

AUDITED RESULTS FOR THE YEAR ENDED 28 FEBRUARY 2009



ABRIDGED GROUP INCOME STATEMENT

	Audited 28 February 2009 R'000	Audited 29 February 2008 R'000	Change %
Revenue	6 581 641	8 811 995	
Cost of sales	(5 483 271)	(7 486 603)	
Gross profit	1 098 370	1 325 392	
Other income	3 100	12 698	
Impairment of goodwill	(21 572)	(10 400)	
Selling and administration expenses	(1 033 520)	(1 115 453)	
Operating profit	46 378	212 237	
Investment income	17 142	7 218	
Finance costs	(50 437)	(52 690)	
Profit before taxation	13 083	(92)	166 765
Taxation	(11 023)	(80)	(54 857)
Net profit	2 060	(98)	111 908
Attributable to:			
Equity holders of the Company	8 127	(92)	98 173
Minority shareholders	(6 067)	(144)	13 735
	2 060	(98)	111 908
Reconciliation of headline earnings			
Net profit	2 060	111 908	
Non-trading items			
- capital profit	(100)	(2 750)	
less: capital gains tax	14	109	
	(86)	(2 641)	
- impairment of goodwill	21 572	10 400	
Headline earnings	23 546	(80)	119 667
Headline earnings attributable to:			
Equity holders of the Company	26 390	(75)	104 768
Minority shareholders	(2 844)	14 899	
	23 546	119 667	

ABRIDGED GROUP CASH FLOW STATEMENT

	Audited 28 February 2009 R'000	Audited 29 February 2008 R'000
Operating profit adjusted for non-cash items	100 846	244 488
Working capital changes:		
Movement in inventory	216 713	29 115
Movement in trade and other receivables	64 684	8 058
Movement in trade and other payables	(211 180)	50 036
Cash generated from operations	171 063	331 697
Investment income received	17 142	7 218
Finance costs paid	(50 437)	(52 690)
Dividends paid	(30 094)	(215 841)
Taxation paid	(38 834)	(106 709)
Cash flow from operating activities	68 840	(36 325)
Cash flow from investing activities	(47 770)	(41 735)
Cash flow from financing activities	(32 548)	(28 985)
Net cash flow for year	(11 478)	(107 045)
Cash and cash equivalents at beginning of year	223 468	330 513
Cash and cash equivalents at end of year	211 990	223 468

ABRIDGED GROUP BALANCE SHEET

	Audited 28 February 2009 R'000	Audited 29 February 2008 R'000
Assets		
Non-current assets		
Plant and equipment	75 069	71 717
Goodwill	123 001	144 346
Investments	146 848	124 379
Deferred taxation	43 535	36 396
	388 453	376 838
Current assets	1 579 834	1 871 007
Total assets	1 968 287	2 247 845
Equity and liabilities		
Capital and reserves		
Share capital and reserves	451 905	472 716
Minority interest	(433)	12 121
Total equity	451 472	484 837
Non-current liabilities		
Advance from minority shareholders	224 792	252 317
Interest-bearing borrowings	3 670	5 314
Assurance funds	19 458	26 217
Lease liabilities	88 613	77 905
	336 533	361 753
Current liabilities	1 180 282	1 401 255
Total equity and liabilities	1 968 287	2 247 845
Net asset value per share (cents)	420	451

GROUP FINANCIAL HIGHLIGHTS

	Audited 28 February 2009 R'000	Audited 29 February 2008 R'000	Change %	Audited 29 February 2008 R'000
Revenue	(R'000)	(R'000)	(25)	8 811 995
Operating profit	(R'000)	(R'000)	(78)	212 237
Earnings per share	(cents)	(cents)	(92)	91,6
Headline earnings per share	(cents)	(cents)	(75)	97,7
Final dividend per share	(cents)	-	(100)	28,0
Total assets	(R'000)	(R'000)	(12)	2 247 845
Year-end cash resources	(R'000)	(R'000)	(5)	223 468

COMMENTARY ON RESULTS

The year was undoubtedly the most difficult the Group has experienced. The challenges presented during the previous year have been exacerbated by the global economic crisis, triggered by the sub-prime loans meltdown in the United States.

Dominated by a 25% fall in revenue, primarily as the result of the slump in vehicle sales, operating profit fell 78% to R46,4 million, and attributable headline earnings declined 75% to R26,4 million.

The gross margin on revenue increased from 15,0% to 16,7%. Despite an inflation rate of 8%, operating expenses were reduced by 7%, and tight control over cash resources enabled a 27% reduction in net interest costs. However, in the face of the 25% decline in revenue, it was inevitable that profit before taxation would be severely impacted.

One positive feature of the year's trading was the Group's firm grasp on its cash flow. Cash generated from operations enabled the Group to fund a dividend payment of R30 million in June 2008, repay loans and dividends of R31,5 million to its BEE partner, and still end the year with cash resources of R12 million (2008: R223 million).

Despite the disappointing earnings, the Group's balance sheet remains sound, and the cash flow statement records strong cash generation. Interest-bearing debt is a negligible R5 million and the Group's current ratio and quick ratio have been constant at 1,3 and 0,4 respectively for a number of years.

With an eye on funding working capital for future expansion, and in view of the ever-tightening lending criteria being applied by finance houses, the directors have recommended that no dividend be paid in respect of the year under review.

RETAIL MOTOR

National passenger vehicle sales declined 23% and light commercial vehicles 17% during the financial year, and it is estimated that the used market reduced similarly. The principal reasons for the fall were the high debt levels under which consumers were labouring, and the consequent reluctance of the motor finance houses to extend further credit during a period when they too were facing high write-offs and an increased cost of funds. Whilst customer interest on showroom floors was high, the credit approval levels fell from approximately 55% to below 25%. Customers that gained approval were charged higher interest rates than they previously enjoyed, with the result that the first 1,5 percentage points drop in the prime rate was offset by the higher bank margin.

The three highest value overhead expenses in a typical dealership are staff costs, property rentals and demonstration vehicles/petrol. Since its peak during mid-2007, the Group's headcount in this segment has been reduced by 640 to its present level of 2005 employees. This reduction has been mainly effected by the closure of unprofitable operations and the trimming of backroom unproductive staff. Only a small portion represents sales and/or workshop productive functions. Over the same period the number of properties occupied by the Group has been cut by 17 through termination of businesses or rationalisation and sharing of facilities. In some instances the lease rentals have had to be carried although the premises were vacant, but all such costs, and the expected future commitments, have been expensed in the current year. The fleet of demonstration vehicles, for both customer and staff use, has been reduced by 44%.

Fortunately the Group's workshops and parts departments performed well, providing consistent returns and a buffer against the more volatile sales departments.

MARINE AND LEISURE

The depressed economic conditions were keenly felt by this division, which operates largely at the luxury end of the market. Revenue fell 42%, forcing a major overhaul of the business and its operating locations. The headcount of 134 in mid-2007 has been reduced to 59, operating locations have been cut from five to two, and assets from R157 million to R122 million. A further net asset reduction of R15 million is expected in the next six months. This division markets quality brands and, with its low cost base, has the capacity to return substantial margins when the economy turns.

GROUP STATEMENT OF CHANGES IN EQUITY

	Non-distributable Share capital R'000	Share-based reserve R'000	Retained earnings R'000	Attributable to equity holders of the Company R'000	Minority interest R'000	Total equity R'000

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