1 When do you expect the economy in South Africa to recover?

In all 43% of the respondents last year were convinced that the economic recovery had already begun. This optimism shrank to 27% this year. The majority (60%) are of the opinion that it will only take effect from the second half of 2012.



1.1.2 To what extent do you have confidence for income growth of your agribusiness over the coming 12 months?

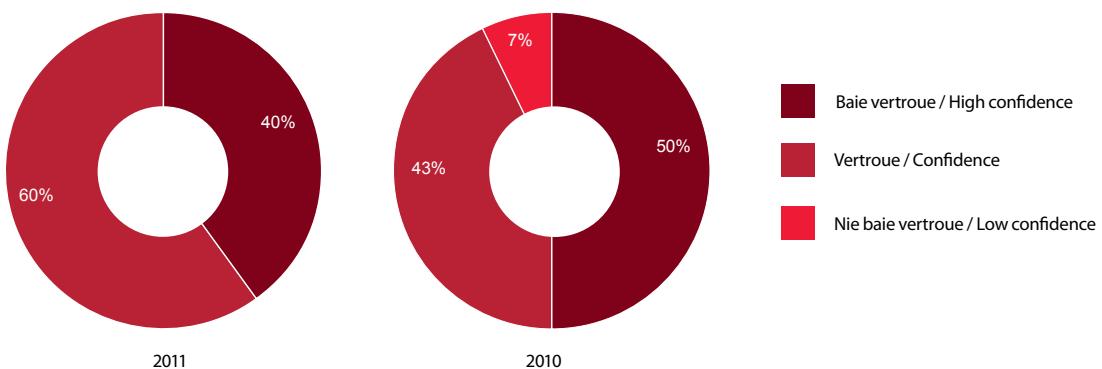
The participants are more positive about the future than in the previous year. All are reasonably confident that there will be income growth over the next 12 months. Agricultural conditions cannot, however, be predicted, but the increase in grain prices is creating more confidence. In the light of larger exports of grain, it is uncertain whether the income from the grain silos will increase.



Terugvoering van uitvoerende hoofde

1.1.3 Tot watter mate het u vertroue vir inkomstegroei van u landboubesigheid oor die volgende drie jaar?

Hoewel die omvang van “baie vertroue” afgeneem het, voel al die deelnemers positief oor die volgende drie jaar. Dit is terwyl daar verlede jaar nog ’n mate van pessimisme te bespeur was. Die mate van vertroue in die toekoms kan ook toegeskryf word aan die innoverende ontwikkelinge ten einde meer sinergievoordele in die landbou te skep.

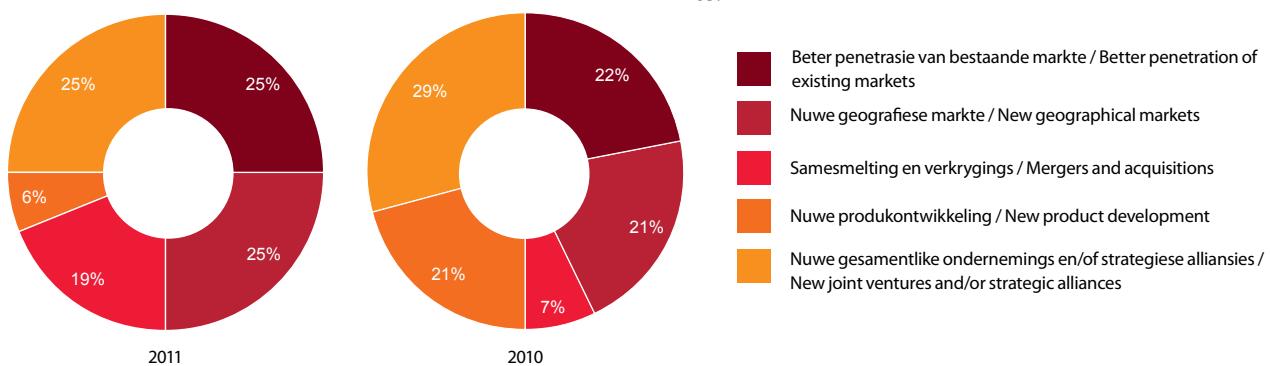


1.2. Die veranderde benadering tot landboubesigheid

Die laaste tyd se gebeurtenisse in die ekonomiese wêreld vereis nuwe strategieë. Die onvoorspelbaarheid van die landbou se toekoms het ’n invloed gehad op die uitvoerende hoofde se siening hieroor.

1.2.1 Watter een van die volgende geleenthede vir besigheidsgroei sien u as die hoofreden om u landboubesigheid te laat groei in die volgende 12 maande?

Mededinging op tradisionele landboubesigheid gaan toeneem. Dit is omdat die meerderheid van deelnemers op beter penetrasie van bestaande markte en ontwikkeling van nuwe geografiese gebiede wil konsentreer. Hierdie doelwit sal ook nagestreef word deur die handhawing en versterking van strategiese alliansies.



Feedback from chief executives

1.1.3 To what extent do you have confidence for income growth of your agribusiness over the coming three years?

Although the degree of “high confidence” has declined, all the participants feel positive about the next three years. This is in the context of a degree of pessimism that was still detectable last year. The degree of confidence in the future can also be ascribed to the innovative developments aimed at creating more synergistic advantages in agriculture.

1.2. The changed approach to agricultural business

Events in the economic world in recent times demand new strategies. The unpredictability of agriculture’s future had an effect on the chief executives’ views on this issue.

1.2.1 Which one of the following opportunities for business growth do you see as the main reason to grow your agribusiness in the coming 12 months?

Competition in traditional agricultural business will increase. This is because the majority of participants want to concentrate on better penetration of existing markets and the development of new geographic areas. This objective will also be pursued through the maintenance and strengthening of strategic alliances.

1.2.2 Herstruktureringsbedrywighede

1.2.2.1 Watter, indien enige, van die volgende herstruktureringsbedrywighede het u in die laaste 12 maande in plek gestel?

Besighede is weereens geraadpleeg oor watter herstruktureringsbedrywighede hul die afgelope 12 maande aangepak het. Soos verlede jaar, is die implementering van koste verminderings inisiatiewe en sluit van strategiese alliansies die vernaamste prioriteite. Die rangorde van die ander herstruktureringsbedrywighede het ietwat van die vorige jaar verander.

2011	2010
'n Koste verminderingsinisiatief / A cost-reduction initiative	'n Koste verminderingsinisiatief / A cost-reduction initiative
'n Nuwe strategiese alliansie is gesluit of 'n gesamentlike onderneming is betree / A new strategic alliance has been entered into or joint venture established	'n Nuwe strategiese alliansie is gesluit of 'n gesamentlike onderneming is betree / A new strategic alliance has been entered into or joint venture established
Voltooï 'n samesmelting of verkryging / Completed a merger or acquisition	Verrig self 'n proses of funksie wat voorheen uitgekontrakteer was / Performed a process or function in-house, that previously was contracted out
'n Besigheidsproses of -funksie is uitgekontrakteer / A business process or function was contracted out	Voltooï 'n samesmelting of verkryging / Completed a merger or acquisition
Verrig self 'n proses of funksie wat voorheen uitgekontrakteer was / Performed a process or function in-house, that previously was contracted out	Beëindig 'n bestaande strategiese alliansie of gesamentlike onderneming / Terminated an existing strategic alliance or joint venture
Beëindig 'n bestaande strategiese alliansie of gesamentlike onderneming / Terminated an existing strategic alliance or joint venture	'n Besigheidsproses of -funksie is uitgekontrakteer / A business process or function was contracted out

1.2.2.2 Watter, indien enige, van die volgende herstruktureringsbedrywighede beplan u om in die volgende 12 maande in plek te stel?

Die voorkeur opersies vir herstrukturering oor die volgende 12 maande word hiermee geïllustreer. Besighede bly eerstens gefokus op die implementering van koste verminderings inisiatiewe. Heelwat landboubesighede soek sinergievoordele vir hul produsente deur waarde toe te voeg tot hul produkte. Hierdie strategie word al sterker gedryf, terwyl die aangaan van nuwe strategiese alliansies, of die skep van nuwe gesamentlike ondernemings, nog steeds 'n hoë prioriteit bly.

2011	2010
'n Koste verminderingsinisiatief in plek te stel / Institute a cost-reduction initiative	'n Koste verminderingsinisiatief in plek te stel / Institute a cost-reduction initiative
Nuwe besigheidsterreine betree / Enter new areas of business	Gaan 'n nuwe strategiese alliansie sluit of 'n gesamentlike onderneming betree / Enter into a new strategic alliance or joint venture
Gaan 'n nuwe strategiese alliansie sluit of 'n gesamentlike onderneming betree / Enter into a new strategic alliance or joint venture	Voltooï 'n samesmelting of verkryging / Complete a merger or acquisition
Voltooï 'n samesmelting of verkryging / Complete a merger or acquisition	Nuwe besigheidsterreine betree / Enter new areas of business
Verrig self 'n proses of funksie wat voorheen uitgekontrakteer was / Performed a process or function in-house, that previously was contracted out	Beëindig 'n bestaande strategiese alliansie of gesamentlike onderneming / Terminate an existing strategic alliance or joint venture
'n Besigheidsproses of -funksie uit te kontrakteer / Contract out a business process or function	'n Besigheidsproses of -funksie uit te kontrakteer / Contract out a business process or function
Beëindig 'n bestaande strategiese alliansie of gesamentlike onderneming / Terminated an existing strategic alliance or joint venture	Verrig self 'n proses of funksie wat voorheen uitgekontrakteer was / Performed a process or function in-house, that previously was contracted out

1.2.2 Restructuring activities

1.2.2.1 Which, if any, of the following restructuring activities have you put in place in the past 12 months?

Businesses were again consulted on what restructuring activities they had initiated over the past 12 months. As was the case last year, implementing cost reduction initiatives and entering into strategic alliances were the most favoured options. As for the other restructuring activities, the order of precedence was somewhat different from last year's.

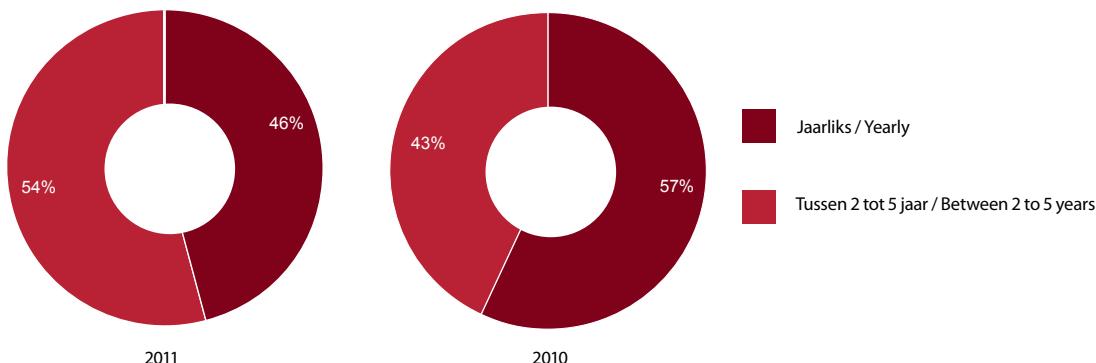
1.2.2.2 Which, if any, of the following restructuring activities do you plan to put in place in the coming 12 months?

The preferred options for restructuring over the coming 12 months are illustrated here. Businesses remain primarily focused on the implementation of cost reduction initiatives. A good many agribusinesses are seeking to gain synergistic advantages for their producers by adding value to their products. This strategy is being pushed even more strongly, while the undertaking of new strategic alliances, or the creation of new joint ventures, remains a high priority.

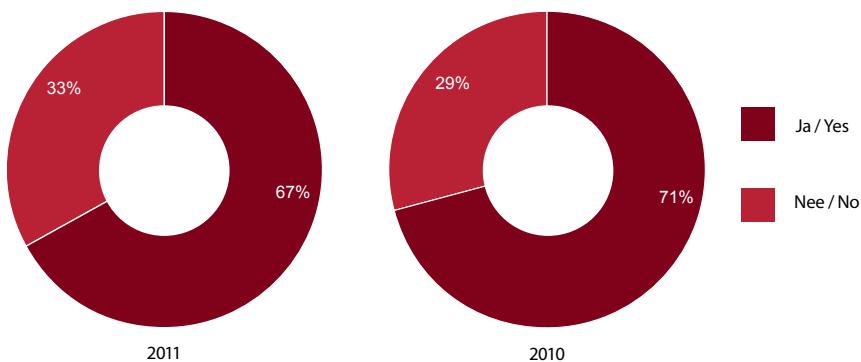
1.2.3 Strategiese plan

1.2.3.1 Het u'n strategiese plan en hoe gereeld vind u strategiese beplanning plaas?

Al die besighede het aangetoon dat hulle reeds'n strategiese plan in plek het. Sowat die helfte van die deelnemende besighede hou jaarliks'n strategiese beplanningssessie, terwyl die res dit elke 2 tot 5 jaar doen. Twee-derdes van die besighede het bevestig dat hulle reeds oor'n korporatiewe bestuurstelsel beskik om suksesvolle implementering van hul strategie te monitor.



1.2.3.2 Beskik u besigheid oor 'n formele korporatiewe bestuurstelsel?



1.2.4 Toekomstige financiering

Waar die oorgrote meerderheid van die deelnemers in die vorige jaar daarvan oortuig was dat hul toegang tot bankfinansiering en -krediet sal verbeter en dat nuwe fondse beskikbaar gestel sal word uit alternatiewe markte vir skuld, aandele uitgifte, private ekwiteitstransaksies of welvaartsfondse, is die siening nou meer konserwatief. Slegs die helfte van die deelnemers handhaaf die sterk siening van die vorige jaar.

1.2.3 Strategic plan

1.2.3.1 Do you have a strategic plan and how often does your strategic planning take place?

All of the businesses indicated that they already have a strategic plan in place. About half of participating businesses hold annual strategic planning sessions, while the rest do so every two to five years. Two-thirds of businesses confirmed that they already have a corporate management system to monitor the successful implementation of their strategies.

1.2.3.2 Does your business have a formal corporate management system?

1.2.4 Future financing

Whereas the overwhelming majority of the participants in the previous year were convinced that their access to bank finance and credit would improve and that new funds would be made available from alternative markets for debt, share issues, private equity transactions or welfare funds, the view now is more conservative. Only half of the participants still hold to the strong views of the previous year.

1.2.5 Erkenning van bedreigings: aanvaarding van die uitdagings

Watter van die volgende faktore hou groot bedreigings in vir die groei van u besigheid?

In dié verband was daar 'n radikale ommeswaai van verlede jaar. Dit is opvallend hoe die benadering van die uitvoerende hoofde oor die afgelope jaar verander het ten opsigte van hul siening oor hul grootste bedreigings. Waar die invloed van staatsbeheerde instansies verlede jaar as die grootste bedreigings beskou is, val die klem nou meer op die ekonomiese posisie van die produsent, naamlik:

- hul vermoë om te kan produseer;
- die gebrek aan toegang tot skaars natuurlike hulpbronne;
- gebrek aan groei;
- kostestygings; en
- internasionale mededinging.

Hierdie items was verlede jaar onderaan hul lys van bedreigings.

1.2.5 Recognition of threats: acceptance of the challenges

Which of the following factors pose great threats to the growth of your business?

In this regard there was a radical reversal of last year's views. It is striking to see how the approach of the chief executives has changed over the past year in respect of what they see as their greatest threats. Where the influence of state-controlled bodies was seen as the greatest threat last year, the emphasis now falls more on the economic position of producers, namely:

- their capacity to produce;
- the lack of access to scarce natural resources;
- lack of growth;
- cost increases; and
- international competition.

Last year these items were at the bottom of their list of threats.

2011	2010
Sekerheid van die verskaffingslyn (produsente) / Assured supply line	Ontoereikendheid van basiese infrastruktuur / Inadequacy of basic infrastructure
Skaarsheid van natuurlike hulpbronne / Scarcity of natural resources	Energiekostes / Energy costs
Onvermoë om groei te finansier / Inability to finance growth	Regeringsregulasies / Government regulations
Inflasie / Inflation	Beskikbaarheid van sleutelvaardighede / Availability of key skills
Prysmedededing / Price competition	Finansieël gestrekte produsente / Financially stretched producers
Klimaat veranderinge / Climate changes	Klimaat veranderinge / Climate changes
Wisselkoers wisselvalligheid / Vulnerability of exchange rates	Langdurige globale resessie/wisselvallige markomgewing / Protracted global recession/vulnerable market environment
Finansieël gestrekte produsente / Financially stretched producers	Wisselkoers wisselvalligheid / Vulnerability of exchange rates
Regeringsregulasies / Government regulations	Skaarsheid van natuurlike hulpbronne / Scarcity of natural resources
Beskikbaarheid van sleutelvaardighede / Availability of key skills	Sekerheid van die verskaffingslyn (produsente) / Assured supply line (producers)
Ontoereikendheid van basiese infrastruktuur / Inadequacy of basic infrastructure	Prysmedededing / Price competition
Energiekostes / Energy costs	Onvermoë om groei te finansier / Inability to finance growth
Langdurige globale resessie/wisselvallige markomgewing / Protracted global recession/vulnerable market environment	Inflasie / Inflation

Terugvoering van uitvoerende hoofde

Feedback from chief executives

Die uitvoerende hoofde verleen minder aandag aan:

- die infrastruktuur;
- energiekostes; en
- regeringsregulasies.

Die siening kan moontlik wees dat die produsente hierdie bedreigings aangespreek het, of aangepas het om dit te bestuur.

1.2.6 Reaksie: bestuur van risiko's

Tot watter mate is u raad van direkteure besig om hulle gedrag te verander as gevolg van die ekonomiese krisis?

Sedert verlede jaar het die situasie rondom risikobestuur min verander. Die implementering van die nuwe Maatskappywet, wat heelwat beginsels van die King III-kode bevat, tesame met die eise van die wisselvallige markte, het groter betrokkenheid van direksies meegebring. Die prioriteite bly:

- Die beoordeling van risiko's;
- Die handhawing van finansiële gesondheid; en
- Die fokus op langtermyn sleutelprestasie-aanwysers.

Byna al die deelnemers beskik oor 'n risikokomitee en 'n finansiële risikobestuurstrategie, wat die impak van veranderinge in die risiko-omgewing beoordeel.

The chief executives are giving less attention to:

- the infrastructure;
- energy costs; and
- government regulations.

Their view might be that the producers have addressed these threats, or have adjusted to manage it.

1.2.6 Reaction: risk management

To what extent is your board of directors changing its conduct as a result of the economic crisis?

The situation regarding risk management has changed little since last year. The implementation of the new Companies Act, which contains quite a number of principles of the King III code, together with the demands of the volatile markets, has resulted in greater involvement on the part of boards. The priorities remain:

- Evaluating risks;
- Maintaining financial soundness; and
- Focusing on long-term key performance indicators.

Almost all of the participants have a risk committee and a financial risk management strategy to evaluate the impact of changes in the risk environment.

2011	2010
Beoordeling van strategiese risiko's / Evaluation of strategic risks	Konstruktiewe bydraes vir bestuur oor strategie / Constructive contributions for management on strategy
Toesighouding van finansiële gesondheid / Monitoring of financial soundness	Beoordeling van strategiese risiko's / Evaluation of strategic risks
Fokus op die langtermyn sleutelprestasie-aanwysers / Focus on the long-term key performance indicators	Toesighouding van finansiële gesondheid / Monitoring of financial soundness
Konstruktiewe bydraes vir bestuur oor strategie / Constructive contributions for management on strategy	Fokus op die langtermyn sleutelprestasie-aanwysers / Focus on the long-term key performance indicators
Versekerung van nakoming aan wette en regulasies / Assurance re compliance with laws and regulations	Aanpassing van die uitvoerende bestuur se vergoeding in lyn met langtermyn verwagtinge / Adjustment of executive management remuneration in line with long-term expectations
Versekerung dat hoë etiese standarde gehandhaaf word / Assurance that high ethical standards are maintained	Versekerung van nakoming aan wette en regulasies / Assurance re compliance with laws and regulations
Opvolgbeplanning van leierskap posisies / Succession planning for leadership positions	Opvolgbeplanning van leierskap posisies / Succession planning for leadership positions
Aanpassing van die uitvoerende bestuur se vergoeding in lyn met langtermyn verwagtinge / Adjustment of executive management remuneration in line with long-term expectations	Versekerung dat hoë etiese standarde gehandhaaf word / Assurance that high ethical standards are maintained

1.3. Die rol van die regering: Herskikking, al dan nie?

Die reaksie van die deelnemers oor die regering se rol in die ekonomie bly negatief, veral ten opsigte van:

- Die onvermoë van die regering om stappe te neem om die land se infrastruktuur te verbeter, veral ten opsigte van elektrisiteit, water en vervoer;
- Die gebrek aan die beskerming van die ekosisteem en biodiversiteit deur die regering;
- Die hulp wat verleen word om toegang tot natuurlike hulpbronne, soos water, krag en roumateriale te verkry; en
- Die gebrek om 'n duidelike en konsekwente langtermyn omgewingsbeleid te formuleer.

Altesame 93% van die uitvoerende hoofde is nie tevreden met die regering se rol in die skepping van 'n geskoolde werksmag nie.

Tot watter mate stem u saam met die regering se rol oor die volgende:

1.3. The role of the government: Readjustment or not?

The reaction of the participants to the government's role in the economy was very negative, particularly in respect of:

- The inability of the government to take steps to improve the country's infrastructure, particularly in respect of electricity, water and transport;
- The failure of the government to protect the ecosystem and biodiversity;
- The assistance provided to gain access to natural resources such as water, power and raw materials; and
- The failure to formulate a clear and consistent long-term environmental policy.

In all 93% of the chief executives are not satisfied with the government's role in the creation of a skilled workforce.

To what extent do you agree with the government's role on the following:



1.4. Kredietverskaffing

Die situasie rondom kredietverskaffing aan produsente het sedert verlede jaar aansienlik verbeter, veral as gevolg van die verbetering in graanprys. By 92% van die deelnemers het daar verlede jaar sterk twyfel bestaan of 20% van hul debiteure hul vorige jaar se produksieskuld sou kon aflos weens die ekonomiese omstandighede wat toe geheers het, naamlik die sterk rand en lae produkpryse. Vanjaar het slegs 29% die standpunt gehuldig, hoewel almal nog voorsien dat daar wel situasies gaan bestaan dat al die oorlaatskuld nie vereffen kan word nie.

Die helfte van die deelnemers gaan hul kredietbeleid weer hersien, terwyl slegs 33%, veral groter besighede, dit oorweeg het om spesiale oorlaatfasiliteite te skep.

Altesame 86% van die deelnemers het 'n risikostrategie in plek, wat deur die risikokomitee bestuur word.

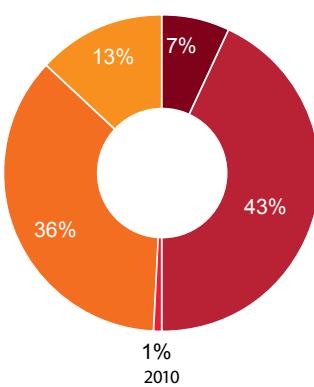
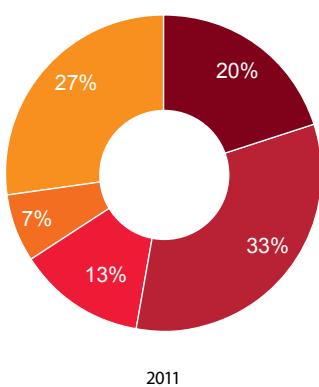
1.5. Mannekrag

Waar die grootste klem verlede jaar op die verandering aan menslike hulpbronstrategieë, personeelbetrokkenheidsprogramme, sowel as opleidings- en ontwikkelingsprogramme gelê is, blyk dit dat daar in die volgende twaalf maande meer aandag gegee sal word aan opleiding en ontwikkeling in bestuur van mense deur verandering. Deelnemers voel ook dat die bestuur van mannekrag meer aandag moet geniet.

Altesame 33% (43%) van besighede het aangedui dat personeelgetalle gedurende die afgelope 12 maande dieselfde gebly het, terwyl 34 %'n toename van meer as 5% ervaar het.

Daar word verwag dat die tendense van die afgelope 12 maande rakende personeelgetalle gedurende die volgende 12 maande redelik konstant voortgesit sal word. Slegs 20 % van die besighede voorsien dat personeelgetalle in die toekoms gaan afneem.

Wat het met die personeelgetalle gebeur gedurende die laaste 12 maande?



1.4. Credit supply

The situation regarding the supply of credit to producers has improved considerably since last year, due in particular to the improvement in grain prices. Among 92% of the participants last year there were strong doubts as to whether 20% of their debtors would be able to redeem their previous year's production debt, owing to the prevailing economic conditions, namely the strength of the rand and low product prices. This year only 29% held that view, although everyone still predicted that situations would indeed arise where not all of the carry-over debt could be settled.

Half of the participants are going to review their credit policy again, while only 33%, particular larger businesses, have considered creating special carry-over facilities.

In all 86% of the participants have a risk strategy in place, managed by a risk committee.

1.5. Manpower

Whereas the main emphasis last year fell on changing human resources strategies and personnel involvement programmes, as well as training and development programmes, it appears that in the next 12 months more attention will be given to training and development in managing people through change. Participants also feel that the management of manpower should enjoy more attention.

In all 33% (43%) of businesses indicated that personnel numbers had remained constant over the past 12 months, while 34% experienced an increase of more than 5%.

It is expected that the trends of the past 12 months concerning personnel numbers will be sustained fairly constantly during the following 12 months. Only 20% of the businesses foresee that personnel numbers will decline in the future.

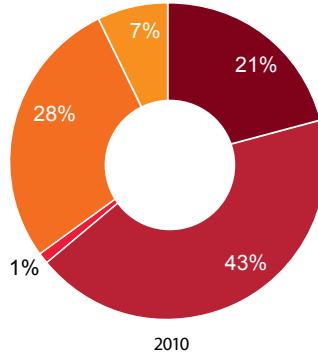
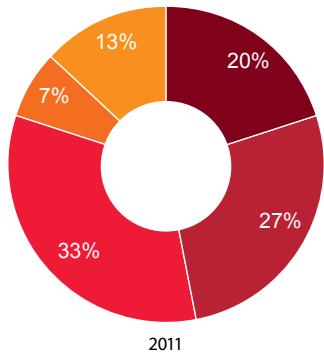
What happened to your personnel numbers during the past 12 months?

- Afname / Decline
- Dieselfde gebly / Remained unchanged
- Toename van minder as 5% / Increase by less than 5%
- Toename tussen 5% - 8% / Increase between 5% - 8%
- Toename van meer as 8% / Increase by more than 8%

Terugvoering van uitvoerende hoofde

Feedback from chief executives

Wat verwag u sal met die personeelgetalle gebeur binne die volgende 12 maande?



1.5.1 Menslike hulpbronstrategie

Tot watter mate sal u menslike hulpbronstrategie verander in die volgende areas as gevolg van die ekonomiese krisis?

Deelnemers is weer gevra tot watter mate hul menslike hulpbronstrategie aangepas sal moet word as gevolg van die ekonomiese omstandighede. Die moontlike aanpassing van die strategie is getoets met betrekking tot spesifieke onderwerpe:

Bestuur van mense deur verandering: Al die deelnemers het aangedui dat daar wel'n verandering aangebring sal word en 40% het aangedui dat 'n redelike of 'n groot verandering verwag word.

What do you expect to happen to your personnel numbers in the coming 12 months?

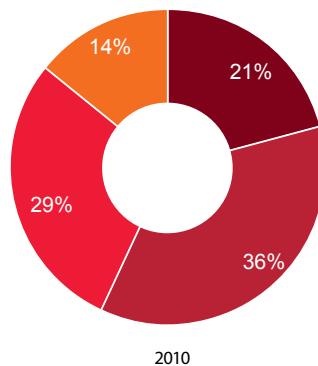
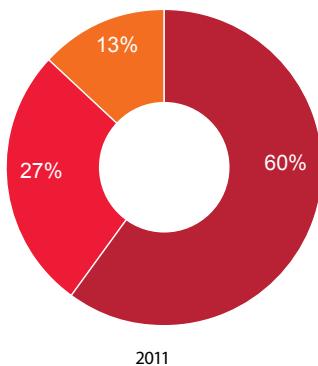
- [Dark Red] Afname / Decline
- [Medium Red] Dieselde bly / Remain the same
- [Red] Toename van minder as 5% / Increase by less than 5%
- [Orange] Toename tussen 5% - 8% / Increase between 5% - 8%
- [Light Orange] Toename van meer as 8% / Increase by more than 8%

1.5.1 Human resource strategies

To what extent will your human resource strategy change in the following areas due to the economic crisis?

Participants were again asked to what extent certain aspects of their human resource strategies would have to be adapted as a result of the economic conditions. The possible adaptation of the strategy was tested with regard to specific subjects:

Management of people through change: All participants indicated that a change would indeed be brought about, and 40% indicated that a moderate or great change was anticipated.

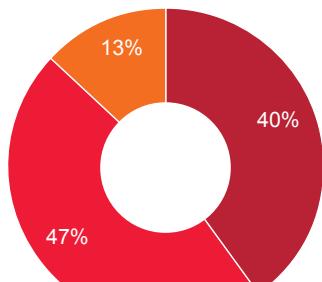


- [Dark Red] Geen verandering / No change
- [Medium Red] Klein verandering / Small change
- [Red] Redelike verandering / Modest change
- [Orange] Groot verandering / Great change

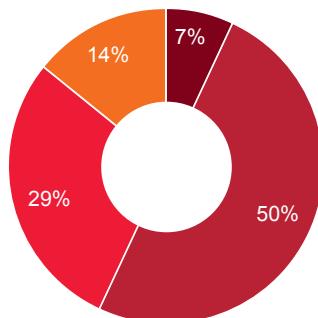
Terugvoering van uitvoerende hoofde

Feedback from chief executives

Opleiding- en ontwikkelingsprogramme: Al die deelnemers het aangedui dat daar wel in hul opleidingsprogramme 'n verandering aangebring sal word. 60% het aangedui dat minstens 'n redelike verandering aangebring sal moet word.



2011

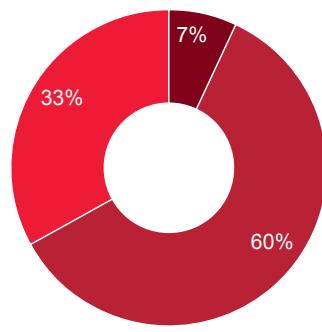


2010

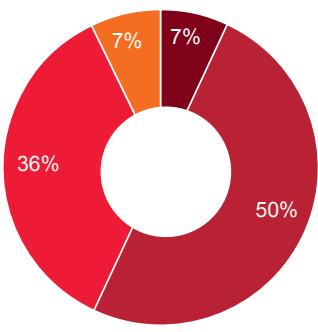
Training and development programmes: All participants indicated that a change would indeed be brought about in their training programmes. 60% indicated that at least a moderate change would be brought about.

- Geen verandering / No change
- Klein verandering / Small change
- Redelike verandering / Modest change
- Groot verandering / Great change

Personnelbetrokkenheidsprogramme: 93% van deelnemers het aangedui dat daar wel 'n verandering in hul personeelbetrokkenheidsprogramme aangebring sal word. 60% was van mening dat slegs 'n klein verandering verwag word, teenoor 33% wat voel dat 'n redelike verandering aangebring sal moet word.



2011



2010

Personnel involvement programmes: 93% of participants indicated that a change would indeed be brought about in their personnel involvement programmes. 60% were of the opinion that only a small change was anticipated, as against 33% who felt that a moderate change would have to be brought about.

- Geen verandering / No change
- Klein verandering / Small change
- Redelike verandering / Modest change
- Groot verandering / Great change

Vergoedingsvlakke: Dit was duidelik dat die oorgrote meerderheid van deelnemers 93% (86%) gevoel het dat daar geen of slegs 'n klein verandering aan vergoedingsvlakke aangebring moet word as gevolg van die impak van die ekonomiese krisis. In teenstelling met die vorige jaar (43%) het slegs 20% aangedui dat geen verandering nodig sal wees nie.

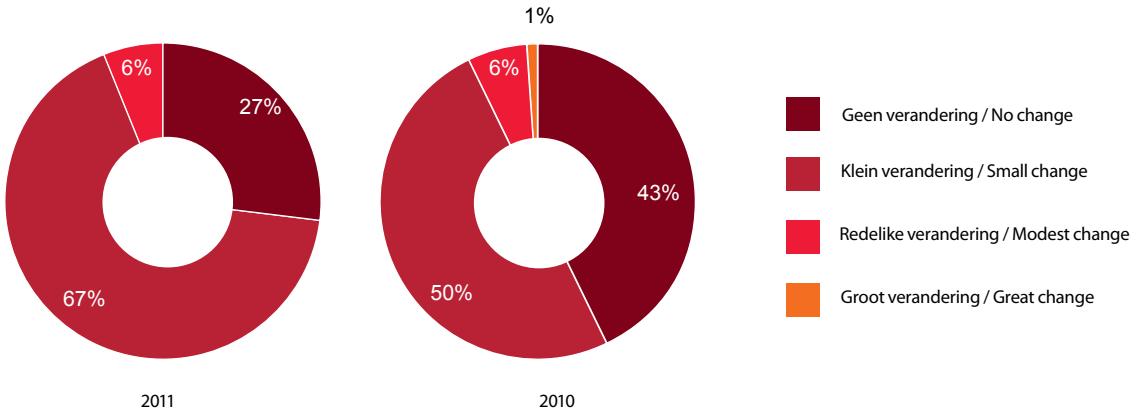
Remuneration levels: It was clear that the great majority of participants, 93% (86%), felt that no or only a small change would have to be brought about in remuneration levels due to the impact of the economic crisis. In contrast with the previous year (43%), only 20% indicated that no change would be necessary.

Terugvoering van uitvoerende hoofde

Feedback from chief executives

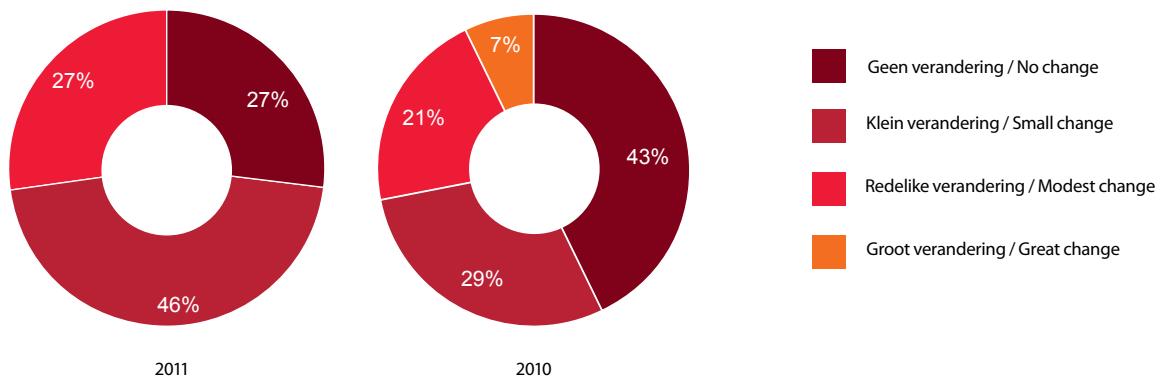
Buigbare werksomgewing: 73% van besighede het aangedui dat'n verandering aangebring sal moet word, terwyl 27% aangedui het dat geen verandering verwag word nie.

Flexible work environment: 73% of businesses indicated that a change would have to be brought about, while 27% indicated that no change was expected.



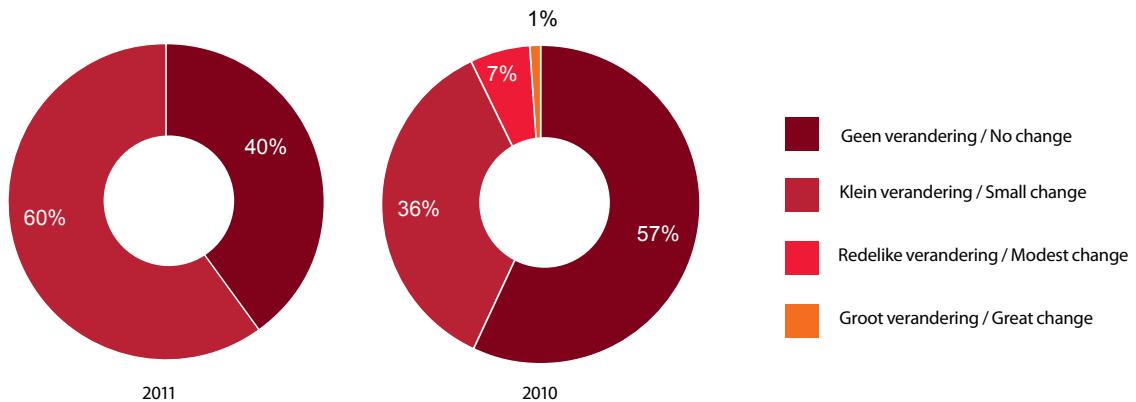
Samewerking met eksterne spesialiste: 27% van deelnemers het aangedui dat geen verandering aangebring sal word nie, terwyl 73% egter aangedui het dat'n verandering aangebring sal moet word.

Co-operation with external specialists: 27% of participants indicated that no change would be brought about, while 73% indicated that a change would have to be brought about.



Pensioen- en gesondheidsreëlings: 40% van deelnemers het aangedui dat geen verandering aangebring sal word nie. Die res het egter ook aangedui dat'n klein verandering aangebring sal moet word.

Pension and health arrangements: 40% of participants indicated that no change would be brought about. However, the rest indicated that a small change would have to be brought about.



Terugvoering van uitvoerende hoofde

Feedback from chief executives

Beskik u organisasie oor 'n formele prestasiebestuurstelsel waarmee die prestasie van alle personeel gemeet word?

Soos verlede jaar het 86% van die besighede aangedui dat hul reeds 'n prestasiebestuurstelsel geïmplementeer het.

Menslike hulpbronuitdagings: Die werwing van geskikte personeel is by verre die grootste uitdaging vir landboubesighede.

Ander uitdagings wat uit gesprekke blyk het:

- Die ontwikkeling van voorheen benadeelde bestuurslede ten einde 'n volwaardige bydra te lewer; en
- Dissiplinêre kwessies en vermyding van misdaad in die werkplek.

Wat is die grootste menslike hulpbron-uitdagings in u organisasie?

Die grootste menslike hulpbron-uitdagings vir besighede is as volg aangedui:

Uitdaging	% van besighede wat opsie geselekteer het (2010)
Werwing van geskikte personeel met toepaslike vaardighede	100% (85%)
Doeltreffende kommunikasie tussen werknekmers en bestuur	60% (50%)
Doeltreffende besteding van die opleidingsbegroting	53% (43%)
Beskikbaarstelling en aanbieding van geskikte en toepaslike opleiding vir alle personeel	47% (50%)
Hoë arbeidsomset	20% (14%)

Opleidingsbegroting: Deelnemers is gevra watter persentasie van hul salarisbegroting vir opleiding aangewend word. Antwoorde wissel tussen 0.5% en 5%. Die gemiddelde vir alle deelnemende besighede is 2%. Altesame 50% van deelnemers het aangedui dat hul vaardigheidsheffings nie by die opleidingspandering ingesluit word nie.

Opleidingsprioriteite vir die jaar: As 'n mens kyk na die opleidingsprioriteite van besighede, dan word die klem meer geplaas op bestuursontwikkeling en leierskapsontwikkeling.

Does your organisation have a formal performance management system through which the performance of all personnel is measured?

Like last year, 86% of businesses indicated that they had already implemented a performance management system.

Human resource challenges: The recruitment of suitable personnel is by far the greatest challenge for agribusinesses.

Other challenges that emerged in discussions are:

- The development of previously disadvantaged management members to make an effective contribution; and
- Disciplinary matters and the avoidance of crime in the workplace.

What are the greatest human resource challenges in your organisation?

The greatest human resource challenges for businesses were consequently indicated as follows:

Challenge	% of businesses that selected option (2010)
The recruitment of suitable personnel with appropriate skills	100% (85%)
Effective communication between employees and management	60% (50%)
Effective spending of the training budget	53% (43%)
Provision and presentation of suitable and appropriate training for all personnel	47% (50%)
High labour turnover	20% (14%)

Training budget: Participants were asked what percentage of their remuneration budget was applied for training. Answers varied between 0.5% and 5%. The average for all participating businesses was 2%. In all 50%, of participants indicated that their skills levies were not included in their stated spending on training.

Training priorities for the year: Responses regarding the training priorities of businesses indicate that the emphasis is placed more on management development and leadership development.

Wat is u opleidingsprioriteite vir die komende jaar?

What are your training priorities for the coming year?

2011	2010
Bestuursontwikkeling / Management development	Bestuursontwikkeling / Management development
Tegniese vaardigheidsontwikkeling / Technical skills development	Leierskapontwikkeling / Leadership development
Toesighouer opleiding / Supervisor training	Tegniese vaardigheidsontwikkeling / Technical skills development
Leierskapontwikkeling / Leadership development	Toesighouer opleiding / Supervisor training
Interpersoonlike vaardighede / Interpersonal skills	Finansiële bestuursopleiding / Financial management training
Finansiële bestuursopleiding / Financial management training	Interpersoonlike vaardighede / Interpersonal skills
Konflikbestuur / Conflict management	Konflikbestuur / Conflict management

Mannekrag tekorte: Uit gesprekke met uitvoerende hoofde blyk dit dat die grootste tekort aan mannekrag op die volgende terreine bestaan:

- Landboutegniese dienste
- Inligtingtegnologie
- Interne audit
- Graanbemarkers
- Werktuigmendiges
- Bestuurders vir afgeleë takke
- Administratiewe personeel

Ter opsomming

Die grootste verandering word by menslike hulpbronstrategieë verwag. Dit is ten opsigte van opleidings- en ontwikkelingsprogramme. Deelnemers voel ook dat die herdefiniëring van die rolle in hul organisasie aandag moet geniet.

In Relatiewe lae impak word verwag op veranderings in die werkomgewing, met die laagste verwagte impak op pensioen- en gesondheidsreëlings.

Manpower shortages: It was apparent from discussions with chief executives that the greatest shortage of manpower existed in the following areas:

- Agricultural technical services
- Information technology
- Internal auditing
- Grain marketers
- Mechanics
- Managers for remote branches
- Administrative staff

In summary

The greatest change is expected in human resource strategies. This is in respect of training and development programmes. Participants also feel that the redefinition of the roles in their organisation needs to receive attention.

A relatively low impact is anticipated in respect of changes in the working environment, with the lowest impact expected on pension and health arrangements.

“Elke besigheid streef daarna om die rol van voorkeurverskaffer aan die landbouprodusent ten opsigte van al sy insetbenodigdhede en meganisasie te vervul.”

“Every business aspires to assume the position of preferred supplier to agricultural producers for all their input requirements and mechanisation.”

2. Winsgewendheid

2. Profitability

2.1 Bate-omsetkoers

Elke besigheid streef daarna om die rol van voorkeurverskaffer aan die landbouprodusent ten opsigte van al sy insetbenodigdhede en meganisasie te vervul.

Die verskillende afdelings se bydrae tot die omset in die afgelope drie jaar was soos volg:

	2011	2010	2009
Graan	51%	54%	55%
Handel	31%	29%	27%
Brandstof	5%	4%	5%
Implemente	3%	4%	5%
Onderdele	2%	2%	2%
Ander	8%	7%	6%

Die toename/(afname) in omset van die verskillende departemente in vergelyking met die onderskeie voorafgaande tydperk was soos volg:

	2011	2010	2009
Handel	9%	(5%)	13%
Graanhantering en -verhandeling	(3%)	(11%)	32%
Implemente (Meganisasie)	(28%)	(19%)	42%
Onderdele	(3%)	6%	33%

Stremmende finansiële toestande in die landbousektor het aan die begin van die finansiële jaar geleid tot gedempte verkope in die handelsafdelings. Hierdie tendens was toe te skryf aan die lae graanpryse op daardie stadium. Namate graanpryse plaaslik gedurende die tweede helfte van die jaar herstel het, het produsente se kredietwaardigheid gestyg wat veral die handelsafdelings bevoordeel het. Handelsafdelings se bestendigheid word in 'n groot mate bepaal deur kredietverskaffing. Om hierdie rede word die handelsafdelings gesien as 'n middel tot 'n groter doel, naamlik kliënte loyaliteit. Handelsmerke vir hierdie afdelings word al hoe meer gevestig en op nasionale grondslag uitgebrei.

2.1 Bate-omsetkoers

Die bate-omsetkoers word bereken deur die totaal van verkope uit te druk as 'n verhouding van die totale bates, uitgesluit aandeelbeleggings, wat aangewend is om sodanige omset te genereer.

Vir die doeleindes van die prestasiemeting is omset die syfer soos weerspieël deur die geauditeerde state. Slegs die kommissie op direkte verkope word hierby ingesluit. Voorraadafskrywings en betalingskortings toegestaan word by die koste van verkope gereken. Daarteenoor word omset bygewerk met handelskortings toegestaan.

2.1 Asset turnover rate

Every business aspires to assume the position of preferred supplier to agricultural producers for all their input requirements and mechanisation.

The contributions of the various divisions to turnover over the past three years were as follows:

	2011	2010	2009
Grain	51%	54%	55%
Trade	31%	29%	27%
Fuel	5%	4%	5%
Implement	3%	4%	5%
Parts	2%	2%	2%
Other	8%	7%	6%

The increase/(decline) in turnover of the various departments in comparison with that of the respective previous period was as follows:

	2011	2010	2009
Trade	9%	(5%)	13%
Grain handling and dealing	(3%)	(11%)	32%
Implement	(28%)	(19%)	42%
Parts	(3%)	6%	33%

Restrictive financial conditions in the agricultural sector resulted in subdued sales in the trade divisions at the start of the financial year. This trend can be ascribed to the low grain prices at that stage. As grain prices recovered locally in the second half of the year, producers' creditworthiness increased, which benefited the trade divisions in particular. The stability of trade divisions is largely determined by credit supply. For this reason, the trade divisions are seen as a means to achieving a larger goal, namely client loyalty. Increasingly, trademarks for these divisions are being established and expanded nationally.

2.1 Asset turnover rate

The asset turnover rate is calculated by expressing the sales total as a ratio of the total assets applied, excluding share investments, to generate the relevant turnover.

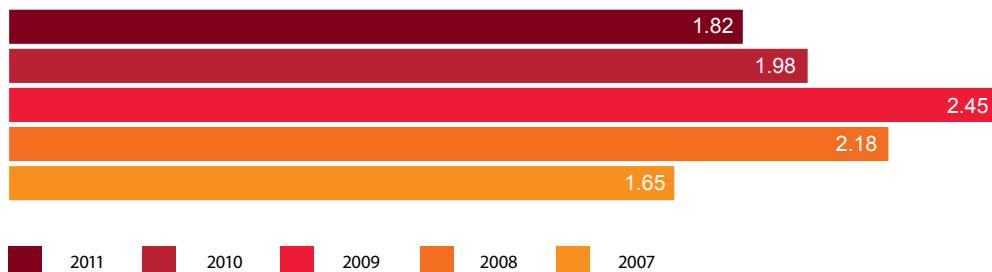
For the purposes of the benchmarking, turnover is the figure as reflected by the audited statements. Only the commission on direct sales is included in the calculation. Stock write-offs and payment discounts granted are added to the cost of sales. Conversely, trade discounts are adjusted in the turnover figures.

Winsgewendheid

Profitability

Groter landboubesighede

Bate-omsetkoers



Groter landboubesighede se omset het vanjaar 'n marginale toename van 2% getoon teenoor 'n daling van 9% die vorige jaar. Die investering in bates het met 11% toegeneem. Gevolglik het die bate-omsetkoers vanjaar met 'n verdere 7% gedaal teenoor 'n daling van 19% verlede jaar teenoor die vorige jaar.

Landboubesighede se fokus op kernbesighede is egter behou met die klem wat meer na waardetoevoeging verskuif het. Bo en behalwe die blote hantering van produkte, het waardetoevoegende bedrywe meer daarop gefokus om waarde toe te voeg tot primêre grondstowwe wat binne die landbou-omgewing geproduseer word. Dit het meer sinergieë binne landboubesighede ontsluit om volhoubaarheid van die onderskeie nywerhede oor die langertermyn te verseker.

Ongunstige koringpryse vóór die verhoging van die invoertarief in Julie 2010 het tot gevolg gehad dat minder koring as in die vorige seisoen aangeplant is. Die hektare onder koringproduksie in Suid-Afrika verkeer dus steeds in 'n dalingsfase sedert 1990/1991. Te midde van die invoer van koring neem koringaanplantings in Suid-Afrika af weens ongunstige koringpryse, hoë insetkoste en toenemende produksierisiko. Die koringprys het sedertdien gestyg wat groter aanplantings meebring. Ongelukkig bring swak weerstoestande mee dat die verwagte opbrengs in veral die Oos-Vrystaat ondergemiddeld sal wees.

Kunsmisbemarking is in die tydperk onder oorsig nadelig geraak deur onstuimige grondstofmarkte, wat uiteindelik marges onder druk geplaas het. Grondstofpryse was gedurende die eerste helfte van die jaar redelik stabiel, maar stygings in die prys van stikstofhoudende grondstowwe soos ammoniak, ammoniumnitraat en ureum het in die tweede helfte van die tydperk voorgekom. Ammoniumnitraat was ook gedurende die somerplanttyd met tye nie beskikbaar nie. Vooruitskatting van groter internasionale graanaanplantings kan verder opwaartse druk op kunsmispryse plaas, aangesien uitbreiding van internasionale kunsmis produksiekapasiteit langer neem om te realiseer as wat dit in die geval van vraagveranderinge is.

Larger agribusinesses

Asset turnover rate

The turnover of larger agribusinesses showed a marginal increase of 2% this year, as against a decline of 9% the year before. Investment in assets increased by 11%. Consequently the asset turnover rate declined by a further 7% this year, as against a decline of 19% last year in relation to the previous year.

The focus of agribusinesses on core businesses was maintained, however, with the emphasis shifting more to value-adding. Above and beyond the mere handling of products, value-adding activities focused more on adding value to primary raw materials produced within the agricultural environment. This unlocked more synergies within agribusinesses in order to ensure the sustainability of the respective industries over the longer term.

Unfavourable wheat prices before the increase in the import tariff in July 2010 resulted in less wheat being planted than in the previous season. The hectares under wheat production in South Africa have therefore been going through a declining phase since 1990/1991. In the context of wheat imports, wheat plantings have declined on account of unfavourable wheat prices, high input prices and increasing production risk. The wheat price has since increased, resulting in more plantings. Unfortunately, owing to adverse weather conditions, the expected yield, particularly in the Eastern Free State, will be below average.

Fertiliser marketing was detrimentally affected in the period under review by turbulent raw material markets, which, in the end, put margins under pressure. Raw materials' prices were reasonably stable in the first half of the year, but increases in the prices of nitrogenous raw materials such as ammonia, ammonium nitrate and urea occurred in the second half of the period. Ammonium nitrate was also unavailable at times during the summer planting season. Forecasts of increased international grain plantings could put further upward pressure on fertiliser prices, since the expansion of international fertiliser production capacity is taking longer to realise than is the case with changes in demand.

Winsgewendheid

Swakkerige boerderymarges tydens die oes en voor-plantseisoen het veroorsaak dat produsente hul beplande kapitaalbesteding vir eers uitgestel het. Die aanvanklike verlaagde verkoop in die jaar onder oorsig, sowel as laer marges wat gerealiseer het, het daar toe bygedra dat die mekanisasie-afdelings van landboubesighede nie na wense kon presteer nie. Aan die begin van 2011 het verkoop egter weer opwaarts begin neig.

Mekanisasie is ook in 'n groot mate beïnvloed deur die uitwerking van wisselkoerskommelinge en lang leityd-ondersteuning van die oorsese vervaardigers. Mededinging het druk op marges geplaas en het waarde-aanpassings van tweedehandse voorraad meegebring. Die afset van laers, v-bande en kettings het egter lewenskragtig vertoon. Meeste deelnemers het 'n afskaling en gepaardgaande kostbesparings by mekanisasie in die vooruitsig gestel.

Die dalende pryse van brandstof was die grootste enkele bydraende faktor tot die laer netto wins uit hierdie afdeling. Landboubesighede was verplig om voortdurend voorraad te hou om in die behoeftes van hul produsente te voldoen.

Die relatiewe goeie resultate van die graanafdelings kan toegeskryf word aan die groot mielie-oeste van die vorige tydperk, die lae graanpryse waarteen produsente nie wou bemark nie en die gevoglike oordragvoorraad.

Daar was in die afgelope jaar sterk mededinging tussen korttermynversekeraars vir nuwe besigheid en dit het tot laer premies aan produsente aanleiding gegee. As gevolg van die goeie reën gedurende die afgelope seisoen, was daar 'n wesenlike afname in die vraag na multi-risikoversekering wat oesversekeringsinkomste onder druk geplaas het.

Die verwagtinge vir 'n groter vraag na eetbare olieprodukte het nie gerealiseer nie. Die gevog was dat daar groot voorrade ingevoerde olie beskikbaar was, wat die verkoopprys onder druk geplaas het. Hierdie prysdruk, saam met die feit dat die prys van plaaslike sonneblomsaad hoog was in vergelyking met die prys van ingevoerde sonneblomolie, het tot gevolg gehad dat marges onder druk verkeer het. Daar was ook vir 'n aantal maande nie voldoende sonneblomsaad beskikbaar nie. Die gevog was dat daar nie na wense presteer is nie.

Daar word tans meer gefokus om die mark vir veevoer te ontwikkel en daar word selfs na geleenthede in die res van Afrika gekyk.

Die ekonomiese druk op die verbruiker het in 2010 voortgeduur en dus ook die druk op produksiekapasiteit vir braaikuikens. Hiermee saam het die sterke rand die invoer van hoendervleis ondersteun. Die beperking van invoer kan egter deur invoertariefe in plek gehou word ten einde die plaaslike bedryf te beskerm. Die jaarlikse produksie van braaikuikens in Suid-Afrika

Profitability

Poor agricultural margins during the harvest and pre-planting season obliged producers to postpone their planned capital expenditure for the time being. The initially reduced sales in the year under review, as well as the lower margins that were realised, contributed to the inability of the mechanisation divisions of agribusinesses to perform as desired. At the beginning of 2011, however, sales began to trend upwards again. Mechanisation too was influenced, to a large extent, by the effect of exchange rate fluctuations and long lead-time support from the overseas manufacturers. Competition put pressure on margins and resulted in value adjustments to second-hand stock. Sales of bearings, v-belts and chains made a vigorous showing, however. Most participants held out the prospect of downsizing and concomitant cost savings in mechanisation.

Declining fuel prices constituted the single greatest contributory factor to the lower net profit from this division. Agribusinesses were obliged to maintain stock levels at all times in order to meet the needs of their producers.

The relatively good results of the grain divisions can be ascribed to the large maize harvests of the previous period, the low grain prices, at which producers were unwilling to go to market, and the consequent carry-over stock.

In the previous year there had been stiff competition among short-term insurers for new business, and this led to lower premiums for producers. As a result of the good rain during the previous season, there was a substantial decline in the demand for multi-risk insurance, which put crop insurance under pressure.

Expectations of an increased demand for edible oil products did not materialise. The result was that large stocks of imported oil were available, which put the selling price under pressure. This price pressure, together with the fact that the price of local sunflower seeds was high in relation to the price of imported sunflower oil, resulted in margins being under pressure. For a number of months there was also a shortage of sunflower seeds. The result was that performance was not as desired.

The focus now is more on developing the market for stock feed, even looking at opportunities in the rest of Africa.

The economic pressure on consumers persisted in 2010, and hence also the pressure on production capacity for broiler chickens. This, together with the strong rand, supported the importation of chicken meat. A limitation on imports can, however, be kept in place through import tariffs in order to protect the local industry. The annual production of broiler

Winsgewendheid

Profitability

het vanaf 2009 tot 2010 met 4,8% gestyg. Dit is tot'n mate in pas met die gemiddelde groei van braaikuikenproduksie oor die afgeloepen tien jaar van 3,9% per jaar.

Die lewende hawe- en veselpryse het ondanks prysverlagings relatief goed presteer.

Die uitbreek van Slenkdalkoors het die uitvoer van rou-wol en bokhaar na sekere lande belemmer en die versterking van die rand het 'n verdere beperking op inkomste geplaas. Die welseisoen van 2010/2011 was gekenmerk deur verskeie uitdagings, soos die genoemde uitbreek van Slenkdalkoors, sowel as die wyd verspreide droogte in die Oos-Kaap wat die produksie van wol nadelig beïnvloed het. Cape Wool se markaanwyser dui op 'n styging van 29% teenoor die openingsveiling.

Die gemiddelde prys vir sybokhaar het teenoor dieselfde tyd die vorige jaar met 14% gestyg. Die droogte het ook sy tol op die geskeerde massa geëis en dit het in ooreenstemming met die nasionale gemiddeld met 10% gedaal.

In sekere dele van die Noord-Weste het die abnormale hoeë reënval en gepaardgaande vloede grootskaalse skade aan oeste tot gevolg gehad, asook aan die infrastruktuur. Dit het grootliks bygedra tot 'n verswakking van die finansiële resultate van sommige deelnemers.

Die winterreëngebied het gedurende die 2010-seisoen algemeen gunstige produksietoestande ervaar. In die Swartland het die reëntyd vroeg in Mei begin, met opvolgneerslae kort daarna. Die goeie reënweer is in Junie en Julie voortgesit. OngeLUKKIG was September 'n droë maand, wat 'n laer opbrengs tot gevolg gehad het. Reën wat in die tweede helfte van Oktober in die Kaapse graanstreke gevallen het, het nie die opbrengste of gehalte van die koringoes beïnvloed nie.

Klimaatstoestande in die Suid-Kaap gedurende die 2010/2011-produksieseisoen was baie ongunstig. In sommige streke is die laagste reënval in vele seisoene deur die loop van die produksieseisoen aangeteken. Die graanopbrengste in die grootste gedeelte van die gebied was dus teleurstellend.

Terwyl baie min koring in die Suid-Kaap geoe is, was die algemene gehalte van die 2010/2011-koringoes besonder goed. Die gehalte van die garsoes was ook goed, met 'n baie klein deel daarvan wat wel deur die reën in oestyd benadeel is en gevoldig as voergraad gegradeer is. Canola se gehalte was oor die algemeen goed.

Weens beter prysaanduidings en gunstige saai- en planttoestande, het saadverkope in 2011 (veral van koring) weer herstel en vergelyk dit gunstig met die norm.

chickens in South Africa increased by 4,8% from 2009 to 2010. That is more or less in line with the average growth of broiler chicken production over the past ten years of 3,9% per annum.

Livestock and fibre prices performed relatively well, despite price reductions.

The outbreak of Rift Valley fever restricted the export of raw wool and mohair to certain countries, and the strengthening of the rand placed further restrictions on revenue. The wool season of 2010/2011 was characterised by various challenges, such as the outbreak of Rift Valley fever mentioned above, as well as the widespread drought in the Eastern Cape, which negatively affected wool production. Cape Wool's market indicator indicates an increase of 29% in comparison with the opening auction.

The average price for mohair rose by 14% over the same period the previous year. The drought also took its toll on the shorn mass, which declined by 10% in line with the national average.

In certain parts of the North West, the abnormally high rainfall and accompanying flooding caused damage to crops on a wide scale, including damage to infrastructure. This was a major contribution to the weakening in financial results among some participants.

The winter rainfall area experienced generally favourable production conditions in the 2010 season. In the Swartland the rain began early in May, with follow-up rains shortly thereafter. The good rains continued in June and July. Unfortunately September was a dry month, which resulted in a lower yield. Rain falling in the Cape grain areas in the second half of October did not affect the yield or quality of the wheat crop.

Climatic conditions were very unfavourable in the Southern Cape during 2010/2011 production season. Some regions recorded the lowest rainfall in many seasons. Grain yields were therefore disappointing in the greater part of the area.

While very little wheat was harvested in the Southern Cape, the overall quality of the 2010/2011 wheat crop was exceptionally good. The quality of the barley crop was also good, with a very small proportion that had been damaged by the rain at harvest time consequently being graded as feed-grade. The quality of the canola was generally good.

Thanks to indications of better prices and favourable seeding and planting conditions, seed sales in 2011 (particularly of wheat) recovered and compare favourably with the norm.

Winsgewendheid

Profitability

Die negatiewe tendens in skaapvleisproduksie kan hopelik as gevolg van die styging in winsmarges omgeswaai word. Enige groei in skaapvleisproduksie sal ongelukkig afhang van die mate waarin diefstal van vee en verliese te wyte aan roofdiere bekamp word.

Die aartappelbedryf lewer deurlopend stewige resultate met 'n toename in die aantal sakke aartappelmoere wat gedurende die tydperk in oorsig hanteer is.

Aanvanklike lusern-aanplantings in 2010 het beloftes van verhoogde produksie vir die seisoen ingehou. Beskikbare volumes het egter nie gerealiseer nie as gevolg van die buitengewone hoeveelheid reën wat ervaar is.

Terwyl katoenpryse tans heelwat laer is as sy hoogtepunte, is pryse steeds hoër as verlede jaar en dui moontlike produksieprobleme in die VSA op 'n verdere herstel in die mark.

Die winsgewendheidsvlakke van sojaboon-, sonneblom-, en droëboonproduksie was nie meer so rooskleurig as voorheen nie. Die verbruiker koop plantaardige olie tans teen die laagste moontlike prys aan. Waar daar voorheen 'n spesifieke vraag na sonneblomolie teen 'n premie was, het die klem nou na sojaolie verskuif wat goedkoper is. Nuwe sojapersaanlegte is/of word tans opgerig.

Die sterkte van die rand het sagte vrugte- en wynprodusente baie benadeel. Weens 'n wêreldwyre wynsurplus, sukkel wynprodusente om internasional mee te ding.

Verwante bedrywe, wat geen waarde tot produsente se produkte voeg nie, het nie huis tot die winste bygedra nie, maar word steeds as 'n integrale deel van die plattelandse handelsbedrywigheede beskou. Landboubesighede is voortdurend verplig om na die lewensvatbaarheid daarvan te kyk.

Kleiner landboubesighede

Bate-omsetkoers

The negative trend in mutton production can hopefully be turned around as a result of the increase in profit margins. Unfortunately, any growth in mutton production will depend on the extent to which losses due to stock theft and animal predators are controlled.

The potato industry is delivering consistently solid results, with an increase in the number of pockets of seed potatoes handled in the period under review.

Initial lucerne plantings in 2010 held the promise of increased production for the season. The available volumes did not materialise, however, as a result of the extraordinary volumes of rain experienced.

While cotton prices are currently considerably lower than at their high points, prices are nevertheless higher than last year, and possible production problems in the USA point to a further recovery in the market.

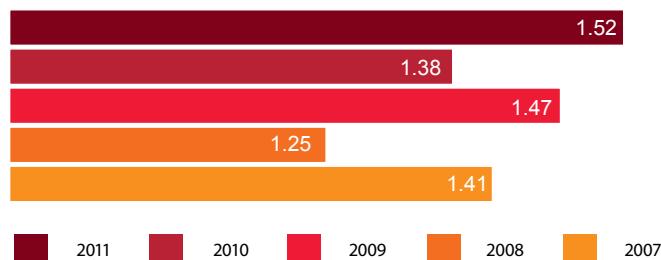
The profitability levels of soya bean, sunflower and dry bean production were unfortunately no longer as favourable as before. Consumers are currently purchasing vegetable oils at the lowest possible price. Where previously there was a specific demand for sunflower oil at a premium, the emphasis has now shifted to soya oil, which is cheaper. New soya pressing facilities have been, or are being, erected.

The strength of the rand has had a seriously negative effect on deciduous fruit and wine producers. On account of a worldwide surplus of wine, producers are struggling to compete internationally.

Related activities which add no value to producers' products did not specifically contribute to profits, but are nevertheless regarded as an integral part of rural trading activities. Agribusinesses are obliged to monitor their viability continually.

Smaller agribusinesses

Asset turnover rate



Weens die plattelandse ligging van die kleiner deelnemers, word 'n relatiewe duur belegging vereis om uiteindelik 'n skaflike omset te genereer.

Die omset van die kleiner besighede het in die tydperk onder oorsig 'n toename van 25% teenoor die vorige tydperk getoon.

Die omset per R1-belegging in bates het met 10% vanaf R1.38 tot R1.52 gestyg. Dit volg op 'n daling van 6% in die vorige tydperk. Beleggings in aandele is egter by die somtotaal van die bates vir die doel van hierdie berekening uitgesluit aangesien dit 'n wesenlike bate-item in sommige van die kleiner besighede se balansstate uitmaak.

2.2 Netto inkomste samestelling

Graantransaksies se omset is vanjaar 66% hoër as dié van die handelsafdelings. Gedurende die voorafgaande twee jare het graan se omset dié van handel onderskeidelik met 89% en 102% oortref. Dit dui op 'n verskuiwing in omset, grotendeels as gevolg van die groter mededinging in graanhantering. Die eens grootste bron van inkomste van landboubesighede kom nou onder al hoe groter druk en word die laaste paar jaar deur graanhandelstransaksies aangevul. Die inkomste uit hierdie bron gaan na verwagting in die komende jaar verder verminder as gevolg van die laat seisoen en nog groter mededinging in produsente se graanhantlingsbedrywighede. Hawetarieue is saam met die verswakkning in infrastruktuur 'n groot probleem om internasional mededingend te bly.

Kredietbeheer bly die mees sensitiewe rugsteun van al die bedrywighede, met die netto finansieringsinkomste wat voortvloeи uit kredietverskaffing. Verskeie landboubesighede hantereer dit as 'n afsonderlike winssentrum, wat meebring dat die doeltreffendheid van hierdie afdeling tot 'n groter mate hierdeur gemonitor word. Slegte skuld hou 'n groot bedreiging in vir die resultate van hierdie afdeling.

Dividendinkomste speel by enkele deelnemers, wat hoofsaaklik Pioneer-aandele besit, 'n groot rol in hul inkomste samestelling. Hierdie situasie behoort in die volgende jaar te verander met die ontbondeling van die Kaap Agri-groep.

Groter landboubesighede

Die tradisionele sakebedrywighede van die deelnemers, naamlik handel, mechanisasie, brandstof en graanbemarking- en hantering, het 'n toename van 23% teenoor die vorige jaar getoon. Dit is terwyl netto finansieringsinkomste en dividende ontvang onderskeidelik met 27% en 22% afgeneem het. Die daling in netto finansieringsinkomste vloeи voort uit die afname in rentekoerse.

Due to the rural location of the smaller participants, a relatively expensive investment is required to generate a reasonable turnover in the end.

The turnover of the smaller businesses showed an increase of 25% over the previous period.

The turnover per R1 investment in assets rose by 10% from R1.38 to R1.52. This follows a decline of 6% in the previous period. Investments in shares are, however, excluded from the sum total of assets for the purposes of this calculation, because shares comprise a significant asset item in some of the smaller businesses' balance sheets.

2.2 Net income composition

Grain transaction turnover was 66% higher this year than that of the trade divisions. In the preceding two years the grain turnover exceeded that of trade by 89% and 102% respectively. This indicates a shift in turnover, largely as a result of the greater competition in grain handling. Once the greatest source of income of agribusinesses, is now coming under ever-increasing pressure and has been supplemented by grain trade transactions over the past few years. The income from this source is expected to fall further in the coming year as a consequence of the late season and even stronger competition in producers' grain handling activities. Harbour tariffs, combined with the deterioration of infrastructure, are a major problem in remaining internationally competitive.

Credit control remains the most sensitive support of all the activities, with the net financing income that flows from credit supply. Some agribusinesses handle it as a separate profit centre so that the effectiveness of this division can be more closely monitored. Bad debt poses a great threat to the results of this division.

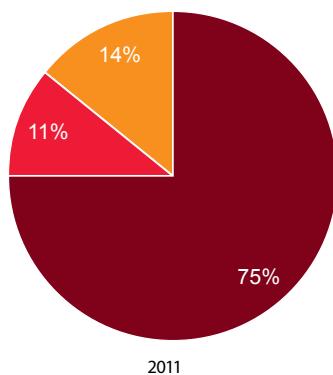
Dividend income plays an important role in the income composition of certain participants who own mainly Pioneer shares. This situation should change in the next year with the unbundling of the Kaap Agri group.

Larger agribusinesses

The traditional business activities of the participants, namely trade, mechanisation, fuel and grain marketing and handling, showed an increase of 23% against the previous year. This while net financing income and dividends received declined by 27% and 22% respectively. The decline in net financing income stems from the decline in interest rates.

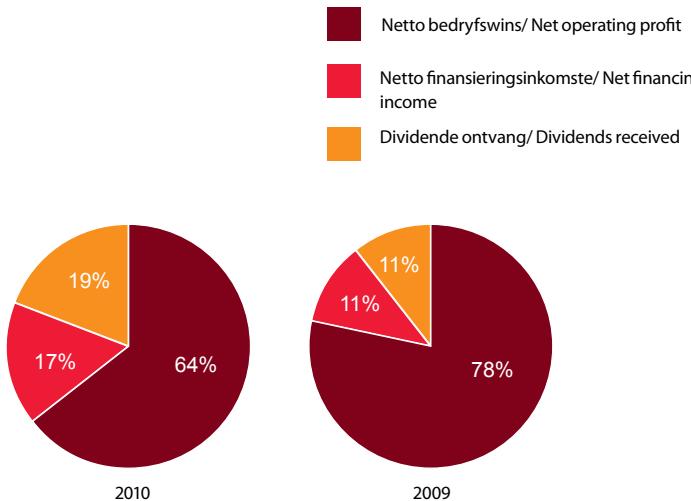
Winsgewendheid

Netto inkomste samestelling



Profitability

Net income composition

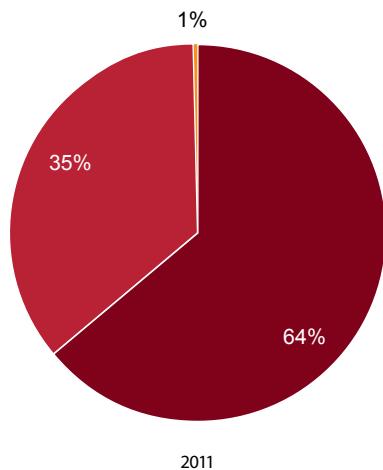


Die netto wins voor rente betaal en belasting van die groter deelnemers het vanjaar met 6% gegroei. Dit volg op 'n daling van 15% in die vorige jaar.

Soos verder verduidelik in 2.6 hierna, speel insetfinansiering van debiteure 'n baie groot rol en dra dit daartoe by dat die netto finansieringsinkomste oor die afgelope aantal jare aansienlik gegroei het. Indien hierdie berekening verder ontleed word, dui rente ontvang 'n afname van 5%. Soos later bespreek het al die groter landboubesighede hul debiteure afbestuur. Rente betaal toon 'n toename van 6%. Hierdie verhoging in rente betaal word toegeskryf aan nuwe investering in masjinerie, toerusting en verdere beleggings.

Kleiner landboubesighede

Netto inkomste samestelling

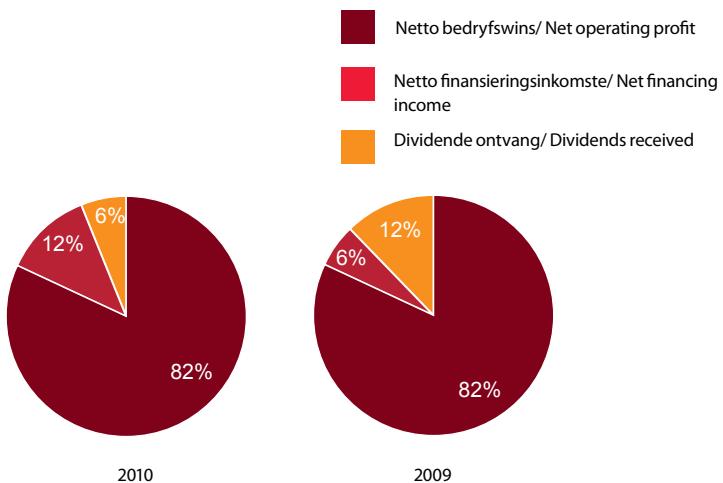


The net profit of the larger participants before interest paid and tax increased by 6% this year. This follows a decline of 15% in the previous year.

As further explained in 2.6 below, input financing plays a very great role and over the past few years has contributed to the considerable growth of net financing income. To analyse this calculation further, interest received shows a decline of 5%. As discussed later, all the larger agribusinesses have down-managed their debtors. Interest paid shows an increase of 6%. This increase in interest paid can be attributed to new investment in machinery, equipment and further investments.

Smaller agribusinesses

Net income composition



Winsgewendheid

Profitability

Die handelsafdelings lewer 64% (2010 – 82%) van die totale netto wins. Netto finansieringsinkomste groei jaarliks in sy bydrae tot die netto resultaat.

2.3 Bate-opbrengskoers

Dié verhouding toon die winsgewendheid van die onderneming se bates. Die wins word gemeet teen die totale bates wat gedurende die betrokke tydperk aangewend is. Hier word gepoog om die doeltreffendheid van die bates in die geheel, die kernbates en beleggings afsonderlik te meet.

Bate-doeltreffendheid en projekte moet voortdurend oorweeg word om te bepaal of die volle markpotensiaal behaal word.

Die opbrengs op die totale bates van landboubesighede wat hulle eie bedrywighede finansier, sal normaalweg laer wees as ander nywerhede weens die behoeftes van landbouklante aan langer as normale kredietterme.

Groter landboubesighede

2.3.1 Voor aansuiwerings

Bate-opbrengskoers

The trade divisions made 64% (2010 – 82%) of the total net profit. Net financing income is growing annually in its contribution to the net result.

2.3 Asset yield rate

This ratio indicates the profitability of the entity's assets. The profit is measured against the total assets applied during the period concerned. This seeks to assess the effectiveness of the assets in total, the core assets and the investments separately.

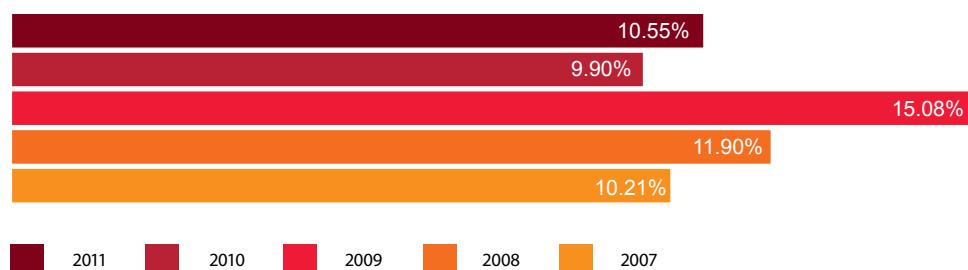
Asset effectiveness and projects have to be assessed continually to determine whether the full market potential is being achieved.

The yield on the total assets of agribusinesses that finance their own activities will normally be lower than other industries on account of the need on the part of agricultural clients for longer than normal credit terms.

Larger agribusinesses

2.3.1 Before adjustments

Asset yield rate



Die dalende tendens van die vorige jaar is gestuit. Die opbrengskoers het met 7% toegeneem nadat dit in die vorige tydperk 'n afname van 35% getoon het. Die vorige jaar se resultaat moet egter gesien word in die lig van die aansienlike bedrag toe te skryf aan Pioneer se boete wat die Mededingingshof gehef het. Daarom moet daar eerder na die volgende resultaat gekyk word.

The declining trend of the previous year has been arrested. The yield rate increased by 7% after it had shown a decline of 35% in the previous period. The previous year's result must, however, be seen in the light of the considerable amount attributable to the fine that the Competition Court levied against Pioneer. Therefore one should rather look at the following result.

2.3.1 Voor aansuiwerings

Die bate-opbrengskoers verteenwoordig die landboubesigheid se netto wins voor rente betaal en belasting, as 'n persentasie van die totale bates. Die minderheidsbelang in die netto wins, in die geval van groepe, word nie uitgesluit nie.

2.3.1 Before adjustments

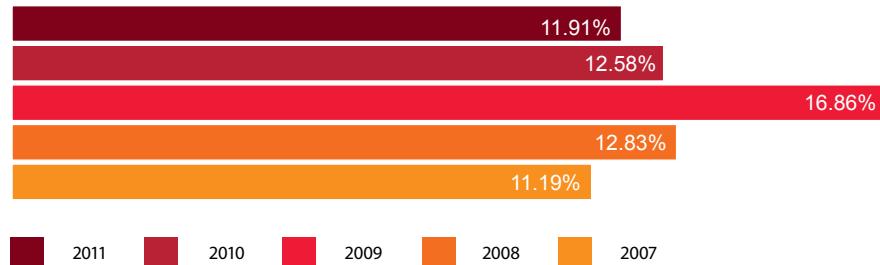
The asset yield rate represents the agribusinesses' net profit before interest paid and tax, as a percentage of the total assets. The minority's interest in the net profits, in the case of groups, is not excluded.

Winsgewendheid

Profitability

2.3.2 Na aansuiwerings

Bate-opbrengskoers aangesuiwer



Met die uitsluiting van uitsonderlike items, kan 'n beter vergelyking tussen deelnemers se resultate getref word. Waardevermindering op nuwe en ouer bates speel hier ook nie 'n rol nie.

Anders in die geval van 2.3.1, toon hierdie resultaat 'n afname van 5% teenoor die vorige jaar. Dit kan toegeskryf word aan die toename van 11% in bates vanjaar teenoor die vorige jaar, terwyl die netto wins voor rente slegs met 6% toegeneem het. Die buitengewone item, soos hierbo vermeld, en waardevermindering is buite rekening gelaat.

2.3.2 After adjustments

Asset yield rate adjusted

With the exclusion of exceptional items, a better comparison between participants' results can be gained. Depreciation on new and older assets does not play a role here.

Unlike the case in 2.3.1, this result shows a decline of 5% against the previous year. This can be ascribed to the increase of 11% in assets this year against the previous year, while the net profit before interest increased by only 6%. The extraordinary item, as mentioned above, and depreciation are left out of consideration.

2.3.2 Na aansuiwerings

Die verhouding verteenwoordig die opbrengskoers van die landboubesighede se bates in die geheel na die volgende aansuiwerings:

- *Waardevermindering;*
- *Uitsonderlike items;*
- *Bonusse en voorkeurkorting aan lede; en*
- *Amortisasie van ontasbare bates.*

Uitsonderlike items sluit enige item in wat na die deelnemer se mening sy netto inkomste uit normale handelstransaksies vir die jaar wesenlik aangetas het en wat buite rekening gelaat behoort te word.

Totale bate-aansuiwerings behels die uitsluiting van:

- *Herwaardasie van eiendom, aanleg en toerusting; en*
- *Ontasbare bates.*

2.3.2 After adjustments

This ratio represents the yield rate of the agribusinesses' assets in total, after the following adjustments:

- *Depreciation;*
- *Exceptional items;*
- *Bonuses and preferential discounts to members; and*
- *Amortisation of intangible assets.*

Exceptional items include any item which, in the participant's opinion, substantially affected its net income from normal business transactions for the year and which should not be taken into account.

Total asset adjustments comprise the exclusion of:

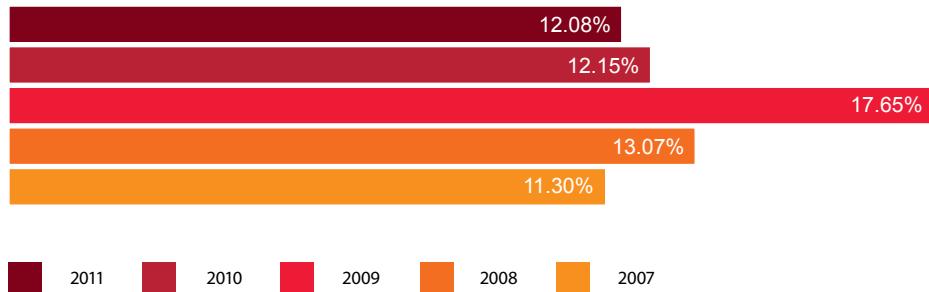
- *Revaluation of property, plant and equipment; and*
- *Intangible assets.*

Winsgewendheid

Profitability

2.3.3 Beleggings uitgesluit

Bate-opbrengskoers uitgesluit aandelebeleggings



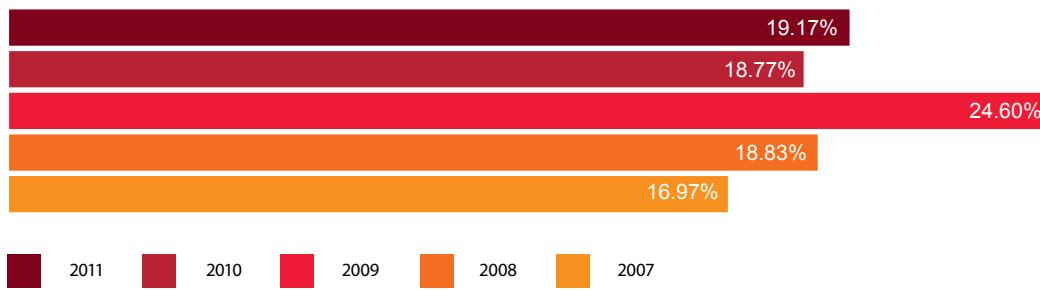
Hierdie resultate bevestig die voorafgaande berekening, wat 'n afname toon.

Omdat debiteure, en die financiering daarvan, 'n groot rol in die resultate van landboubesighede speel, moet daar verder na die resultate van 2.3.4 gekyk word.

2.3.4 Kredietlenings uitgesluit

Indien kredietlenings, kaskrediete en langtermynfinansiering, wat vir die finansiering van produsente geoormerk is, ook van die totale bates afgetrek word, toon hierdie vergelyking die winsgewendheid van die netto bates van die bedryf self.

Bate-opbrengskoers uitgesluit kredietlenings



2.3.3 Beleggings uitgesluit

Met dié berekening is beleggings en beleggingsinkomste in genoteerde en ongenoteerde aandele by die berekening van die totale bates en netto inkomste uitgesluit. Beleggingsinkomste verteenwoordig hoofsaaklik dividende ontvang.

2.3.4 Kredietlenings uitgesluit

Met die berekening word die eksterne finansiering wat bekom word om debiteure te finansier, afgetrek vanaf die totale bates aangewend.

2.3.3 Investments excluded

Asset yield rate excluding share investments

These results confirm that preceding calculation, which shows a decline.

Because debtors and their financing play a major role in the results of agribusinesses, one needs to look further at the results of 2.3.4.

2.3.4 Credit loans excluded

If credit loans, cash credits and long-term financing which is earmarked for the financing of producers are also deducted from the total assets, this comparison shows the profitability of the net assets of the industry itself.

Asset yield rate excluding share investments

2.3.3 Investments excluded

In this calculation, investments and investment income in listed and unlisted shares are excluded from the calculation of total assets and net income. Investment income represents mainly dividends received.

2.3.4 Credit loans excluded

In this calculation external financing obtained to finance debtors is deducted from the total amount of assets applied.

Winsgewendheid

Profitability

Omdat landboubesighede tot 'n groot mate die finansiering van produsente se insette verskaf, kan balansstaatverhoudings in vergelyking met ander instansies versteur word. Veral waar hierdie besighede bloot as 'n geleipyp van fondse optree.

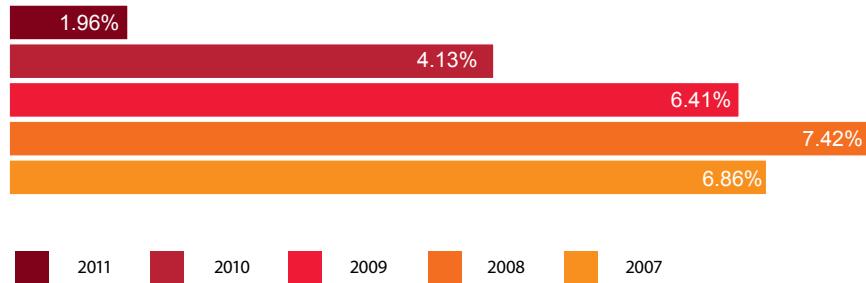
Sommige landboubesighede beskik oor voldoende reserwes om self sodanige finansiering te verskaf. Om die doeltreffendheid van eie fondse te oorweeg, word 'n vergelyking met die opbrengs op netto bates getref. 'n Geringe ommeswaai was hier te bespeur. Die opbrengs op totale bates het marginaal vanaf 18.77% tot 19.17% verhoog. In hierdie geval word 'n opbrengs van 18% op eie kapitaal as die norm gestel.

Daar is tans 'n groot dryf onder landboubesighede om hul debiteure, kort- en/of langtermyn, aan finansiële instellings te verkoop. Dit gaan gewoonlik gepaard met of sonder verhaalreg teen die besigheid. Dit blyk dat Landbank ook 'n rolspeler op hierdie terrein geraak het.

Die beter resultate kan in 'n groot mate toegeskryf word aan die "goedkoper krediet" wat verkry is om debiteure te finansier. Hoewel debiteure met 7% gestyg het, het die finansiering daarvoor min of meer dieselfde gebly teenoor die vorige jaar.

Kleiner landboubesighede

Bate-opbrengskoers



Die bate-opbrengskoers van kleiner besighede het vanjaar skerp gedaal. Aangesien hulle tot 'n groot mate op dienslewing aan hul lede ingestel is, word die winsmotief nie noodwendig as prioriteit gesien nie. Die besighede het gedurende die tydperk onder oorsig 'n daling van 29% in hul winsgewendheid getoon, terwyl die bates met 3% gegroeい het. Die opbrengskoers het vanaf 4.13% in die vorige tydperk tot 1.96% gedaal.

Because agribusinesses provide, to a great extent, the financing for producers' inputs, their balance sheet ratios can be disturbed in comparison with those of other entities, particularly where these businesses act purely as a conduit of funds.

Some agribusinesses have sufficient reserves to provide such financing themselves. To determine the effectiveness of own funds, a comparison is drawn with the yield on net assets. An insignificant reversal was detectable here. The yield on total assets increased marginally from 18.77% to 19.17%. In this case a yield of 18% on own capital is set as the norm.

There is currently a strong drive among agribusinesses to sell their debtors, short and/or long term, to financial institutions. This is usually with or without recourse against the business. It appears that Landbank has also become a role-player in this field.

The better results can, to a large extent, be ascribed to the "cheap credit" that was obtained to finance debtors. Although debtors rose by 7%, the financing of debtors remained more or less the same as the previous year.

Smaller agribusinesses

Asset yield rate

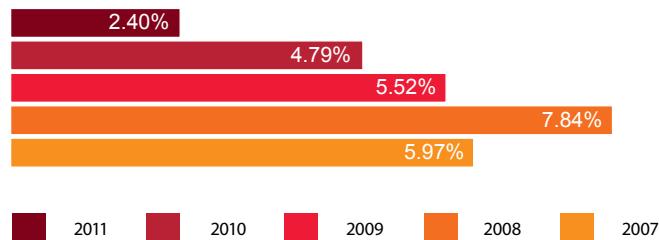
The asset yield rate of smaller businesses declined sharply this year. Because they are, to a great extent, geared to the rendering of services to their members, they do not necessarily see the profit motive as their priority. During the period under review the businesses showed a decline of 29% in their profitability, while the assets grew by 3%. The yield rate declined from 4.13% in the previous period to 1.96%.

Winsgewendheid

Profitability

Bate-opbrengskoers aangesuiwer

Asset yield rate adjusted

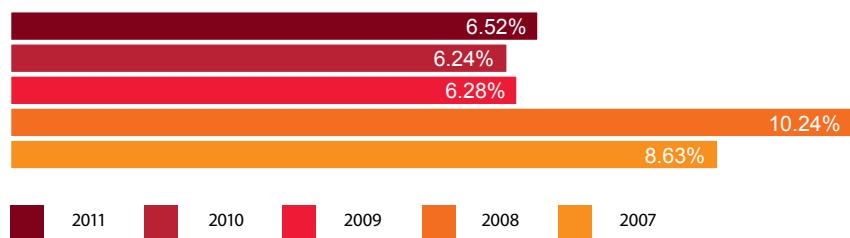


Waardevermindering is by hierdie berekening as 'n uitgawe teruggetel. Hierdie verhouding haal die effek van oneweredige afskrywings van deelnemers uit die vergelyking.

In this calculation depreciation was added back as an expense. This ratio removes the effect of disproportionate write-offs by participants from the comparison.

Bate-opbrengskoers uitgesluit aandelebeleggings

Asset yield rate excluding share investments

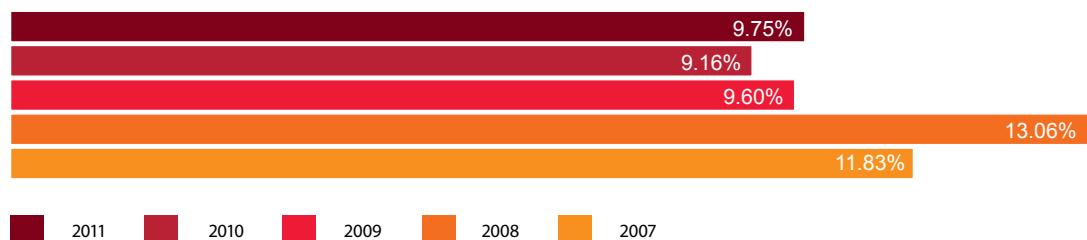


Met aandelewaardes en dividendinkomste wat buite rekening gelaat is, was daar 'n stygging in inkomste vir die jaar.

With share values and dividend income not taken into account, there was an increase in income for the year.

Bate-opbrengskoers uitgesluit kredietlenings

Asset yield rate excluding credit loans



Winsgewendheid

Profitability

Die resultate dui die uitwerking aan van wat geleende fondse, wat gebruik is om debiteure te finansier, op kleiner landboubesighede gehad het. Hier moet gelet word dat die totale verpligting vir die finansiering van debiteure van totale bates afgetrek word. Terwyl die volle verpligting by die besigheid berus, dra dit die risiko ten opsigte van die vorderbaarheid van debiteure. Die tendens is vanjaar omgekeer na twee jaar se afname.

2.4 Netto winspersentasie

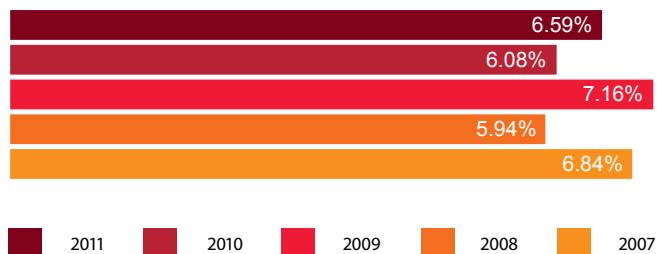
Winsgewendheid word hier gemeet aan die hand van die werklike omset wat behaal is. Die doeltreffendheid van transaksies word dus hier gemeet, teenoor dié van die bates aangewend, soos in die geval van 2.3.

Die fokus die afgelope jaar was weer hoofsaaklik op die handhawing van welvaart deur streng kostebestuur en behoud van markaandeel.

Die stygende grondstof- en produkpryse, soos kunsmis, brandstof, staal-, draad- en voerprodukte het 'n verhoging in omset meegebring.

Groter landboubesighede

Netto winspersentasie



2.4 Netto winspersentasie

Netto wins word soos volg gedefinieer:

Netto wins voor belasting en rente betaal, aangesuiwer vir:

- Uitsonderlike items;
- Waardevermindering op eiendom, aanleg en toerusting;
- Voorkeurkortings en bonusse aan lede toegestaan;
- Afskrywings van ontasbare bates; en
- Beleggingsinkomste.

Omset word soos volg bereken:

Verkope van voorraad en dienste, uitgesluit belasting op toegevoegde waarde. In die geval van direkte transaksies word slegs die kommissiegedeelte ingesluit. Handelskorting toegestaan word by die berekening van omset afgetrek. Die silo-inkomste is in ag geneem soos verantwoord in die onderskeie finansiële jaarstate.

Beleggingsinkomste verteenwoordig hoofsaaklik dividende ontvang uit genoteerde en ongenoteerde beleggings.

These results indicate the effect that borrowed funds used to finance debtors had on smaller agribusinesses. Here one should note that the total liability for the financing of debtors is deducted from the total assets. While the entire liability rests with the business, it carries a risk in respect of the recoverability of debtors. After two years of decline, the trend was reversed this year.

2.4 Net profit percentage

Profitability here is measured on the basis of the actual turnover achieved. The effectiveness of transactions is thus measured here against that of the assets applied, as in the case of 2.3.

The focus during the past year again fell mainly on the maintenance of welfare through strong cost management and retention of market share.

The increasing prices of raw materials and products such as fertiliser, fuel, steel, wire and stockfeed caused an increase in turnover.

Larger agribusinesses

Net profit percentage

2.4 Net profit percentage

Net profit is defined as follows:

Net profits before tax and interest paid, adjusted for:

- Exceptional items;
- Depreciation on property, plant and equipment;
- Preferential discounts and bonuses granted to members;
- Write-offs of intangible assets; and
- Investment income.

Turnover is calculated as follows:

Sales of stock and services, excluding value added tax. In the case of direct transactions, only the commission portion is included. Trade discounts granted are deducted in the calculation of turnover. The silo income is taken into account as accounted for in the various annual financial statements.

Investment income represents mainly dividends earned from listed and unlisted investments.

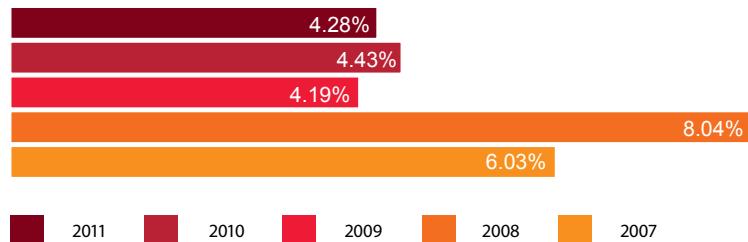
Winsgewendheid

Profitability

Die netto winspersentasie wat gerealiseer is, toon 'n toename van 8%. Kostbesparings speel hier 'n groot rol.

Kleiner landboubesighede

Netto winspersentasie



Die netto winspersentasie wat deur die kleiner besighede gerealiseer is, toon 'n afname van 3% teenoor die vorige periode.

2.5 Bruto winspersentasies

Hierdie verhouding is bereken uit die resultate van geïdentifiseerde departemente en bied 'n aanduiding van die bruto winspersentasies (omset min koste van verkope) wat departementeel behaal is.

Landboubesighede moet bepaalde marges op hul voorraad behaal ten einde alle oorhoofse kostes te dek en fondse te reserveer vir uitbreiding of instandhouding van fasiliteite. Anders as in die geval van produsente, is hierdie besighede meer buigsaam en kan hulle tot 'n groter mate vinniger by veranderde omstandighede aanpas. Hulle handhaaf 'n vaste prestasiebeleid en pas net pryse aan soos die markomstandighede verander. Om hierdie rede is daar nie 'n groot verandering in hul persentasie teenoor die vorige jaar nie. Produsente is blootgestel aan sikliese omstandighede en word gedwing om hul insette aan te koop teen heersende pryse.

2.5 Bruto winspersentasies

Omset word soos volg gedefinieer:

Verkope van voorraad en dienste, uitgesluit belasting op toegevoegde waarde. In die geval van direkte verkoop word slegs die kommissiegedeelte geag die bruto wins te wees. Handelskorting toegestaan word by die berekening van omset afgetrek.

Koste van verkope word soos volg gedefinieer:

Koste van verkope van voorraad, uitgesluit belasting op toegevoegde waarde. Handelskorting ontvang word by die berekening van koste van verkope ingerekken. Die koste verbondé aan direkte transaksies is uitgesluit.

The net profit percentage realised shows an increase of 8%. Cost savings play a major role here.

Smaller agribusinesses

Net profit percentage

The net profit percentage realised by smaller businesses shows a decline of 3% in comparison with the previous period.

2.5 Gross profit percentages

This ratio is calculated on the results of identified departments and provides an indication of the gross profit percentages (turnover less cost of sales) achieved departmentally.

Agribusinesses must achieve specific margins on their stock in order to cover all overhead costs and maintain reserve funds for expansion or the maintenance of facilities. Other than in the case of producers, these businesses are more flexible and can to a greater extent adapt themselves more rapidly to changed circumstances. They maintain a fixed performance policy and only adapt prices as market conditions change. For this reason there was not much change in their profit percentage against the previous year. Producers were exposed to cyclical conditions and are forced to purchase their inputs at prevailing prices.

2.5 Gross profit percentages

Turnover is defined as follows:

Sales of stock and services, excluding value added tax. In the case of direct sales, only the commission portion is regarded as the gross profit. Trade discounts granted are deducted in the calculation of turnover.

Cost of sales is defined as follows:

Cost of sales of stock, excluding value added tax. Trade discounts received are included in calculating the cost of sales. The costs associated with direct transactions are excluded.

Winsgewendheid

Profitability

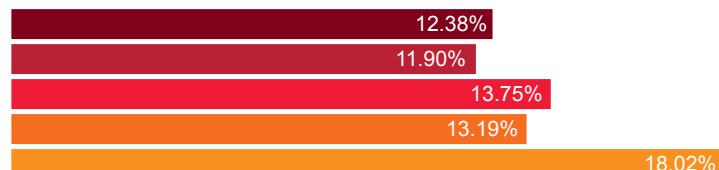
Vir die werkswinkel-, graanbemarking- en graanverhandelingsdepartemente kan geen sinvolle vergelyking getref word nie, weens die interpretasie- en te boek stellingsverskille tussen die deelnemers.

No meaningful comparison could be drawn for the workshop, grain marketing and grain trading departments, due to interpretation and recording differences between the participants.

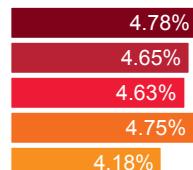
Groter landboubesighede

Bruto winspersentasies

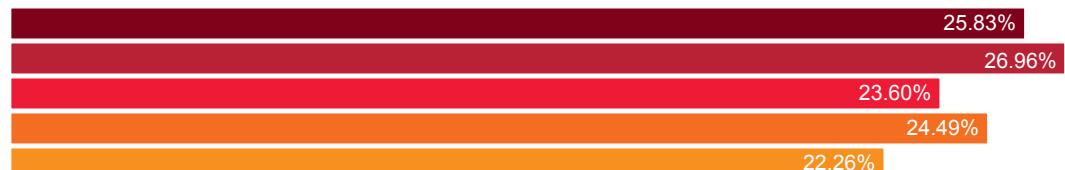
Handel - Voorraadverkope /
Trade – Stock sales



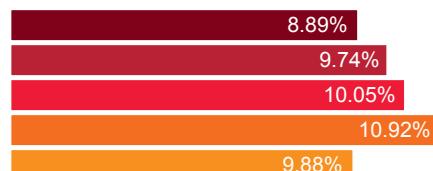
Handel - Direkte verkope /
Trade – Direct sales



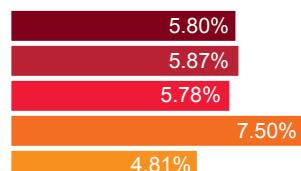
Onderdele - Voorraad verkope /
Parts – Stock sales



Implemente / Implements



Brandstof / Fuel



'n Styging in kommoditeitspryse het 'n hoër bruto wins - persentasie in die handelsafdelings meegebring.

An increase in commodity prices caused a higher gross profit percentage in the trade divisions.

Op direkte transaksies, dit wil sê op nie-eie handelsvoorraad, het die gemiddelde heffing min of meer konstant gebly. Hierdie

On direct transactions, i.e. on “not-own” trading stock, the average levy remained more or less constant. This method of

Winsgewendheid

Profitability

metode van handel lever 'n wesenlike bydrae tot die netto wins van sommige landboubesighede. Die finansiering hiervan speel 'n groot rol in die behoud van kliënte. Groot verskaffers blyk al hoe meer die grootste mededingers vir landboubesighede te raak deur van bankfinansiering vir produsente as hulpmiddel gebruik te maak.

Onderdele se bruto winspersentasie het 'n klein daling getoon, maar is nog steeds hoër as in al die voorafgaande jare.

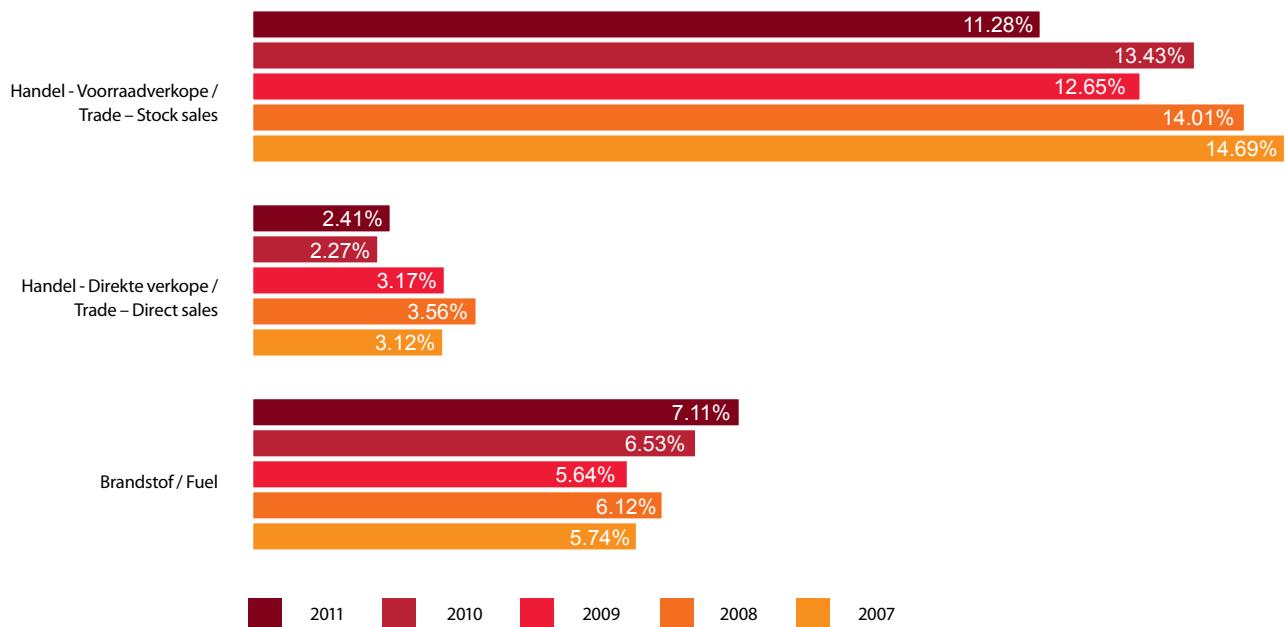
Gesien in die lig van moeiliker landboutoestande, het die mekanisasié-afdeling weer 'n daling in bruto winspersentasie ervaar. Aansienlike afskrywings is op tweedehandse heelgoedere gemaak.

Die bruto winspersentasie van brandstof het redelik konstant gebly.

Die meerderheid van landboubesighede maak gebruik van landbou-adviesdienste, wat slegs 'n ondersteuningsfunksie verrig. Dit word dus nie as 'n afdeling met 'n winsdoelwit beskou nie, maar het tog 'n groot impak op ander afdelings.

Kleiner landboubesighede

Bruto winspersentasie



Swakker resultate is behaal op handelsvoorraad, terwyl brandstof en direkte transaksies 'n marginale styging getoon het. Direkte transaksies speel 'n groot rol by kleiner besighede en bedra vanjaar ongeveer 20% van hul omset. Die omvang van heffings

trade makes a substantial contribution to the net profit of some agribusinesses. The financing thereof plays a major role in retaining clients. It appears that large suppliers are increasingly becoming the biggest competitors for agri businesses by making use of bank finance for producers as a resource.

The gross profit percentage of parts showed a small decline, but is still higher than in all preceding years.

In the light of more difficult farming conditions, the mechanisation division again showed a decline in gross profit percentage. Considerable write-offs were made on second-hand stock.

The gross profit percentage of fuel remained reasonably constant.

The majority of agribusinesses make use of an agricultural advisory services component, which provides only a support function. It is thus not regarded as a division with the object of pursuing profit, but it nevertheless does have a major impact on other divisions.

Smaller agribusinesses

Gross profit percentage

Poorer results were obtained on trade stock, while fuel and direct transactions showed a marginal increase. Direct transactions play a major role in smaller business and amount this year to about 20% of their turnover. The magnitude of levies on direct

Winsgewendheid

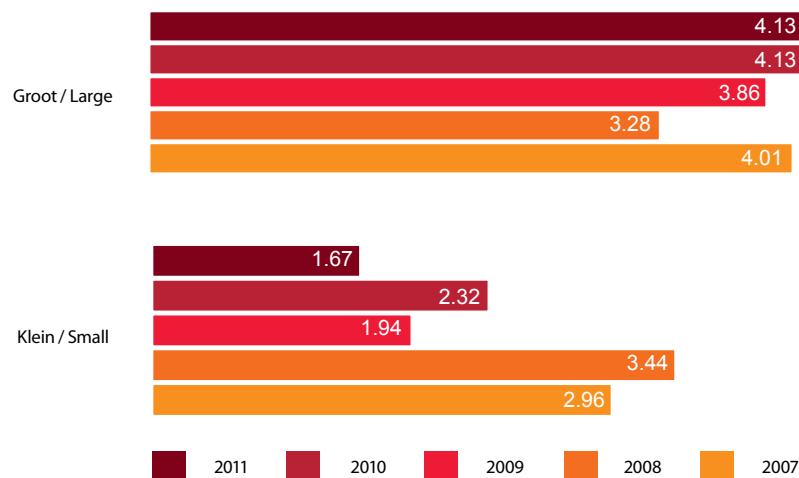
op direkte transaksies bly onder druk weens groter mededinging, veral ten opsigte van kunsmis.

Aangesien minder as sewe kleiner besighede inligting oor onderdele en implemente verskaf het, word u verwys na die resultate van die gemiddelde van die groter besighede.

2.6 Rentedekking

Hierdie verhouding dui die onderneming se vermoë aan om sy renteverpligting op sy uitstaande skuld uit netto inkomste te vereffen.

Rentedekking



Die resultaat vir groter landboubesighede is presies dieselfde as die vorige jaar. Vanjaar bedra die gemiddelde debiteureboek 7% meer as dié in die vorige jaar, terwyl gemiddelde voorraad met 34% gestyg het en heelwat meer beleggings in langtermynbates gemaak is.

Die finansieringskoste vir groter landboubesighede het met 6% teenoor die vorige tydperk gestyg, terwyl netto inkomste voor rente betaal en belasting ook met dieselfde persentasie toegeneem het.

Kleiner landboubesighede se rentedekking is vanjaar die laagste in sewe jaar.

2.6 Rentedekking

Netto inkomste word soos volg gedefinieer:

Netto inkomste voor belasting en rente betaal, aangesuiwer vir:

- *Uitsonderlike items;*
- *Waardevermindering op eiendom, aanleg en toerusting;*
- *Voorkeurkortings en bonusse aan lede toegestaan; en*
- *Afskrywings van ontasbare bates.*

Rente betaal sluit finansieringsbruikhuurkoste in.

Profitability

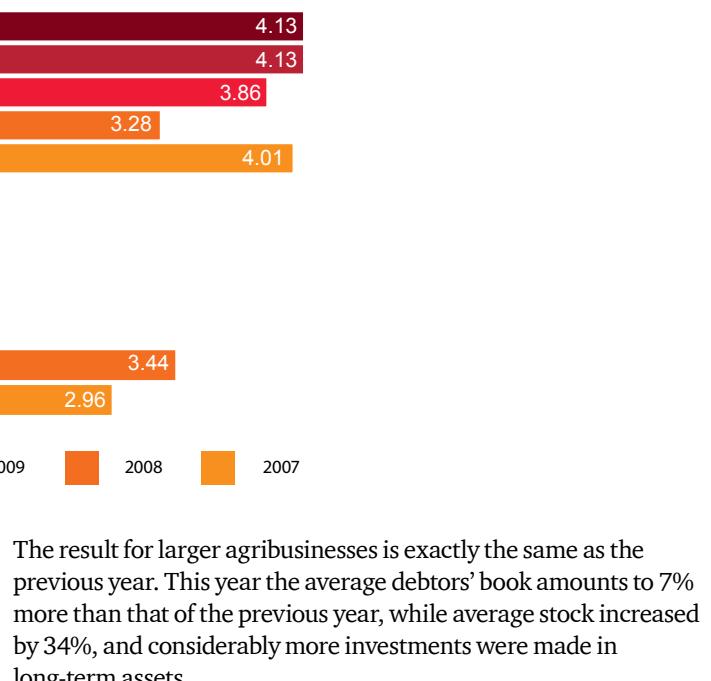
transactions remains under pressure due to greater competition, particularly in respect of fertiliser.

Because fewer than seven smaller businesses provided information on parts and implements, you are referred to the results of the average of the larger businesses.

2.6 Interest coverage

This ratio indicates the capacity of the entity to settle interest commitments on its outstanding debt from net income.

Interest coverage



The interest coverage of smaller agribusinesses this year was the lowest in seven years.

2.6 Interest coverage

Net income is defined as follows:

Net income before tax and interest paid, adjusted for:

- *Exceptional items;*
- *Depreciation on property, plant and equipment;*
- *Preferential discounts and bonuses granted to members; and*
- *Write-offs of intangible assets.*

Interest paid includes leasing costs.

2.7 Silotariewe

Mededinging in die graanmark raak elke jaar groter en verhandelingsmarges is onder druk. Graanhanteringstariewe is vanjaar tot 'n groot mate dieselfde gehou weens die beskikbaarheid van alternatiewe opbergingsmetodes en die verwagting dat die beleid 'n positiewe uitwerking op die benutting van huidige opbergingsgeriewe sal hê.

Verskeie projekte rondom graanhantering geniet tans aandag, soos kostedoeltreffende berokingsmetodes, beter voorraadbeheer en die afbestuur van die vervoerkosterekening op graan vanaf padsilo's. Die prysrisikobestuursdiens wat deur graanbemarkingsafdelings verskaf word, dien as aansporing met graanhantering en help produsente in hul besluitneming.

2.8 Direkteursvergoeding

Slegs die direkteursvergoeding van nie-uitvoerende direkteure is vir die doeleindes van die prestasiemeting ondersoek.

	Groter landboubesighede	Kleiner landboubesighede		
	Hoogste	Gemiddelde	Hoogste	Gemiddelde
	R	R	R	R
Voorsitter	539 175	269 491	173 852	68 338
Ondervoorsitter	419 943	183 941	128 594	51 416
Ander	213 432	117 315	64 217	30 326

Weens die groter verantwoordelikhede wat direkteure nou moet dra, word hul vergoeding ook jaarliks hersien. Dit is hoofsaaklik die Vergoedingskomitee se verantwoordelikheid. In sommige gevalle ontvang hulle vaste vergoeding, terwyl sommige landboubesighede 50% van die totale vergoeding op die prestasie van die onderneming baseer.

Die gemiddelde reistoelaag vir die afgelope tydperk was R4.02 per kilometer vir groter deelnemers en dié van kleiner deelnemers, R3.51.

2.9 Werkswinkeltarief

Werkswinkels se tariewe word tot 'n groot mate deur die mark bepaal. Die winsgewendheid van werkswinkels is hoofsaaklik van besetting daarvan afhanklik. Die tariewe word nie werklik wetenskaplik bereken nie. Gevalle kom egter voor waar hierdie afdelings gesubsidieer moet word, aangesien dit hoofsaaklik 'n ondersteuningsfunksie vervul. Die onderdele- en mekanisasie-afdelings trek gewoonlik die voordeel uit hierdie diens.

2.7 Silo tariffs

Competition in the grain market increases every year and margins are under pressure. Grain handling tariffs were kept largely the same this year, due to the availability of alternative storage methods and the expectation that this policy would have a positive effect on the utilisation of current storage facilities.

Various projects relating to grain handling are currently enjoying attention, such as smoking methods, better stock control and the down-management of the transport cost account on grain from road silos. The price risk management service provided by grain marketing divisions serves as an incentive with grain handling and helps producers in their decision-making.

2.8 Directors' remuneration

Only the remuneration of non-executive directors was reviewed for the purposes of the benchmarking survey.

	Larger agribusinesses		Smaller agribusinesses	
	Highest	Average	Highest	Average
	R	R	R	R
Chairman	539 175	269 491	173 852	68 338
Deputy Chairman	419 943	183 941	128 594	51 416
Other	213 432	117 315	64 217	30 326

Because directors now carry greater responsibilities, their remuneration is also reviewed annually. This is mainly the responsibility of the Remuneration Committee. In some cases they receive fixed remuneration, while some agribusinesses base 50% of the total remuneration on the performance of the entity.

The average travel allowance for the past period was R4.02 per kilometre for larger participants and that of the smaller participants R3.51.

2.9 Workshop tariff

Workshop tariffs are to a great extent set by the market. The profitability of workshops is dependent mainly on their utilisation. The tariffs are not really calculated scientifically. There are however cases where these divisions had to be subsidised because they perform mainly a support function. The parts and mechanisation divisions usually draw the benefits from this service.

Winsgewendheid

Profitability

Die omset van hierdie afdeling is min of meer dieselfde as in die vorige jaar. Gegewe 'n marginale styging in tariewe, duif die resultate op 'n laer besetting van werkswinkels gedurende die afgeloop jaar.

Die tariewe wissel van R300 tot R400 per uur.

The turnover of this division is more or less the same as the previous year. Given a marginal increase in tariffs, the results indicate a lower occupation of workshops during the past year.

The tariffs range from R300 to R400 per hour.

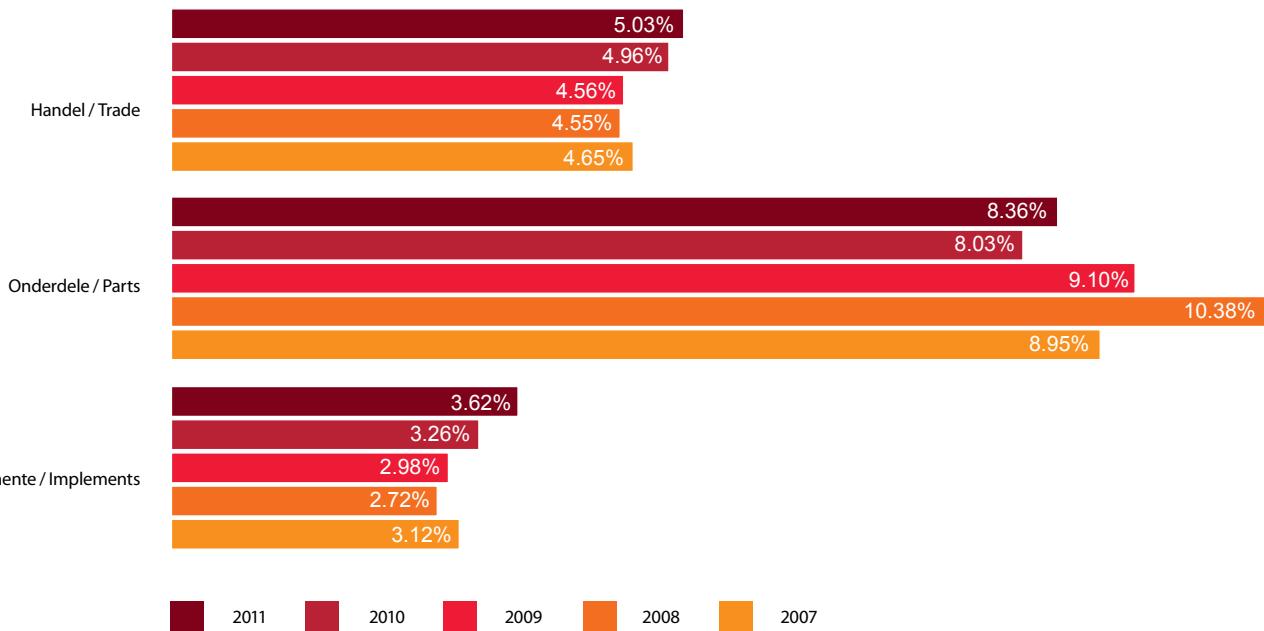
2.10 Personeelkoste

Hierdie verhouding van personeelkoste as persentasie van die departementele omset is vir geïdentifiseerde departemente bereken en verskaf 'n aanduiding van die koste van personeel vir die betrokke departement.

Daar word al meer gefokus om die werkernmag se tegniese bevoegdhede en vaardighede op te skerp deur middel van verskeie opleidingsprogramme. Individue op verskeie vlakke vorm deesdae ook deel van die strategiese beplanning en word doelgerig daarvoor opgelei en bestuur.

Groter landboubesighede

Personeelkoste



2.10 Personeelkoste

Omset word soos volg gedefinieer:

Verkope van voorraad en dienste, uitgesluit belasting op toegevoegde waarde. Handelskorting toegestaan word by die berekening van omset afgetrek.

Personeelkoste word soos volg gedefinieer:

Dit is personeelkoste wat direk aan 'n betrokke departement toegedeel kan word. Dit sluit direkteursvergoeding en personeelkostes van die hoofkantoorpersoneel (administratief) spesifiek uit.

2.10 Personnel costs

The ratio of personnel costs as a percentage of the departmental turnover was calculated for identified departments and provides an indication of the personnel costs for the department concerned

There is an ever-increasing focus on refreshing the technical competencies and skills of the workforce through a variety of training programmes. These days individuals at several levels also form part of the strategic planning and are specifically trained and managed with that in mind.

Larger agribusinesses

Personnel costs

2.10 Personnel costs

Turnover is defined as follows:

Sales of stock and services, excluding value added tax. Trade discounts granted are deducted in the calculation of turnover.

Personnel costs are defined as follows:

They comprise personnel costs that can be directly attributed to the department concerned. This specifically excludes directors' remuneration and personnel costs of the head office personnel (administrative).

Winsgewendheid

Vir die werkswinkel-, graanbemarking- en graanverhandelingsdepartemente kan egter geen sinnvolle prestasiemetingsvergelyking getref word nie, weens die interpretasie- en te boek stellingsverskille tussen die deelnemers.

Die totale personeelkoste van groot deelnemers het in die afgelope drie tydperke onder oorsig soos volg gestyg/(gedaal):

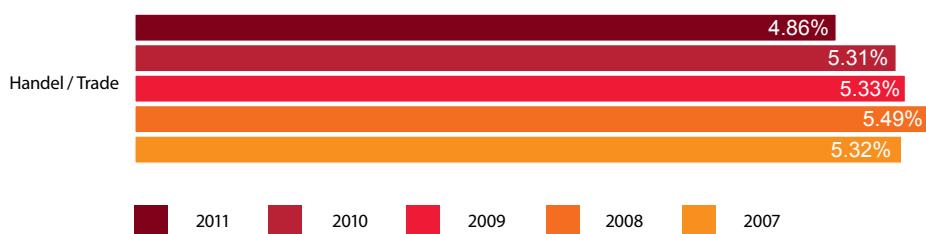
	2011	2010	2009
Handel	11%	6.5%	18.3%
Onderdele	0%	1.3%	18.8%
Meganisasie	(17.1%)	(11.7%)	59.2%

Die verhoging in personeelkoste by die handelafdelings kan toegeskryf word aan 'n toename van 14% in die aantal takke. In die geval van die onderdele-afdelings, het die totale personeelkoste van al die deelnemers nie gestyg nie weens die afskaling hiervan by sekere deelnemers. As persentasie van omset het dit met 4% gestyg.

Omdat insentiewe by Meganisasie direk gekoppel word aan die omset en winsgewendheid, het die personeelkoste dienooreenkomsdig gedaal. As persentasie van omset het dit met 11% toegeneem.

Kleiner landboubesighede

Personneelkoste



Kleiner besighede, wat hoofsaaklik net handelsafdelings bedryf, se personeelkoste het vanjaar 'n dalende tendens getoon. 'n Besparing van hierdie koste word moeilik bewerkstellig weens die beperkte personeelgetalle wat in diens is. Die styging in totale salariskoste het 9.4% bedra.

Profitability

No meaningful comparison could be drawn for the workshop, grain marketing and grain trading departments, due to interpretation and recording differences between the participants.

The total personnel costs of large participants over the past three periods under review increased/(declined) as follows:

	2011	2010	2009
Trade	11%	6.5%	18.3%
Parts	0%	1.3%	18.8%
Mechanisation	(17.1%)	(11.7%)	59.2%

The increase in personnel costs in the trade divisions can be ascribed to an increase of 14% in the number of branches. In the case of the parts divisions, the total personnel costs of all the participants did not increase, due to the downsizing of these divisions at certain participants. As a percentage of turnover, it increased by 4%.

Because incentives in Mechanisation are directly linked to the turnover and profitability, the personnel costs declined commensurately. As a percentage of turnover, it increased by 11%.

Smaller agribusinesses

Personnel costs

The personnel costs of smaller businesses, which mainly operate only trade divisions, showed a declining trend this year. Reduction of these costs is difficult to achieve due to the limited number of personnel in service. The increase in total salary costs was 9.4%.

Winsgewendheid

Profitability

2.11 Rekenaarkoste

Hierdie verhouding verskaf 'n aanduiding van rekenaarkoste as persentasie van omset.

Inligtingtegnologie speel 'n kardinale rol in die sukses van enige onderneming. Die fokus is om bo en behalwe data-integriteit en verslagdoening, ook waardetoevoeging, tegnologie gebruik en kritiese bestuursinligting te verskaf.

Tans is meestal van die groter landboubesighede se rekenaarstelsels in-huis. Elkeen pas hul stelsels na eie behoeftes aan.

Rekenaarkoste as % van omset

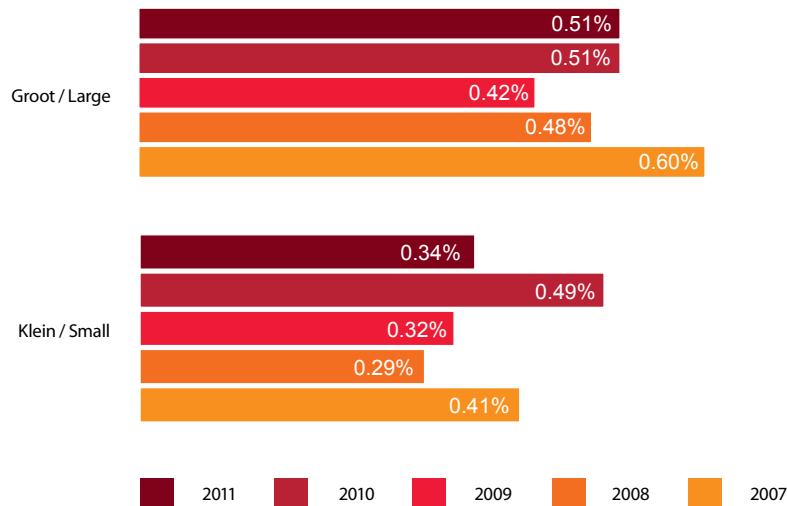
2.11 Computer costs

This ratio provides an indication of computer costs as a percentage of turnover.

Information technology plays a cardinal role in the success of any enterprise. The focus, aside from data integrity and reporting, is also on providing value-addition, technology utilisation and critical management information.

Currently most of the larger agribusinesses have in-house computer systems. Each one adapts its systems to its own needs.

Computer costs as % of turnover



Die totale uitgawe aan rekenaarkoste by groter besighede het in die tydperk onder oorsig dieselfde as die vorige jaar gebly nadat dit die vorige jaar met 11% gestyg het. Nadat rekenaarkoste oor dié afgelope aantal jare drasties gestyg het, het opgraderings by sommige deelnemers vanjaar afgeplat.

Kleiner besighede se uitgawes het vanjaar met 18% gedaal. Dit het die vorige jaar aansienlik met 46% toegeneem.

The total expenditure on computer costs among larger businesses in the period under review remained the same as the previous year, after it had increased by 11% in the year before that. After computer costs had increased dramatically over recent years, upgrading by some participants levelled out this year.

The expenditure of smaller businesses declined by 18% this year. In the previous year it increased considerably by 46%.

2.11 Rekenaarkoste

Rekenaarkoste behels herstel/instandhouding, waardevermindering, lisensiegelde, huurkoste, salarisne van die rekenaardepartement en konsultasiegeldelde aan buitepartyte.

Omset is die verkoop van voorraad en dienste, uitgesluit belasting op toegevoegde waarde. In die geval van direkte verkoop word slegs die kommissiegedeelte in ag geneem. Handelskorting toegestaan word by die berekening van omset afgetrek.

2.11 Computer costs

Computer costs comprise repair/maintenance, depreciation, licence fees, leasing costs, salaries of the computer departments and consultation fees to outside parties.

Turnover is the sale of stock and services, excluding value added tax. In the case of direct sales, only the commission portion is taken into account. Trade discounts granted are deducted in the calculation of turnover.



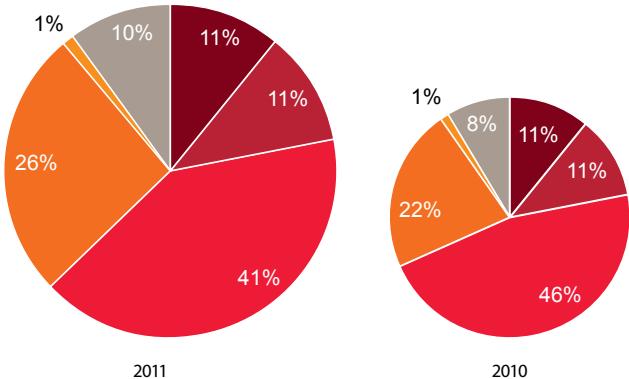
3. Balansstaatstruktuur

3. Balance sheet structure

3.1 Totale bate samestelling

Groter landboubesighede

Balansstaatstruktuur



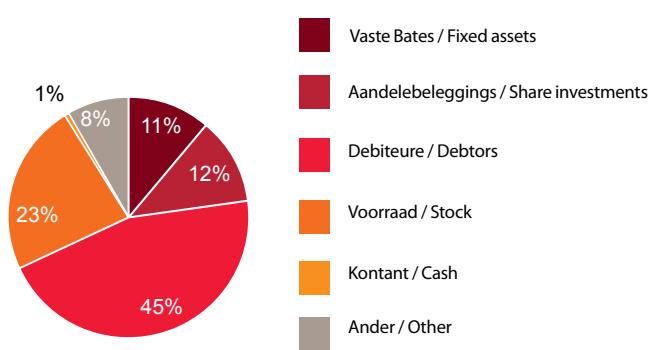
Die uitstaande kenmerk van landboubesighede se batestruktuur was die inflasionele druk op voorraad, dit wil sê van landbou-insette. Die gemiddelde voorraadhouding gedurende die tydperk onder oorskig het met 34% gestyg teenoor die vorige tydperk. Hoewel die gemiddelde debiteure met slegs 7% teenoor die vorige jaar toegeneem het, het dit persentasiegelyk die grootste daling die afgelope sewe jaar getoon. Waar debiteure in 2007 40% van die totale bates uitgemaak het, het dit tot 46% gestyg in die vorige periode. Die afname vanjaar dui op verskerpte kredietbeheer, soos later bespreek.

Wat verblywend is, is die beleggingskultuur van landboubesighede wat jaarliks toeneem. Hoewel klein in verhouding tot bedryfsbates, het nie-bedryfsbates met 10% toegeneem. Hierdie uitbreidings is hoofsaaklik uit eie fondse gefinansier. Soos gemeld in 3.2, is daar nie wesentlike langtermynfinansiering aangegaan nie.

3.1 Total asset composition

Larger agribusinesses

Balance sheet structure



The outstanding characteristic of agribusinesses' asset structure was the inflationary pressure on stock – that is, of agricultural inputs. The average stock holding during the period under review increased by 34% in comparison with the previous period. Although the average debtors increased by only 7% against the previous year, this marked the biggest decline, in percentage terms, for the past seven years. Where debtors constituted 40% of the total assets in 2007, this figure increased to 46% in the previous period. The decline this year indicates tightened credit control, as discussed later.

What is pleasing is the fact that the investment culture of agribusinesses is growing by the year. Although small in relation to current assets, non-current assets increased by 10%. These expansions were financed mainly out of own funds. As mentioned in 3.2, no substantial long-term financing has been initiated.

3.1 Totale bate samestelling

Die balansstaatstruktuur word saamgestel uit die maandelikse gemiddeldes van debiteure, voorraad, krediteure en korttermynfinansiering ten einde seisoenale skommellings uit te skakel. Die res van die bates en laste verteenwoordig die waardes soos op die balansstaatdatums van die deelnemers.

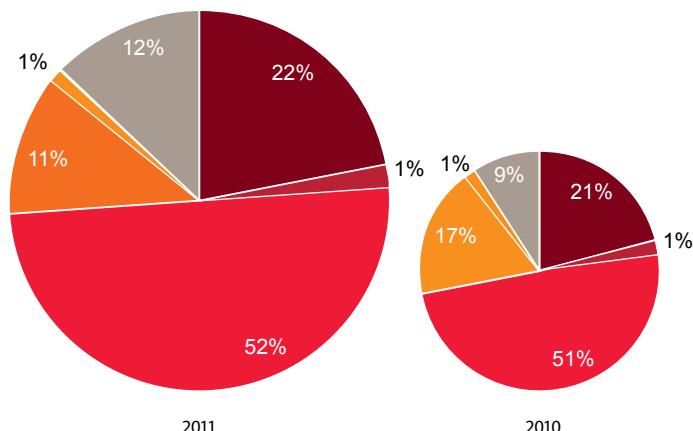
3.1 Total asset composition

The balance sheet structure was compiled from the monthly averages of debtors, stock, creditors and short-term financing in order to eliminate seasonal fluctuations. The remainder of the assets and liabilities represent the values as they appear on the balance sheet dates of the participants.

Balansstaatstruktuur

Kleiner landboubesighede

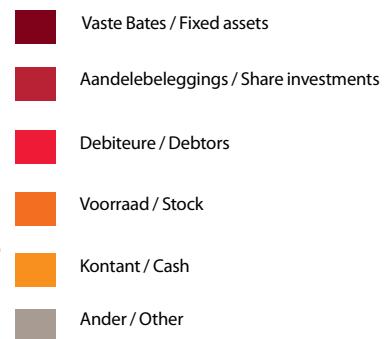
Balansstaatstruktuur



Balance sheet structure

Smaller agribusinesses

Balance sheet structure

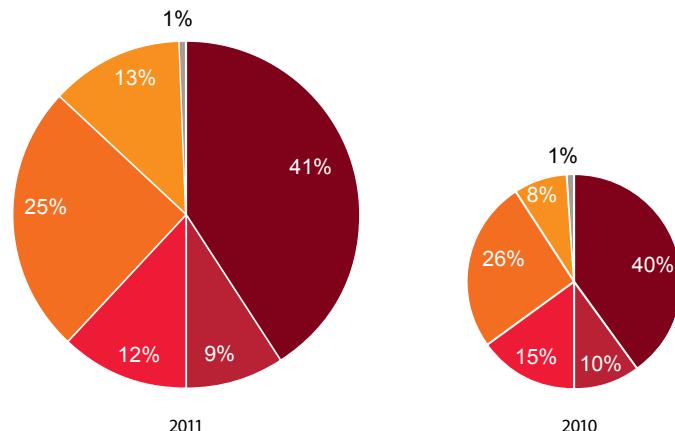


- Die gemiddelde maandelikse debiteure het met ongeveer 3% gedaal.
- Hoewel die gemiddelde maandelikse voorraadwaardes persentasiegewys laer blyk te wees, het dit aanvanklik konstant gebly en het dit na die einde van die tydperk begin toeneem.
- Die belegging in nuwe vaste bates was min of meer dieselfde as die vorige jaar, naamlik R29 miljoen.

3.2 Ekwiteit en aanspreeklikhede samestelling

Groter landboubesighede

Ekwiteitstruktuur



3.2 Equity and liabilities composition

Larger agribusinesses

Equity structure



3.2 Ekwiteit en aanspreeklikhede samestelling

Verwys na 3.4 vir 'n verduideliking van ekwiteit en aanspreeklikhede.

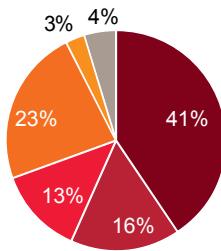
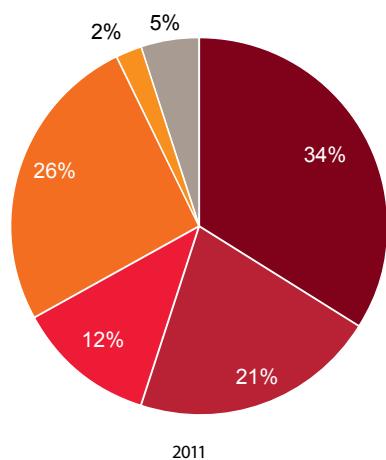
3.2 Equity and liabilities composition

Refer to 3.4 for an explanation of equity and liabilities.

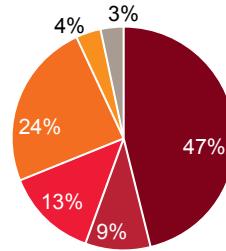
- Ekwiteit het konstant gebly op net meer as 40% van totale fondse aangewend, waar dit in die vorige jaar gedaal het vanaf 46%. Om die optimum opbrengs op eie kapitaal te verkry, word leningskapitaal as hefboomfinansiering gebruik. In randterme het ekwiteit met 14% gestyg, terwyl langtermynlenings net met 3% toegeneem het.
- Korttermynfinansiering het vanjaar egter met 20% teenoor die vorige jaar gegroei.

Kleiner landboubesighede

Ekwiteitstruktuur



2010



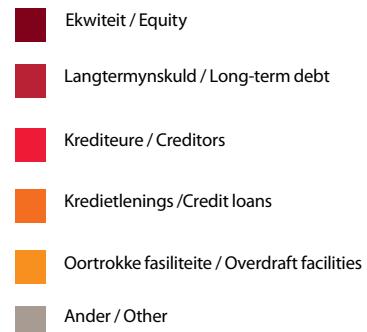
2009

- Ekwiteit van die kleiner deelnemers het gedaal tot ongeveer 34% van die totale fondse wat benodig word.

- Equity remained constant at just over 40% of total funds utilised, having declined the previous year from 46%. In order to obtain the optimum return on own capital, loan capital are used as leverage. In rand terms, equity increased by 14%, while long-term loans increased by just 3%.
- Short-term financing, however, grew by 20% against the previous year.

Smaller agribusinesses

Equity structure



- Equity of the smaller participants declined to approximately 34% of the total funds required.

3.3 Bedryfskapitaalverhouding

Die verhouding is 'n aanduiding van die besigheid se betaalvermoë om sy korttermynverpligteinge na te kom.

Landboubesighede speel 'n vername rol in die verkryging van finansiering vir produsente en tree saam met bankiers op as 'n geleipyp vir finansiële hulp om produsente se insette te finansier. Landboubesighede was weereens verplig om nuwe fasiliteite te bekom om die vraag na bedryfskapitaal te akkommodeer.

3.3 Working capital ratio

This ratio gives an indication of the ability of the business to meet its short-term commitments.

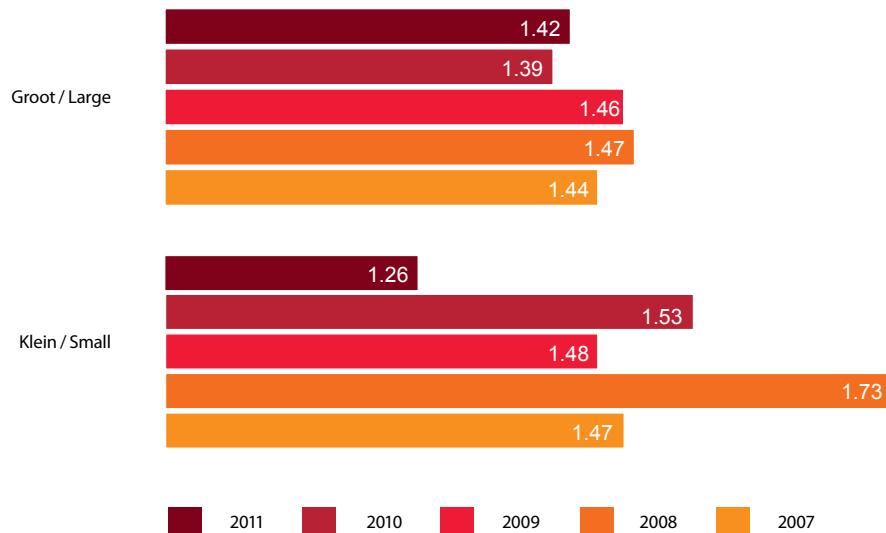
Agribusinesses play an important role in obtaining finance for producers and act with bankers as a conduit for financial aid to finance producers' inputs. Agribusinesses were again obliged to find new facilities to accommodate the demand for operating capital.

Balansstaatstruktuur

Balance sheet structure

Bedryfskapitaalverhouding

Working capital ratio



- Die bedryfskapitaalverhouding vir groter landboubesighede het 'n geringe verbetering getoon nadat dit in die vorige jaar die swakte resultaat in 6 jaar was. 'n Toename van 7% (7%) in debiteure is aangeteken, terwyl 'n bykomende 34% (7%) in voorraad gefinansier moes word.
- Kleiner landboubesighede se bedryfskapitaalposisie het verswak.

Om 'n beter maatstaf te verkry, word ook 'n vergelyking van die bedryfskapitaalverhouding getref deur die fondse wat uitsluitlik vir insetfinansiering van produsente verkry is, buite rekening te laat.

Die resultaat vir groter landboubesighede dui op 'n geringe afname teenoor die vorige tydperk, hoofsaaklik as gevolg van die groot toename in eksterne korttermynfinansiering wat bekom is om die stygging in voorraad te akkommodeer.

- The working capital ratio for larger agribusinesses showed a slight improvement after achieving, the year before, the worst result in six years. An increase of 7% (7%) in debtors was recorded, while an additional 34% (7%) in stock had to be financed.
- The operating capital position of smaller agribusinesses has worsened.

In order to obtain a better measurement, a comparison of the working capital ratio was obtained by excluding the funds acquired exclusively for input financing of producers.

The result for larger agribusinesses indicates a slight decline against the previous period, mainly as a result of the large increase in external short-term financing that was acquired to accommodate the increase in stock.

3.3 Bedryfskapitaalverhouding

Dit is die verhouding van bedryfsbates tot bedryfslaste. Vir prestasiemetingsdoeleindes word die maandelikse gemiddelde van debiteure, voorraad, kaskrediete en krediteure gebruik. Vir al die ander items word die bedrae soos op balansstaatdatum gebruik.

Vir die alternatiewe berekening word kredietlenings, kaskrediete en langtermynfinansiering, wat vir korttermyninsetfinansiering geoormerk is, van bedryfsbates en bedryfslaste uitgesluit.

3.3 Working capital ratio

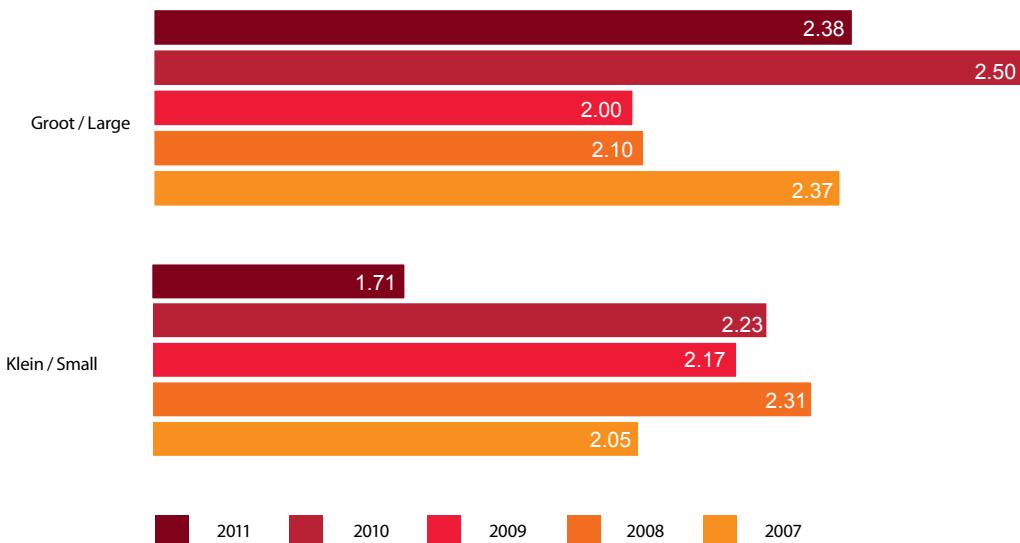
This is the ratio of current assets to current liabilities. For benchmarking purposes, the monthly averages of debtors, stock, cash credits and creditors are used. For all the other items, the amounts as at balance sheet date are used.

For the alternative calculation, credit loans, cash credits and long-term financing earmarked for short-term input financing are excluded from current assets and current liabilities.

Bedryfskapitaalverhouding

Working capital ratio

Uitgesluit kaskrediete en langtermynfinansiering / Excluding cash credits and long-term financing



Kleiner landboubesighede se afname is gefinansier deur 'n bykomende 20% aan langtermynfinansiering te bekom.

Die vuurproefverhouding, wat 'n soortgelyke berekening is, maar met voorraad uitgesluit, word nie bereken nie, aangesien dit 'n baie teoretiese norm is wat nie toepaslik is in die landbouomgewing nie.

The smaller agribusinesses' decline was financed by the obtaining of an additional 20% of long-term financing.

The quick asset ratio, which is a similar calculation but with stock excluded, is not determined, because it is a very theoretical norm that is not applicable in the agricultural environment.

3.4 Ekwiteitsverhoudings

3.4.1 Ekwiteit as persentasie van ekwiteit en totale skuld

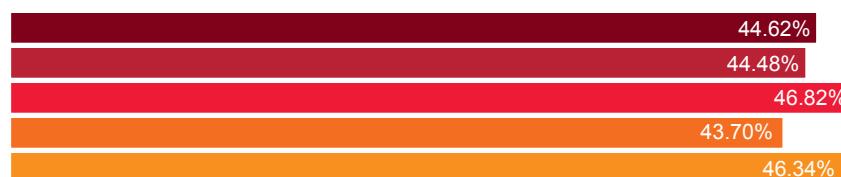
Dit dui aan tot watter mate die onderneming sy bates self deur ekwiteit finansier, of afhanglik is van skuld. Hierdie is dus 'n maatstaf van die landboubesigheid se finansiële hefboom. Die bedryf se kapitaal en reserwes word uitgedruk as 'n persentasie van die totale fondse aangewend.

Twee vergelykings word hier getref. Die verhouding word eerstens bereken volgens die huidige finansiële resultate, soos dit in die finansiële jaarstate verantwoord word. As alternatief, om 'n beter vergelyking tussen besighede te tref, word herwaardasies uitgesluit.

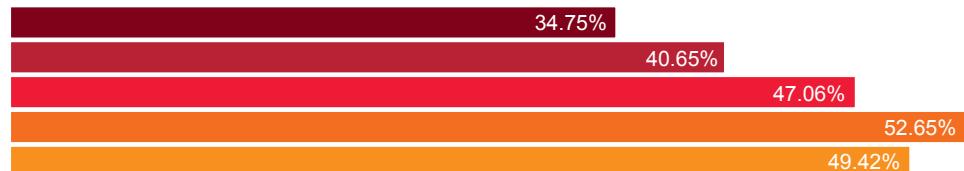
Ekwiteitsverhoudings

Ekwiteit as persentasie van Ekwiteit en Totale Skuld (Langtermyn en Korttermyn) / Equity as a percentage of Equity and Total Debt (Long-term and Short-term)

Groot/ Large

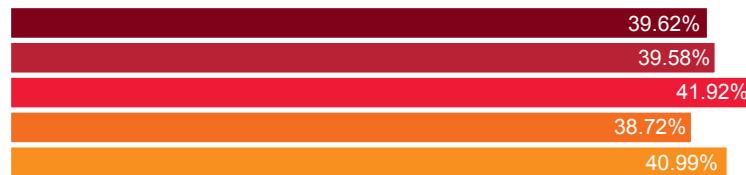


Klein / Small

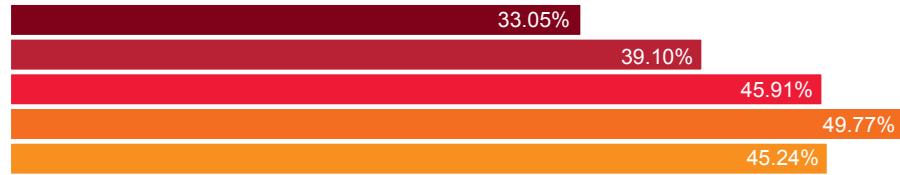


Ekwiteit (uitgesluit herwaardasiereserwes) as persentasie van Ekwiteit en Totale Skuld / Equity (excluding revaluation reserves) as a percentage of Equity and Total Debt

Groot/ Large



Klein / Small



■ 2011 ■ 2010 ■ 2009 ■ 2008 ■ 2007

3.4.1 Ekwiteitsverhoudings

Skuld sluit alle rentedraende verpligtinge, bedryfslaste en uitgestelde belasting in. Ekwiteit sluit alle kapitaal en reserwes in.

Ledefondse waarop rente gehef word, word as skuld hanteer. Ledefondse wat rentevry is en geroteer word, word as ekwiteit hanteer.

Herwaardasiereserwes verteenwoordig herwaardasies van eiendom, aanleg, toerusting en beleggings.

3.4 Equity ratios

3.4.1 Equity as a percentage of equity and total debt

This indicates the extent to which the entity finances its assets itself through equity, or is dependent on debt. This is therefore a measure of the agribusiness's financial gearing. The capital and reserves of the industry are expressed as a percentage of total funds utilised.

Two comparisons are made here. The ratio is firstly determined in accordance with the current financial results, as accounted for in the annual financial statements. Alternatively, to achieve a better comparison between businesses, revaluations are excluded.

Equity ratios

Ekwiteit as persentasie van Ekwiteit en Totale Skuld (Langtermyn en Korttermyn) / Equity as a percentage of Equity and Total Debt (Long-term and Short-term)

44.62%

44.48%

46.82%

43.70%

46.34%

Ekwiteit (uitgesluit herwaardasiereserwes) as persentasie van Ekwiteit en Totale Skuld / Equity (excluding revaluation reserves) as a percentage of Equity and Total Debt

34.75%

40.65%

47.06%

52.65%

49.42%

Ekwiteit (uitgesluit herwaardasiereserwes) as persentasie van Ekwiteit en Totale Skuld / Equity (excluding revaluation reserves) as a percentage of Equity and Total Debt

39.62%

39.58%

41.92%

38.72%

40.99%

Ekwiteit (uitgesluit herwaardasiereserwes) as persentasie van Ekwiteit en Totale Skuld / Equity (excluding revaluation reserves) as a percentage of Equity and Total Debt

33.05%

39.10%

45.91%

49.77%

45.24%

3.4.1 Equity ratios

Debt includes all interest-bearing obligations, current liabilities and deferred tax. Equity includes all capital and reserves.

Members' funds on which interest is levied are treated as debt. Members' funds which are interest-free and rotated are treated as equity.

Revaluation reserves represent revaluations of property, plant, equipment and investments.

Groter landboubesighede

Die totale persentasie van al die deelnemers se ekwiteit het dieselfde gebly. Individuale deelnemers se resultate verskil nie, hoofsaaklik vanweë algemeen groter winsreservering die vorige jaar. Neem ook in ag dat die billike waarde reserwes gestyg het weens die herwaardasie van beleggings in die tydperk onder oorskig.

Kleiner landboubesighede

Die kleiner landboubesighede se ekwiteit het weereens aansienlik gedaal. Hul ekwiteit skiet ver tekort aan die behoefte om die groei in debiteure te finansier. Derhalwe moes daar wesenlik van langtermynfinansiering gebruik gemaak word. Hierdie leningsfondse het vanjaar met 'n verdere 20% toegeneem.

Soos vermeld in 3.3, tree baie landboubesighede slegs op as tussengangers vir die verkryging van finansiering vir produsente. Daarom word daar eerder na die volgende verhouding gekyk, omrede eksterne fondse hoofsaaklik bedryfskapitaal finansier.

3.4.2 Ekwiteit as persentasie van ekwiteit en langtermynskuld (uitgesluit herwaardasiereserwes)

Dit dui aan tot watter mate die landboubesighede hul ondernemings deur langtermynfondse finansier.

Ekwiteitsverhouding – slegs langtermynverpligtinge

Larger agribusinesses

The total percentage of all participants' equity remained the same. The results of the individual participants did not differ much, mainly on account of general greater profit retention the previous year. It should also be taken into account that the fair value reserves increased due to the revaluation of investments in the period under review.

Smaller agribusinesses

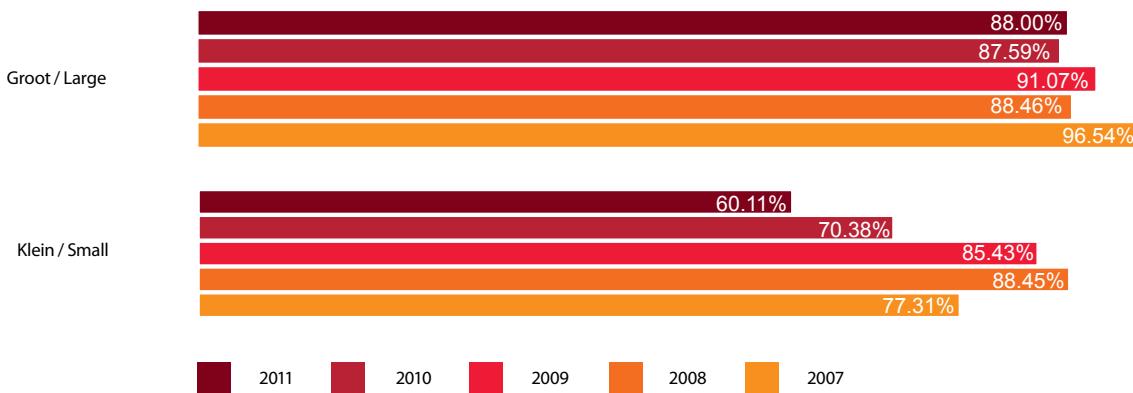
The equity of the smaller agribusinesses again declined significantly. Their equity falls far short of what is needed to finance the growth in debtors. Substantial use of long-term financing therefore had to be made. These loan funds increased by an additional 20% this year.

As reported in 3.3, many agribusinesses serve only as intermediaries for obtaining financing for producers. For this reason it is preferable to view the following ratio, because working capital is financed mainly by external funds.

3.4.2 Equity as a percentage of equity and long-term debt (excluding revaluation reserves)

This indicates the extent to which the agribusinesses finance their enterprises through long-term funds.

Equity ratio – long-term obligations only



3.4.2 Ekwiteit as persentasie van ekwiteit en langtermynskuld

Langtermynskuld sluit in alle rentedraende langtermynverpligtinge en uitgestelde belasting. Ekwiteit sluit in alle kapitaal en reserwes.

Leedefondse word soos in 3.4.1 gehanteer.

3.4.2 Equity as a percentage of equity and long-term debt

Long-term debt includes all interest-bearing obligations and deferred tax. Equity includes all capital and reserves.

Members' funds are treated as in 3.4.1.

Groter landboubesighede

Die konstante persentasie in ekwiteit is reeds in 3.2 en 3.4 bespreek.

In teenstelling met die afgelope twee jaar waartydens landboubesighede korttermyn- in langtermynfinansiering omskep het, het hul in die tydperk onder oorsig meer op korttermynlenings staatgemaak.

Kleiner landboubesighede

Kleiner landboubesighede se verhouding het weereens verswak, soos vermeld in 3.2 en 3.4 hierbo. Die totale langtermynskuld het hierdie jaar met 20% gegroei, ná 'n toename van 90% in die vorige tydperk.

3.5 Voorraad

3.5.1 Voorraadomsetsnelheid

Die voorraadomsetsnelheid toon die gemiddelde aantal kere per jaar wat voorraad verhandel. Hoe hoër die omsetsnelheid, hoe meer doeltreffend is die belegging in voorraad. Indien die omsetsnelheid laag is, bring dit onder andere hoë koste aan finansiering, stoor- en personeelkoste en versekering mee. Dit kan ook op ou of onbruikbare voorraad dui wat potensieel afgeskryf behoort te word.

Voorraadvlake moet na behore bestuur word met 'n afname wat nagestreef word. Aankope word meestal aangepas nagelang van 'n gesentraliseerde stelsel met skerper fokus op produkreeks en -kategorieë. Doeltreffende voorraadbestuur bring ook meer doeltreffende balansstaatstrukture mee.

Stygende kommoditeitspryse is weer 'n faktor wat 'n beduidende groter belegging in handels- en graanvoorraad tot gevolg het.

Daar kan nie verwag word dat landboubesighede, weens hul ligging en die aard van hul handelsware, dieselfde omsetsnelheid as die korporatiewe kleinhandelsektor moet handhaaf nie.

Larger agribusinesses

The constant percentage in equity has already been discussed in 3.2 and 3.4.

In contrast to the past two years, when agribusinesses converted short-term financing into long-term financing, in the period under review they relied more on short-term loans.

Smaller agribusinesses

The ratio of smaller agribusinesses has deteriorated once again, as mentioned in 3.2 and 3.4 above. The total long-term debt grew by 20% this year, after an increase of 90% in the previous period.

3.5 Stock

3.5.1 Stock turnover rate

The stock turnover rate indicates the average number of times per year that the stock is traded. The higher the turnover rate, the more effective is the investment in stock. If the turnover rate is low, it leads to, among other things, high costs in financing, storage and personnel costs and insurance. It can also indicate old or unusable stock which potentially should be written off.

Stock levels must be managed properly, with the object being a reduction in stock. Purchases are mostly adjusted according to a centralised system with a sharper focus on product series and categories. Effective stock management also leads to more effective balance sheet structures.

Rising commodity prices are again a factor that resulted in a significantly greater investment in trade and grain stocks.

Due to their location and the nature of their stock-in-trade, agribusinesses cannot be expected to maintain the same turnover rate as the corporate retail sector.

3.5.1 Voorraadomsetsnelheid

Die verhouding word bereken deur die koste van verkoop te deel deur die gemiddelde voorraad.

Koste van verkoop

Koste van verkoop verteenwoordig die berekening soos gedefinieer in 2.5 hierbo.

Gemiddelde voorraad

Die maandelikse gemiddelde voorraad is vir die doeleindes van hierdie berekening gebruik weens die sikliese aard daarvan.

3.5.1 Stock turnover rate

This ratio is calculated by dividing the cost of sales by the average stock.

Cost of sales

Cost of sales represents the calculation as defined in 2.5 above.

Average stock

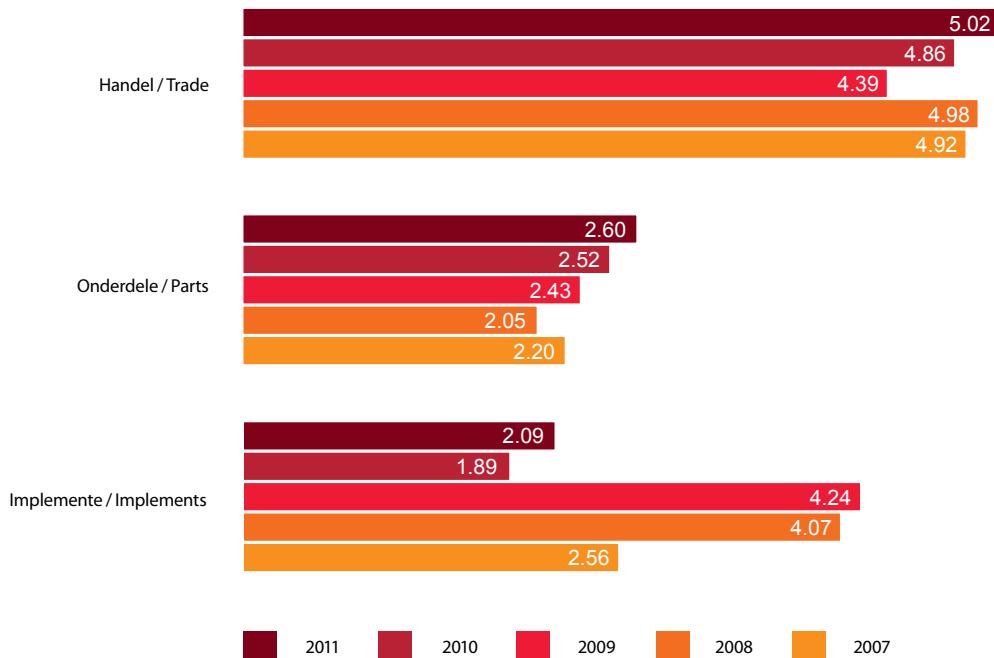
The monthly average stock is used for the purposes of this calculation, due to the cyclical nature thereof.

Groter landboubesighede

Voorraadomsetsnelheid

Larger agribusinesses

Stock turnover rate



Die resultaat van al die afdelings, dit wil sê handelsvoorraad, onderdele en implemente, dui op 'n matige styging. Ondanks die styging in prysse, is daar aanduidings van 'n steeds verbeterde situasie in voorraadbestuur.

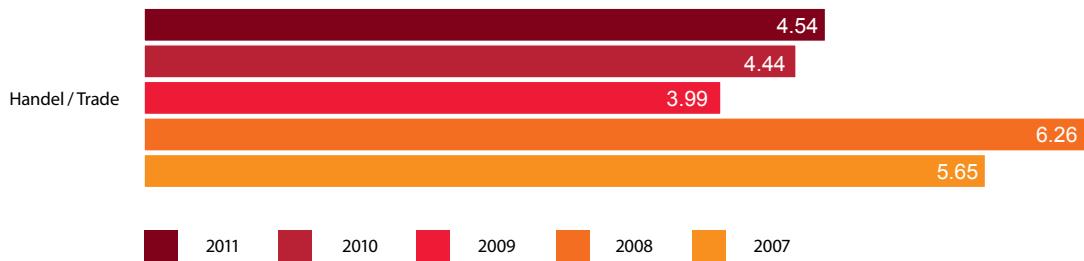
Kleiner landboubesighede

Voorraadomsetsnelheid

The result of all the divisions that is, trading stock, parts and implements, indicates a moderate increase. Despite the increase in prices, there are indications that the situation in stock management continues to improve.

Smaller agribusinesses

Stock turnover rate



Balansstaatstruktuur

Balance sheet structure

Die voorraad omsetsnelheidkoers vir kleiner besighede in geheel toon 'n verbeterde resultaat teenoor die vorige tydperk.

Kunsmis en Plaagdoders

Al die deelnemers aan die prestasiometing is oor die afgelope sewe jaar versoek om die kosprys van kunsmis en plaagdoders te verskaf wat in hul onderskeie gebiede die meeste verhandel is. Na aanleiding hiervan is 'n prysindeks saamgestel.

Die skerp stygging in 2008 is gevvolg deur twee jaar waarin sowel kunsmis as gifstowwe se prysse gedaal het as gevolg van die afname in kommoditeitspryse en die sterkte van die rand. Nieteenstaande die hulp wat die sterker rand verleen het, het sowel die prysse van kunsmis (4%) en spuitstof (13%) vanjaar toegeneem.

Kunsmis

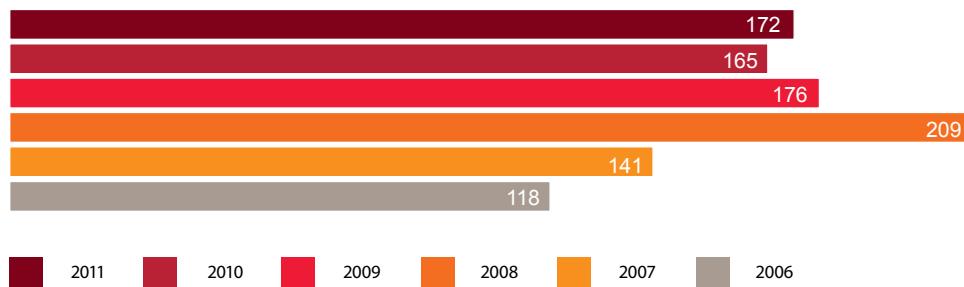
The stock turnover rate for small businesses as a whole indicates an improved result over the previous period.

Fertiliser and Pesticides

All of the participants in this benchmarking were requested over the past seven years to provide the cost price of the fertilisers and pesticides most traded in their respective areas. On the basis of this a price index has been compiled.

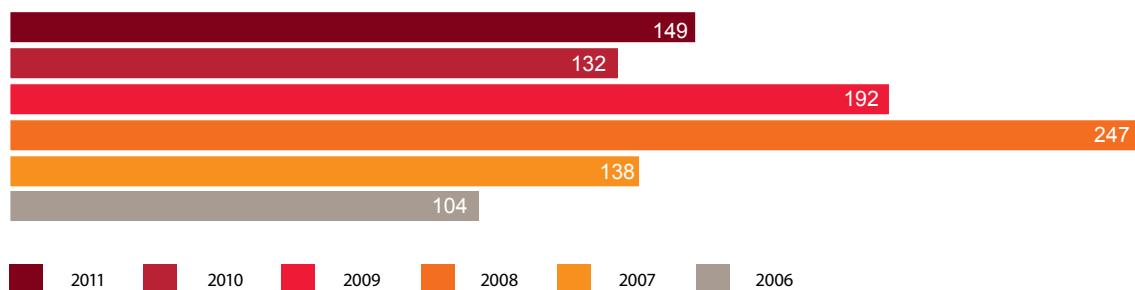
The sharp rise in 2008 was followed by two years in which both fertiliser and pesticides dropped in price as a result of the decline in commodity prices and the strength of the rand. Notwithstanding the help from the stronger rand, the prices of both fertiliser (4%) and sprays (13%) increased this year.

Fertiliser



Plaagdoders

Pesticides

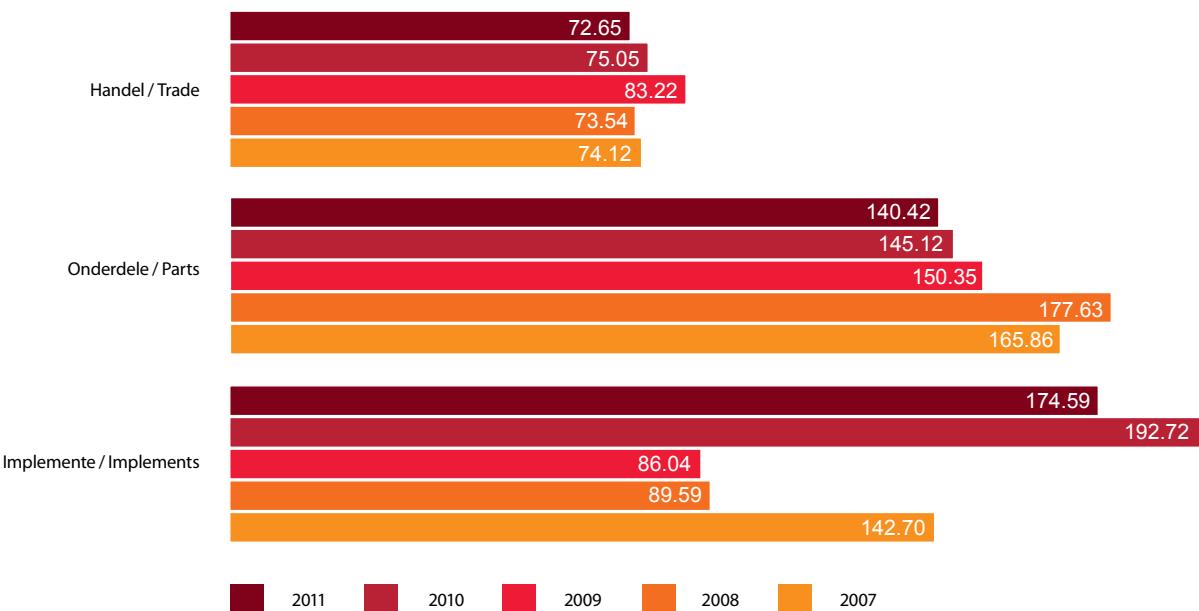


3.5.2 Voorraaddae

Die verhouding toon aan hoeveel dae dit neem om voorraad van die hand te sit. Dit is dieselfde resultaat as in 3.5.1, behalwe dat dit dui op die aantal dae wat dit neem om voorraad van die hand te sit.

Groter landboubesighede

Voorraaddae

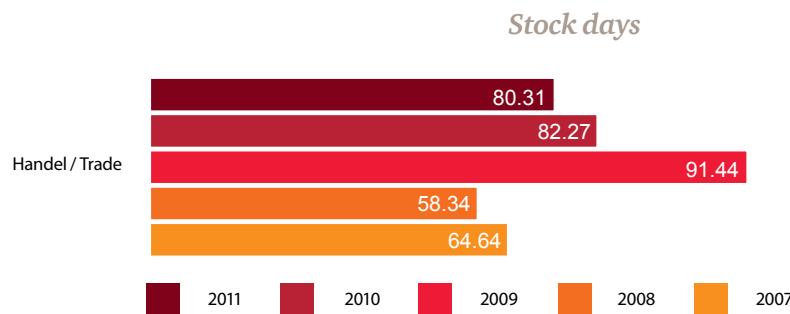


Larger agribusinesses

Stock days

Kleiner landboubesighede

Voorraaddae



Smaller agribusinesses

Stock days

3.5.2 Voorraaddae

Hierdie verhouding is dieselfde as dié in 3.5.1, behalwe dat dit in aantal dae uitgedruk word in plaas van aantal kere omgesit.

Vir die definisie van koste van verkoop en gemiddelde voorraad, verwys na definisies onder 3.5.1 hierboe.

3.5.2 Stock days

This ratio is the same as that in 3.5.1, except that it is expressed in the number of days instead of the number of times the stock is turned over.

For the definition of cost of sales and average stock, refer to the definitions in 3.5.1 above.

3.5.3 Voorraadkrimping as persentasie van koste van verkoop/omset

Die verhouding verteenwoordig die voorraad afgeskryf gedurende die jaar weens prysverlagings, tekorte, veroudering of diefstal.

Weens die uitwerking daarvan op verskillende bruto winspersentasies, het deelnemers versoek dat die krimpingsfaktor op sowel omset as koste van verkoop bereken word.

Groter landboubesighede

Voorraadkrimping

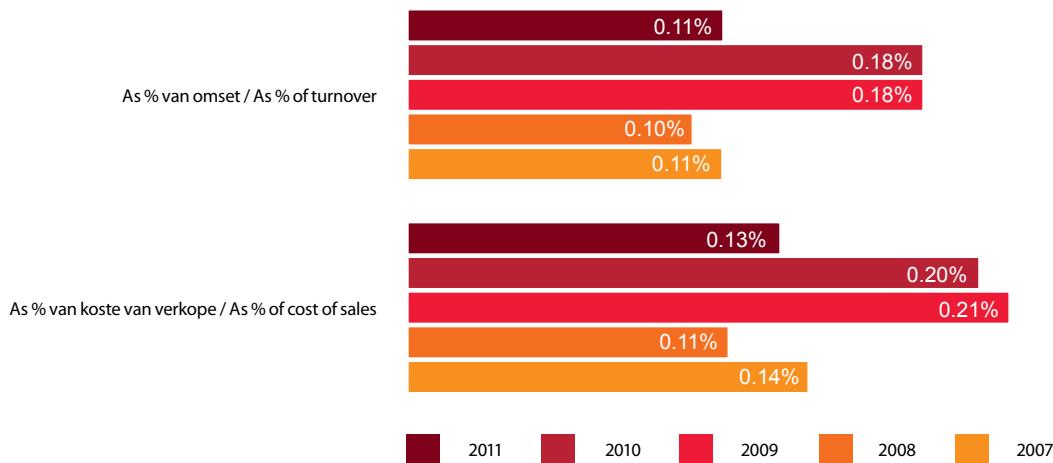
3.5.3 Stock shrinkage as a percentage of cost of sales/turnover

This ratio represents the stock written off during the year due to price reductions, shortfalls, obsolescence or theft.

Due to the effect of shrinkage on different gross profit percentages, participants requested that the shrinkage factor be calculated on turnover as well as cost of sales.

Larger agribusinesses

Stock shrinkage



Voorraadbestuur bly 'n groot prioriteit by alle afdelings. Die daling in kommoditeitspryse in die voorafgaande twee jaar het groter afskrywings, veral ten opsigte van kunsmis, meegebring. Vanjaar se afname in hierdie persentasie dui op meer doeltreffende voorraadbestuur.

Stock management remains a main priority in all divisions. The decline in commodity prices over the preceding two years caused larger write-offs, particularly with regard to fertiliser. This year's decline in this percentage indicates more effective stock management.

3.5.3 Voorraadkrimping

Voorraadkrimping verteenwoordig die monetêre waarde van alle voorraadafskrywings weens die afskrywings en berekende tekorte van voorraad.

Koste van verkoope

Koste van verkoope verteenwoordig die berekening soos gedefinieer in 3.5.1 hierbo.

Omset

Omset word gedefinieer in 2.5 hierbo.

3.5.3 Stock shrinkage

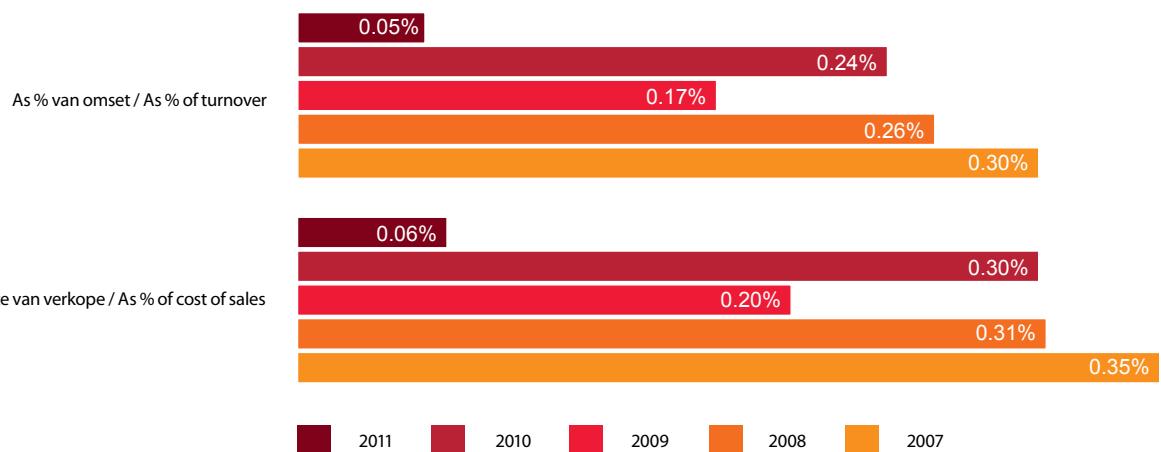
Stock shrinkage represents the monetary value of all stock write-offs due to the write-offs and calculated shortfalls of stock.

Cost of sales

Cost of sales represents the calculation as defined in 3.5.1 above.

Turnover

Turnover is defined in 2.5 above.

Kleiner landboubesighede**Voorraadkrimping**

Die daling in voorraadkrimping kan toegeskryf word aan beter voorraadbestuur.

3.6 Debiteure**3.6.1 Debiteuredae**

Debiteuredae gee 'n aanduiding van hoe lank dit vir die besigheid neem om sy debiteure in te vorder. Die verhouding word bereken deur die gemiddelde uitstaande debiteure in die tydperk te vergelyk met die omset wat gegenereer is.

Die wêreldwye kredietkrisis is steeds met ons en toegang tot finansiering is steeds baie moeilik.

Finansiering is 'n goeie faciliteerdeerder vir die res van die besigheid. Die daarstel van doeltreffende en doelgemaakte finansieringsprodukte is belangrik ten einde die produsent en die landboubesigheid in staat te stel om hul doelwitte optimaal te bestuur tot albei se voordeel.

The decline in stock shrinkage can be ascribed to better stock management.

3.6 Debiteure**3.6.1 Debtor days**

Debtor days gives an indication of how long it takes for the business to collect from its debtors. The ratio is calculated by comparing the average outstanding debtors in the period with the turnover that was generated.

The worldwide credit crisis is still with us, and access to finance remains very difficult.

Financing is a good facilitator for the rest of the business. The establishment of effective and purpose-made financing products is an important part of putting producers and agribusinesses in a position to manage their objectives optimally, to everyone's advantage.

3.6.1 Debiteuredae**Gemiddelde debiteure**

Dit is die maandelikse gemiddelde bruto debiteure, wat oorlaatskuld insluit.

Omset

Omset verteenwoordig bruto omset, maar anders as in die geval van 2.5 hierbo, word die bruto direkte verkope by die berekening in ag geneem. Omdat direkte omset ook deur landboubesighede gefinansier word, is daar besluit om die definisie van omset in hierdie geval te wysig.

3.6.1 Debtor days**Average debtors**

This is the monthly average gross debtors, including carry-over debt.

Turnover

Turnover represents gross turnover, but other than in the case of 2.5 above, gross direct sales are taken into account in the calculation. Because direct turnover is also financed by agribusinesses, it was decided to amend the definition of turnover in this case.

Ondanks 'n goeie mielie-oes, was alle produsente nie in staat om hulle produksierekeninge ten volle te vereffen nie. Dit was as gevolg van graanpryse wat relatief laag was teenoor die insetkoste van die oes. Die investering in debiteure het dieselfde siklus as die vorige tydperk gevolg en dit was duidelik dat die lae kommoditeitspryse 'n groot agterstalligheid tot gevolg sou hê. Hierdie agterstalligheid het later heelwat genormaliseer. Die swak pryse in die suivelbedryf was opvallend en het onvermydelik die likiditeit en finansiële posisie van die produsente in die algemeen negatief beïnvloed.

'n Gesonder produksiedebiteureboek met aansienlik laer oorlaatskuldvlekke word as primêre doelwit nagestreef. Ondanks die styging in die gemiddelde debiteuredae, het die gehalte van die debiteure-posisie en spesifiek die oorlaat-debiteure oor die algemeen aansienlik verbeter.

Die styging en/of daling van debiteure en omsette van landboubesighede vir die afgelope tydperk was soos volg:

	Groot	Klein
Debiteure	7% styging	3% daling
Omset	2% styging	25% styging

Weens die toetreding van nuwe rolspelers met unieke finansieringsprodukte, raak die finansiering in die landbousektor nou meer mededingend. Landboufinansiering beweeg stelselmatig weg van bateversekureerde na kommoditeitsversekureerde finansiering en sodoende word baie klem geplaas op die terugbetaal- en bestuursvermoë van produsente. Daar word van landboubesighede vereis om deesdae groter deursigtigheid te toon aan produsente wat krediet verlang, asook hul bemarkingsplanne te openbaar. Die Nasionale Kredietwet plaas verder druk op kredietverskaffers om te verseker dat klante oor voldoende terugbetaalvermoë en sekuriteit beskik alvorens finansiering toegestaan word. Ondanks die stelselmatige beweging na kommoditeitsversekureerde finansiering, was plaaseiendom in die jaar onder oorsig nog steeds die grootste bron van sekuriteit wat klante kon aanbied. En ondanks die feit dat politici en joernaliste soms roekeloze uitsprake maak, het die grondwaardes nie afgeneem nie. Transaksies het moontlik verminder as gevolg van stedelinge wat minder in landbougrond belangstel en die Groenskrif oor die herverdeling daarvan, maar grondpryse bly minstens konstant. Weens die groot styging in elektrisiteitskoste raak die winsgewendheid van besproeiingsgrond nou 'n probleem. Dalende rentekoerse het egter in tye waar kommoditeitspryse baie wisselvallig vertoon het, effense verligting aan produsente verskaf.

Despite a good maize harvest, not all producers were in a position to settle their production accounts. This was a consequence of grain prices being low in relation to the input costs of the crop. Investment in debtors followed the same cycle as the previous period, and it was clear that the low commodity prices would result in large arrear amounts. These arrear amounts largely normalised later. The poor prices in the dairy industry were significant and unavoidably had a negative effect on the liquidity and financial position of producers in general.

A healthier production debtors' book with considerably lower carry-over debt levels is the primary goal being pursued. Despite the increase in average debtor days, the quality of the debtor position and specifically the carry-over debtors did improve considerably overall.

The increase and/or decline in debtors and turnovers of agribusinesses for the past period was as follows:

	Large	Small
Debtors	7% increase	3% decline
Turnover	2% increase	25% increase

Thanks to the entry of new role-players with unique financing products, financing in the agricultural sector is now becoming more competitive. Agricultural financing is systematically moving away from asset-secured to commodity-secured financing, and this puts more emphasis on the repayment and management capacity of producers. These days agribusinesses are required to display greater transparency to producers desiring credit, and also to reveal their marketing plans. The National Credit Act puts further pressure on credit providers to ensure that clients have sufficient repayment capacity and security before financing is granted. Despite the systematic move towards commodity-secured financing, farm properties were still the main source of security that clients could offer. And despite the fact that politicians and journalists sometimes make rash statements, land values have not declined. Transactions might have reduced as a consequence of city dwellers being less interested in agricultural land and the Green Paper about the redistribution of land, but land prices are at least remaining constant. Due to the great increase in electricity costs, the profitability of irrigation land is now becoming a problem. However, declining interest rates, in times when commodity prices have proved very volatile, have offered producers some slight relief.

Balansstaatstruktuur

Balance sheet structure

Landboubesighede tree egter tans innoverend op deur voortdurend nuwe finansieringsprodukte bekend te stel. Voorbeeld hiervan is veelenings, termynlenings, direkte produsente-opbergingslenings, weidingomskakelingslenings, hulpbronverbeteringslenings, afbetaalingsverkoopsfinansiering produkte, elektrifisering van heiningslenings en 'n multirisiko-versekeringbaseerde produkte.

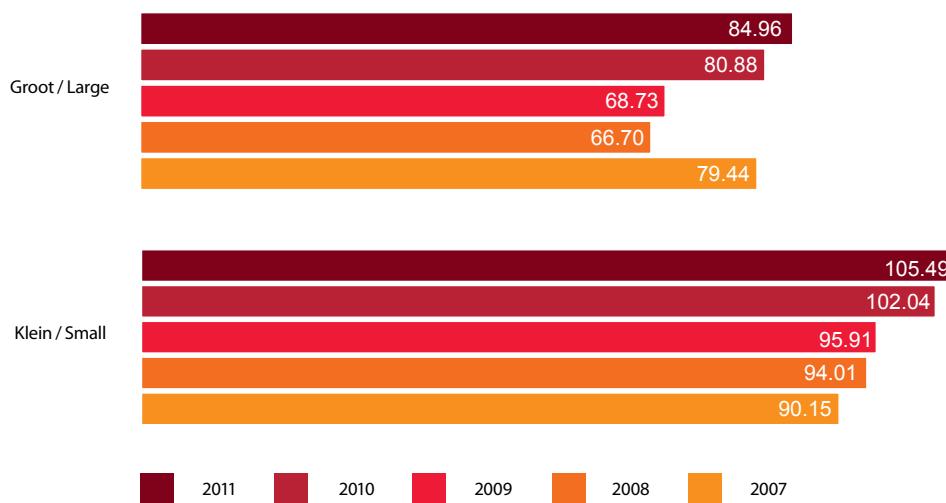
As deel van 'n poging om groter finansieringskapasiteit te vestig en balansstaat beter te struktureer, is landboubesighede tans in 'n proses om hul finansieringsboek af te verkoop aan finansiers.

Agribusinesses are, however, acting innovatively by continually announcing new financial products. Examples are livestock loans, term loans, direct producers' storage loans, pasture conversion loans, resource improvement loans, instalment sale financing products, loans for the electrification of fences and multi-risk insurance-based products.

As part of an attempt to establish greater financing capacity and to structure balance sheets better, agribusinesses are currently in the process of selling their finance book to financiers.

Debiteuredae

Debtor days



Die grafiek toon 'n teleurstellende tendens sedert 2007. Dit is tekenend van die agteruitgang van die produsente se kontantsituasie. Gelukkig het grondpryse landwyd oor die laaste aantal jare gestyg, wat meegebring het dat meer sekuriteit aangebied kan word.

The graph reflects a disappointing trend since 2007. It is indicative of the deterioration of the producers' cash situation. Fortunately land prices have increased countrywide over the last few years, with the result that more security can be offered.

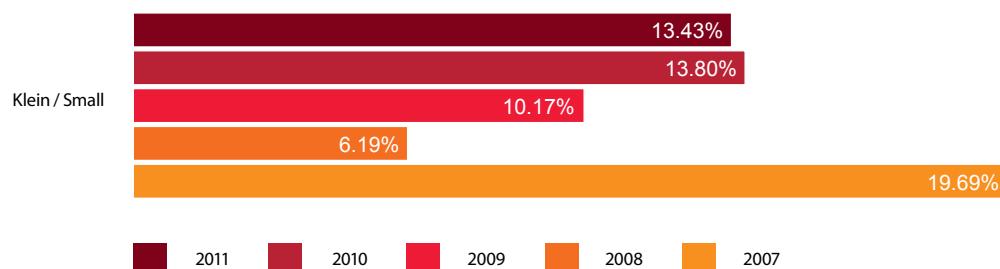
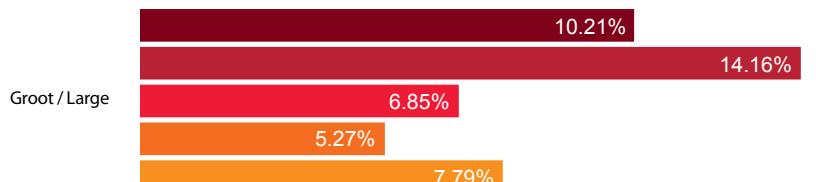
Balansstaatstruktuur

Balance sheet structure

3.6.2 Oorlaatskuld as persentasie van debiteure

Hierdie verhouding dui aan tot watter mate produsente hul insetkoste nie kon vereffen uit oes-opbrengste nie.

Oorlaatskuld



Hierdie verhouding behoort 'n rol te speel in die beoordeling van die voorsiening vir waardedaling van debiteure en slechte skuld afgeskryf.

Groter landboubesighede

Hoewel die debiteureboek gegroeи het, het oorlaatskulde relatief verminder. Die toepassing van 'n strenger kredietbeleid en sekuriteitsnorme, tesame met die verbetering in graanpryse in die tweede helfte van die oorsigtydperk, het tot 'n beter resultaat bygedra.

Kleiner landboubesighede

Ná die skerp toename van die vorige tydperke, het die oorlaatskuld in die tydperk onder oorsig vanaf 13.8% van debiteure tot 13.4% gekrimp.

3.6.2 Oorlaatskuld

Oorlaatskuld verteenwoordig produksielenings wat aan die einde van die seisoen nog nie vereffen is nie. Dit sluit ook in spesiale reëlings wat met produsente getref is om skuld oor 'n langer termyn te vereffen.

Debiteure

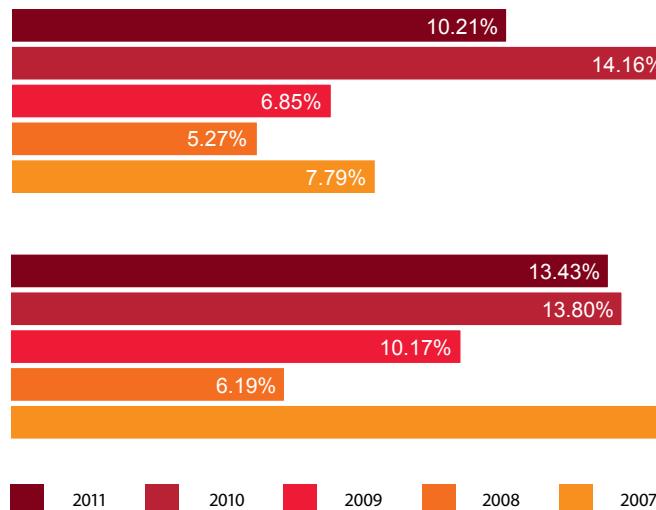
Dit is die bruto maandelikse gemiddelde debiteure, soos gedefinieer in 3.6.1 hierbo.

Balance sheet structure

3.6.2 Carry-over debt as a percentage of debtors

This ratio indicates the extent to which producers were unable to settle their input costs out of the returns on their harvests.

Carry-over debt



This ratio should play a role in judging the provision of impairment of debtors and bad debts written off.

Larger agribusinesses

Although the debtors' book has grown, carry-over debts have reduced in relative terms. The enforcement of a stricter credit policy and security norms, together with the improvement in grain prices in the second half of the review period, has contributed to a better result.

Smaller agribusinesses

After the steep increases of the previous periods, the carry-over debt in the period under review shrank from 13.8% of debtors to 13.4%.

3.6.2 Carry-over debt

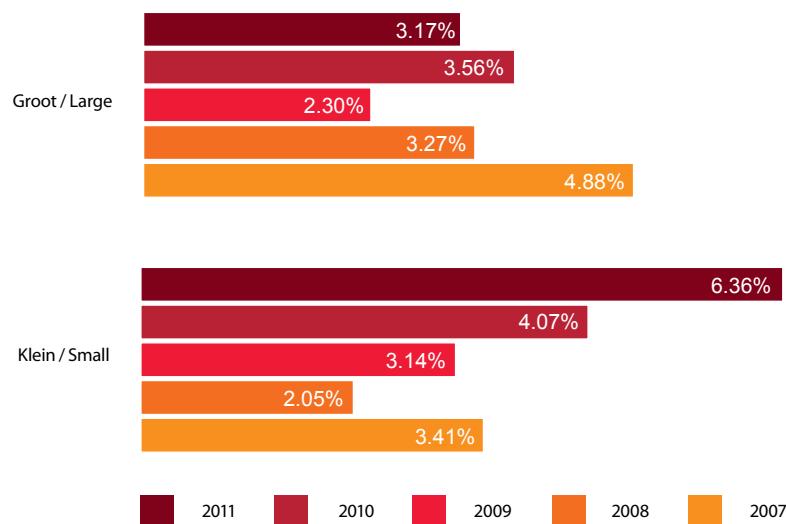
Carry-over debt represents the production loans which have not yet been settled at the end of the season. It also includes special arrangements made with producers to settle debt over a longer term.

Debtors

This is the gross monthly average debtors as defined in 3.6.1 above.

3.6.3 Voorsiening vir waardedaling van debiteure as persentasie van totale debiteure

Voorsiening vir waardedaling van debiteure



Dit dui aan tot watter mate die bestuur van landboubesighede in die vorderbaarheid van debiteure twyfel. Oorlaatskuld is hier die bepalende faktor. Soos hierbo vermeld het oorlaatskuld by groter besighede gedaal en gevoglik ook die voorsiening vir die waardedaling van debiteure.

Slegte skuld hou regstreeks verband met die voorsiening vir waardedaling. Dié voorsiening moet dus as 'n voorloper vir slegte skuld gesien word. Landboutoestande oor die laaste paar jaar het die bestuur van landboubesighede verplig om meer konserwatief op te tree.

Kleiner landboubesighede moes na aanleiding van die groter mate van oorlaatskuld in die verlede weer hul voorsienings opwaarts aanpas.

3.6.3 Provision for impairment of debtors as a percentage of total debtors

Provision for impairment of debtors

This indicates the extent to which the management of agribusinesses doubts the recoverability of debtors. Carry-over debt is the determining factor here. As mentioned above, carry-over debt of larger agribusinesses has reduced and consequently also the provision for the impairment of debtors.

Bad debt is directly related to the provision for impairment. This provision should thus be seen as the forerunner of bad debt. Agricultural conditions over the past few years have compelled the management of agribusinesses to operate more conservatively.

In the light of the greater extent of carry-over debt in the past, smaller agribusinesses again had to adjust their provisions upward.

3.6.3 Voorsiening vir waardedaling van debiteure

Dit is die bedrag wat voorsien is vir waardedaling, soos bereken op die deelnemers se balansstaatdatums.

Debiteure

Anders as die definisie in 3.6.1, word die voorsiening gebaseer op debiteure soos aangedui op balansstaatdatums.

3.6.3 Provision for impairment of debtors

This is the amount set aside for impairment, as calculated on the participants' balance sheet dates.

Debtors

Unlike the definition in 3.6.1, the provision is based on debtors as indicated on balance sheet dates.

3.6.4 Slegte skulde as persentasie van gemiddelde debiteure

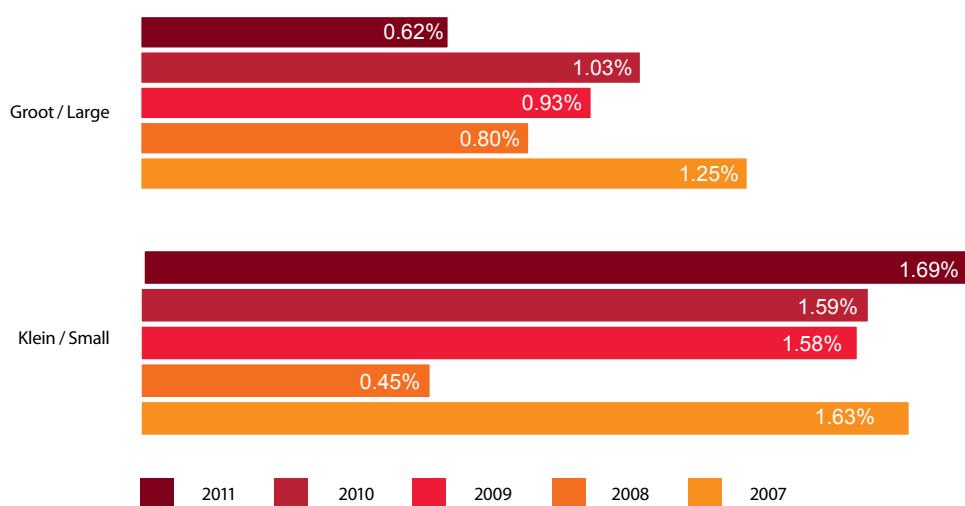
Relatief hoër skuldafskrywings kan verwag word in jare wat gekenmerk word deur hoë insetkoste en ongunstige graanpryse.

Die herstel in graanpryse en die sterkte van die rand het egter in die tydperk onder oorsig meegebring dat groter besighede se afeskrywings persentasiegewys die laagste in sewe jaar was. Die strenger toepassing van krediebeleid het ook 'n groot rol in hierdie afname gespeel.

3.6.4 Bad debts as a percentage of average debtors

Relatively higher debt write-offs can be expected in years characterised by high input costs and unfavourable grain prices.

However, thanks to the recovery of grain prices and the strength of the rand, write-offs of large businesses were, in percentage terms, the lowest in seven years. The stricter enforcement of credit policy also played a major role in this decline.



3.6.4 Slegte skulde

Slegte skulde verteenwoordig die bedrag wat in die inkomstestaat as onverhaalbaar afgeskryf is.

Gemiddelde debiteure

Dit is die bruto maandelikse gemiddelde debiteure, soos gedefinieer in 3.6.1 hierbo.

3.6.4 Bad debts

Bad debts represent the amount accounted for in the income statement as irrecoverable.

Average debtors

This is the gross monthly average debtors as defined in 3.6.1 above.

3.7 Kontantvloeい

Gerealiseerde wins behoort in kontant omskep te word. Daarom streef besighede ook om 'n redelike verhouding tussen ekwiteit en vreemde kapitaal te handhaaf. Sodanige ekwiteit, hoofsaaklik reserwes, kan slegs geskep word indien voldoende kontant gegenerer word om bates te finansier.

Groter landboubesighede

Hoewel groter landboubesighede se bedryfskapitaalbehoefte weer die grootste deel van die winste geabsorbeer het, was die meerderheid daartoe in staat om 'n positiewe kontantvloeい uit handelsbedrywighede te genereer. Soos gemeld in die vorige tydperk, was daar nog enkele gevalle waar langtermynfinansiering bekom is om bedryfskapitaal te finansier.

Investering in langtermynbates het met 35% teenoor die vorige tydperk toegeneem. Finansieringskoste het weens die investeringsbeleid vanjaar met 6% gestyg, ondanks die daling in rentekoerse.

As die groot eenmalige dividend van Senwes gedurende die vorige tydperk buite rekening gelaat word, het dividenduitkerings vanjaar met gemiddeld 23% gestyg.

Kleiner landboubesighede

Dit is baie duidelik dat die kleiner landboubesighede nog steeds 'n konserwatiewe beleid volg. Die oorgrote meerderheid het hul finansiële tydperk afgesluit met 'n positiewe kontantvloeい uit bedryfsaktiwiteite. Kapitaalbesteding is weereens beperk, terwyl langtermynlenings wel in sommige gevalle aangegaan is om debiteure en voorraad te finansier.

3.7 Cashflow

Profits realised must be converted into cash. Businesses therefore also strive to maintain a reasonable balance between equity and loan capital. Such equity, mainly reserves, can be created only if sufficient cash is generated to finance assets.

Larger agribusinesses

Although the working capital needs of larger agribusinesses again absorbed the largest part of the profits, the majority were in a position to generate a positive cash flow from trading activities. As mentioned in the previous period, there were still a few cases in which long-term financing was obtained to finance operating capital.

Investment in long-term assets increased by 35% against the previous period. Financing costs increased by 6% this year due to the investment policy, despite the decline in interest rates.

If the large one-off dividend from Senwes in the previous period is not taken into account, dividend payouts this year increased by 23% on average.

Smaller agribusinesses

It is very clear that the smaller agribusinesses are continuing to follow a conservative policy. The great majority closed off their financial period with a positive cash flow from their business activities. Capital expenditure was again limited, while long-term loans were taken up in some cases to finance debtors and stock.

Notas

Notes



© 2012 PricewaterhouseCoopers ("PwC"), Suid-Afrikaanse firma, PwC is deel van die PricewaterhouseCoopers International Limited ("PwCIL") netwerk wat bestaan uit afsonderlike en onafhanklike regsentiteite wat nie as agente van PwCIL of enige ander lidfirma optree nie. Nie PwCIL of die onafhanklike firmas is hoegenaamd verantwoordelik of aanspreeklik vir die optredes of uitlatings van die ander nie. Geen deel van hierdie dokument mag sonder die skriftelike toestemming van PwC geduplikeer word nie.

© 2012 PricewaterhouseCoopers ("PwC"), a South African firm, PwC is part of the PricewaterhouseCoopers International Limited ("PwCIL") network that consists of separate and independent legal entities that do not act as agents of PwCIL or any other member firm, nor is PwCIL or the separate firms responsible or liable for the acts or omissions of each other in any way. No portion of this document may be reproduced by any process without the written permission of PwC.