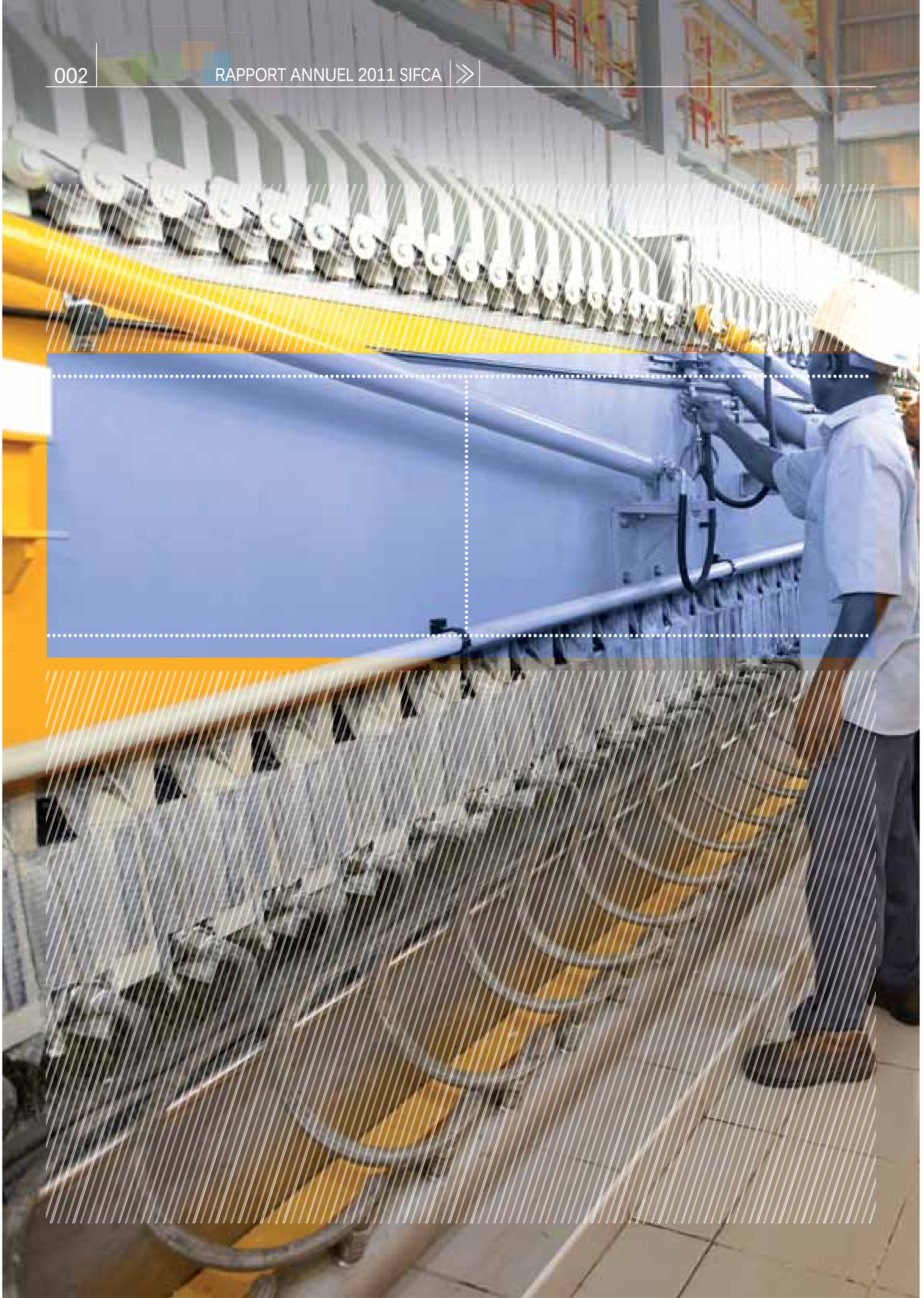
RAPPORT ANNUEL

2011

ANNUAL REPORT



"SOMMAIRE CONTENTS"


CHARTE
Hygiène et Sécurité
TOSHIBA

INTRODUCTION
INTRODUCTION

SIFCA, un modèle en Afrique de l'Ouest

Fondé en 1964 à Abidjan, SIFCA est l'un des acteurs majeurs de l'agro-industrie en Afrique de l'Ouest
Implanté dans 5 pays, le Groupe emploie plus de 29 000 personnes et est présent sur la chaîne de valeur de 3 produits agricoles essentiels en Afrique. Il intervient dans l'exploitation de plantations, la transformation et la commercialisation de l'huile végétale, du caoutchouc naturel et du sucre de canne.
Depuis le recentrage de ses activités en 1999, la stratégie du Groupe s'appuie tout spécialement sur le développement et l'accompagnement des plantations villageoises. Assurer une croissance harmonieuse entre l'agro-industrie et les planteurs villageois est un enjeu majeur pour SIFCA et un fantastique levier de développement économique pour les pays d'Afrique de l'Ouest.
Certaines filiales de SIFCA sont cotées sur les places boursières d'Abidjan et de Paris.

SIFCA: a company model in West Africa

Since its establishment in 1964 in Abidjan, SIFCA is a leading actor in the African agribusiness.
With a workforce exceeding 29,000 people across five countries, the Group is present on the value chain - from farming, processing to marketing- of three dominant agricultural products in Africa: vegetable oil, natural rubber and sugar cane.
Since refocusing its activities in 1999, the Group has specifically based its strategy on the development and support of village plantations. A major stake for SIFCA is to ensure harmonious growth between the agro-industry and the village growers while representing a fantastic lever for the economic development of West African countries.
Some SIFCA's subsidiaries are listed on the stock exchanges of Abidjan and Paris.

Mot du Président du Conseil d'Administration

Message of the Chairman of the Board

Jean-Louis **BILLON** : Président du Conseil d'Administration
Chairman of the Board

Les évènements socio-politiques, qui se sont mués en affrontement armé en 2011, nous ont tous éprouvés, et le groupe Sifca a dû faire face à des situations jamais vécues, ni même envisagées un jour. Mais, grâce au comportement et au dévouement de tous, nous avons tenu le cap et enregistré des résultats encourageants.

Il faut s'en réjouir et saluer l'assiduité et la confiance que vous avez conservées pour le groupe, permettant d'aussi bons chiffres. C'est le fruit d'un travail commun et chacun d'entre vous doit être remercié et félicité pour le courage et le sens des responsabilités et du devoir dont il a fait preuve durant ces longs mois de tension extrême.

Ainsi, malgré les difficultés rencontrées, nous avons la chance d'être en progression. Ces résultats nous confortent dans l'idée qu'avec un environnement meilleur et moins hostile, nous pourrons nous améliorer dans nos différentes filières. Celle du sucre, qui se porte déjà mieux, devrait donner des résultats rapidement et sera d'ailleurs bientôt modernisée, à l'instar du secteur de l'huile de palme. La filière du caoutchouc, elle, devrait continuer sa progression malgré les velléités, et c'est dommage, la taxation de la filière.

Le groupe, précurseur dans la politique de développement durable en Côte d'Ivoire, va également continuer son action et être de plus en plus présent auprès des communautés villageoises. Après tout, nous avons un intérêt commun à exister et à progresser ensemble.

De grands défis nous attendent. Il s'agit de contribuer à la relance de l'activité économique, et donc à la reconstruction, tout en tirant les enseignements d'un passé récent. Les challenges sont donc nombreux pour le Groupe, mais aussi pour l'ensemble des collaborateurs. Mais, je suis persuadé qu'ensemble nous allons les relever !

Avec la disparition de nos collaborateurs, amis et frères qu'étaient Raoul ADEOSSI, Chelliah PANDIAN et Yves LAMBELIN, une page de l'aventure Sifca s'est tournée ! Une nouvelle s'écrit aujourd'hui, qui s'inscrit dans celle de la nouvelle Côte d'Ivoire. Ce sont nos valeurs et notre humanité qui feront de nous et de notre Groupe, un exemple pour les générations futures. Yves LAMBELIN nous a donné le cap, à nous, désormais de le maintenir dans la dynamique et l'esprit des nouveaux défis qui se présentent.

The sociopolitical events that turned into an armed conflict in 2011, distressed us; and the Sifca group had to face unprecedented situations we never even thought of one day. But, thanks to the behavior and dedication of all, we stayed the course and achieved encouraging results.

We must be glad; and commend your constant diligence and the trust you have had in the Group to make it possible to achieve such a good result. This is the result of collaborative work and each of you must be recognized and congratulated on the courage and sense of responsibility and duty shown during those long months of extreme tension.

In spite of the difficulties, we are lucky to have achieved progress. These results confirm that with a better and less hostile work atmosphere, we will be able to improve performance in our different business lines. The sugar sector, which is already better, is expected to give good results in a near future and will besides be modernized soon like the oil palm sector. We expect the rubber industry to continue to develop despite the uncertainties and the taxation of the sector.

As the pioneer of the sustainable development policy in Cote d'Ivoire, the Group will also continue its action and be more and more present in village communities. After all, we have a common interest to exist and grow together.

We have enormous challenges ahead. These include contributing to the economic upswing, and therefore to the reconstruction, while learning from the recent past. The challenges are many for the Group, but also for all the employees. But, I am convinced that together we will overcome those challenges.

With the missing of our employees, friends and brothers: Raoul ADEOSSI, Chelliah PANDIAN and Yves LAMBELIN, a page of the SIFCA story is turned over! A new one begins today, which is in line with the vision of the new Cote d'Ivoire. It is our values and our humanity that will make us and our Group an example for future generations. Yves LAMBELIN paved the way, and it is our responsibility now maintains it in the dynamics and spirit of the new challenges we are faced with.

Grandes orientations

Key highlights

Bertrand **VIGNES** : Directeur Général
Chief Executive Officer

Le Groupe SIFCA a démarré l'année 2011 dans un climat délétère d'instabilité politique et économique. Toutefois, le Groupe a continué à produire, à vendre, et à payer les salaires, malgré la fermeture des banques, malgré l'arrêt du port, malgré le manque d'approvisionnement en carburant, et bien d'autres perturbations. Grâce à la pugnacité de ses employés, le Groupe a limité les dégâts : la production caoutchouc de SAPH a été préservée, la campagne sucre n'a pas été affectée, et à Palmci, les unités ont continué à produire jusqu'au début du mois d'avril. Les filiales des autres pays de la région ont également apporté leur contribution. Le groupe a donc pu, malgré la crise ivoirienne, profiter de cours favorables des matières premières, et produire un résultat net consolidé de 101 Milliards FCFA, en très forte hausse par rapport à 2010 (54,7 Milliards FCFA).

L'activité sucre :
La campagne 2010/2011 a atteint une production de 87.100 Tonnes de sucre, au dessus des objectifs, et en nette progression par rapport à la campagne précédente (74.000 T). Ceci grâce à une bonne performance agricole, et à un bon niveau de richesse en sucre dans les cannes. Le résultat net s'établit à 5,5 Milliards FCFA. Toutefois, même si la crise ivoirienne n'a pas affecté la production, elle a déstabilisé le marché par le manque de contrôle des frontières, et l'augmentation massive des importations frauduleuses jusqu'en octobre, ce qui a pénalisé les ventes et créé un excès de stock.
Le programme de modernisation des usines, bien que retardé par la crise, a été initié et se déroulera sur 3 ans avec pour objectifs une amélioration du rendement en sucre, une baisse du prix de revient, et une augmentation de capacité. Un programme adéquat de financement a été négocié et mis en œuvre. Par ailleurs, Sucrivoire continue l'amélioration de ses systèmes d'irrigation afin d'optimiser l'utilisation de l'eau disponible et ainsi augmenter ses rendements. Les réserves de surfaces permettront d'augmenter les productions pour accompagner l'évolution de la consommation ivoirienne.

The SIFCA Group started operations in 2011 in an instable political and economic environment. But even so, the Group continued to produce, sell, and to pay salaries though banks were closed; the harbor stopped operations; there was no fuel supply; and other disruptions. Thanks to the tenacity of its employees, the Group limited the damage: rubber production at SAPH was spared; the sugar production season was not affected; and at PALMCI the Integrated Farm Units (IFU) continued to produce until early April. Subsidiaries in other countries of the region also helped.
The Group was able, despite the crisis in Cote d'Ivoire, to take advantage of the favorable prices of raw materials and to produce a net operating profit of 101 billion FCFA, up sharply compared to 2010 (54.7 FCFA billion).

The sugar activity:
Sugar production in 2010/2011 amounted to 87,100 tons, above objectives, versus 74,000 t for the 2009/2010 campaign. This was possible thanks to a good agricultural performance and a good level of sugar content in sugar canes. Profit reached 5.5 billion FCFA. However, although the crisis did not affect production, it destabilized the market through the lack of border control and the increase of illegal imports until October; which caused a negative impact on sales and created an excess of stock.
The factories modernization program, though delayed as a result of the crisis, was initiated and is expected to last three years to allow an improvement of sugar yield, a downfall in cost price and an increase of capacity. An appropriate funding program was negotiated and carried out. Sucrivoire continues to improve its irrigation systems for better use of the water available and increased yields. Surface reserves will allow increasing production to meet domestic consumption.

Grandes orientations - *Key highlights*

L'activité oléagineux :
C'est le secteur qui a le plus souffert de la crise ivoirienne, car l'arrêt des transports a finalement provoqué un engorgement des capacités de stockage, et donc un arrêt de la récolte, en période de pic saisonnier. Nos plantations, ainsi que les planteurs indépendants, ont perdu des régimes, le manque à gagner étant estimé à 30.000 tonnes d'huile brute pour Palmci. Mais le cours de l'huile de palme, stabilisé à un niveau particulièrement rémunérateur, allié aux efforts de performance sur tous les plans, a permis un résultat net de 29,3 Milliards FCFA, qui contribuera ainsi aux gros effort d'investissement en cours, que ce soit pour la modernisation des usines, ou la réhabilitation des logements et infrastructures sociales.
L'activité de raffinage de Sania a été également affectée par des arrêts de production pendant la crise, et surtout par une nette réduction des ventes sur le marché ivoirien, conséquence des importations frauduleuses d'huile asiatique dans les mois qui ont suivi la crise. Les prix sur le marché ont été considérablement réduits par cette concurrence qui ne paie ni TVA ni taxes quelconques. Les bonnes ventes à l'export dans la sous région ont permis de compenser la chute des volumes sur le marché ivoirien, mais les prix sont restés insuffisants compte tenu de la difficulté du marché régional à répercuter la hausse des cours mondiaux. Le résultat net est donc négatif à – 2,9 Milliards FCFA, malgré la bonne performance industrielle de la nouvelle raffinerie, mise en service en 2010 avec l'appui de notre partenaire Wilmar.
Le groupe a démarré son activité palmier au Liberia : suite à la création de Maryland Oil Palm Plantation (MOPP) en 2010, une concession de 16.000 ha a été signée avec le gouvernement en 2011, et les préparations de terrain ont commencé, ainsi que le planting. MOPP est gérée en synergie avec Cavalla Rubber Corporation (CRC), unité caoutchouc du Groupe au Liberia.

L'activité caoutchouc naturel :
C'est l'activité qui apporte encore la plus forte contribution aux résultats consolidés du groupe. C'est aussi l'activité qui a la meilleure implantation géographique, avec une présence dans 4 pays de la CEDEAO (Liberia, Côte d'ivoire, Ghana, Nigeria). Les cours du caoutchouc ont atteint en 2011 des niveaux historiquement très élevés (4,52 usd/kg en moyenne), permettant d'excellents résultats. La production totale a été de 139.000 T, dont la moitié provient de planteurs villageois et privés. Le groupe continue à s'appuyer sur la collaboration technique avec Michelin.
Au Nigeria, RENL continue à augmenter ses surfaces en plantant des extensions. Les rendements agricoles sont bons, l'usine se modernise, et le programme de plantations villageoises prend de l'ampleur. Le résultat net est de 13,6 Milliards FCFA (4,3 Milliards Naira).

The oilseeds activity:
This is the sector that was most hit by the crisis due to the stop of transport which caused the saturation of the storage capacities, and the stop of the harvest during the peak season. Our plantations as well as the outgrowers suffered losses of palm bunch and a shortfall for PALMCI of 30,000 tons of crude palm oil. But good oil prices, combined with performance efforts, gave a profit of 29.3 billion FCFA, which will help PALMCI in the ongoing investment endeavor for factories modernization, housing and social infrastructure rehabilitation.
Sania's refining business was also affected by production halts during the crisis and especially by a downfall in sales in the Ivorian market as result of fraudulent imports of Asian oil during the months that followed the crisis. Prices went down because of fraudulent competitors who pay no VAT or other taxes. Export sales in the sub-region helped maintain the volumes on the domestic market, but with inadequate prices, given the difficulty for the regional market to reflect the rise of international prices. Result of - 2.9 billion FCFA, despite the good performance of the new refinery set up in 2010 with the support of our partner Wilmar.
The Group began operations in the palm industry in Liberia. Following the establishment of Maryland Oil Palm Plantation (MOPP) in 2010, a concession of 16,000 ha was signed with the Liberian government; land preparations and planting activities have begun. MOPP is managed jointly with Cavalla Rubber Corporation (CRC), the Group rubber unit in Liberia.

The natural rubber activity:
It contributes the most to the results of the Group. It is also the activity with the largest geographical location as it is established in four ECOWAS countries: Liberia, Cote d'Ivoire, Ghana and Nigeria. Rubber prices in 2011 reached historically high levels (USD 4.52/kg on average), which allowed excellent results. Total production amounted to 139,000 t, half from purchases from farmers. The Group continues to rely on technical collaboration with Michelin.
In Nigeria, surfaces are being extended, agricultural performance is good, the factory is getting modernized; and the village plantation program is expanding. The net result amounts to 13.6 billion FCFA (i.e. 4.3 billion Naira)
In Cote d'Ivoire, SAPH's agricultural production has increased by 7% and rubber purchases from farmers are also rising, despite the strong competition from other factories. Total manufactured production, including Liberia's production (CRC), was 95 000 tons; and the net result is 45.6 billion FCFA.

Grandes orientations - *Key highlights*

En Côte d'Ivoire, la production agricole de SAPH est en hausse de 7%, et les achats de caoutchouc villageois sont également en hausse, malgré la forte concurrence des autres usiniers. La production totale usinée, y compris la production reçue du Liberia (CRC), a donc été de 95.000 Tonnes, et le résultat net est de 45,6 Milliards FCFA.
Au Ghana, GREL poursuit le renouvellement de ses parcelles les plus âgées, et le programme de développement villageois, effectué en collaboration avec l'Agence Française de Développement, a provoqué une réelle dynamique régionale de l'hévéa. Le résultat net est de 12,0 Milliards FCFA (18,4 M€).
Au Liberia, CRC a obtenu une concession de 35.000 ha, permettant des développements importants. L'usine de transformation a été construite et démarrera en 2012. Cette société, entrée dans le groupe en 2008, continue à se structurer afin de préparer le renouvellement des vieilles plantations et la phase de planting des extensions. Le résultat net est de 800 millions FCFA (1,6 M$).
La sous holding SIPH, basée à Courbevoie, a assuré son rôle de commercialisation du caoutchouc, de gestion du risque, et d'aide aux approvisionnements par sa centrale d'achat. L'action SIPH s'est bien tenue durant toute l'année, autour d'une moyenne de 85,5 €, et le résultat social est de 33,1 Milliards FCFA (50,5 M€).

En 2012, le groupe continue sa stratégie de croissance dans l'hévéa et le palmier à huile, par les extensions des sites existants, et aussi par le développement du palmier au Liberia. Palmci continue la modernisation de ses usines, et l'optimisation de sa logistique. Sur le plan commercial, Sania, qui doit exporter une part de plus en plus importante de sa production d'oléine, renforce ses partenariats dans les pays de la sous-région. Enfin dans le sucre, la priorité reste l'amélioration de la performance industrielle.
Notons un effort particulier de la holding Sifca SA pour se doter des compétences et des modes de fonctionnement nécessaires pour accélérer la performance du groupe et favoriser sa croissance. Notons également l'attention spéciale apportée à la sécurité du travail, au logement des employés sur les sites et aux infrastructures sociales, soutenue par un plan d'investissement de plus de 8 milliards CFA au niveau du groupe, démontrant l'importance accordée aux enjeux sociaux par le groupe Sifca.

Despite the difficulties encountered at the end of the year due to In Ghana, GREL continues to renew its oldest plantations, and the village development program implemented in collaboration with the French Development Agency has created a real regional dynamics in rubber. GREL's result is 12.0 billion FCFA (i.e. 18.4 M €).
In Liberia, CRC obtained a concession of 35,000 ha, which allowed major improvements. The factory is built and is expected to start operations in 2012. This company, which joined the group in 2008, continues to be structured to prepare for the renewal of old plantations and the stage of extensions planting. Its net result is 800 million FCFA (1.6 M$).
SIPH, the sub-holding based in Courbevoie, played its rubber marketing, risk management and supply support role through its central purchasing department. SIPH shares performed well throughout the year, around 85.5 € on average with a result of 33.1 billion FCFA (50.5 M€).

The Group continues to implement its growth strategy in 2012, in the rubber and oil palm industries by the extension of existing sites and also through the development of the oil palm sector in Liberia. PALMCI continues to modernize its factories and to optimize its logistics. In terms of marketing, Sania, which has to export a growing proportion of its olein production, is strengthening its partnerships in the countries of the sub-region. At last, with regard to sugar, the priority remains the improvement of industrial performance.
It is important to notice the special effort made by Sifca SA to acquire the competences and modes of functioning required to accelerate the performance of the Group and encourage its growth. It is also important to notice the special emphasis placed on safety at work, onsite employee housing and social infrastructure, with an investment plan of over 8 billion FCFA within the Group, which demonstrates the Sifca Group focus on social issues.

Chiffres clés 2011

Key figures 2011

Chiffres d'affaires par filière/*Turnover per division*

Chiffre d'affaires/*Turnover*

516,650 milliards FCFA
516.650 billion FCFA

Résultat net/*Net profit*

101 milliards FCFA
101 billion FCFA

Salariés/*Workforce*

29 000 collaborateurs
29,000 collaborators

9 filiales/*9 subsidiaries*

- PALMCI
- SANIA
- MOPP
- SIPH
- SAPH
- GREL
- RENL
- CRC
- SUCRIVOIRE

3 filières/*3 business lines*

- OLÉAGINEUX/ *VEGETABLE OIL*
- CAOUTCHOUC NATUREL/ *NATURAL RUBBER*
- SUCRE DE CANNE/ *CANE SUGAR*

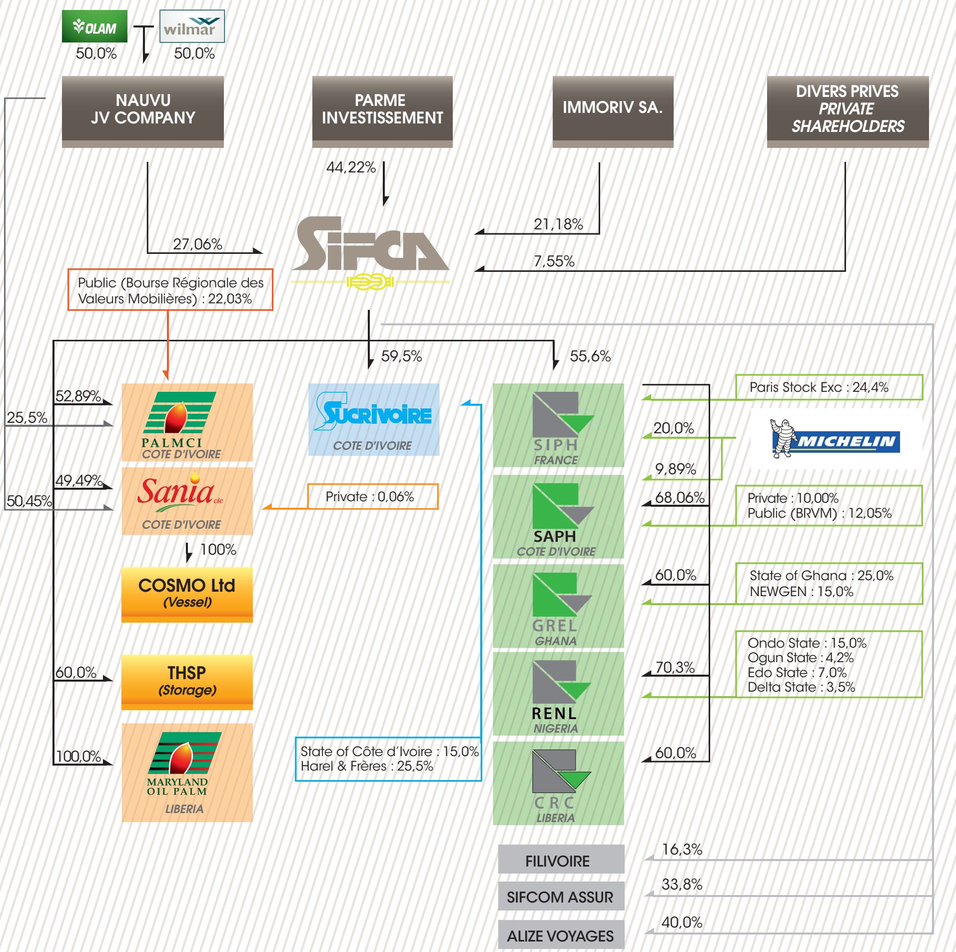
5 pays/*5 countries*

- CÔTE D'IVOIRE
- FRANCE
- GHANA
- LIBERIA
- NIGERIA

Organigramme des participations

Shareholding chart

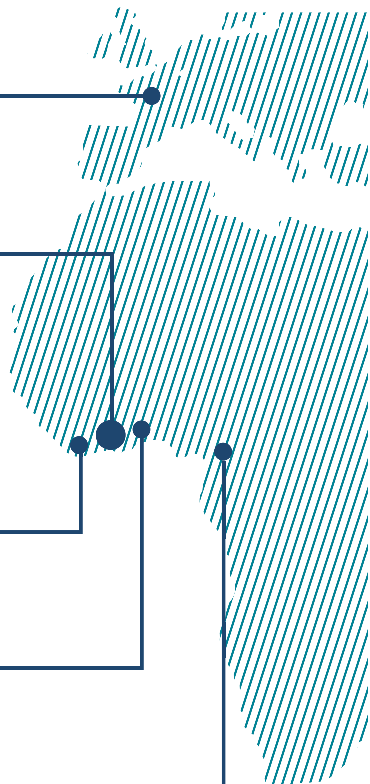
SIFCA Group - Shareholding chart 31 December 2011



Empreinte opérationnelle

Operational Footprint

SIFCA dans le monde - ***Worlwide presence of SIFCA***



FRANCE
Activités commerciales
Sales

COTE D'IVOIRE
Activités agro-industrielles - Siège
Agribusiness activities - Headquarters
Hévéa - Huile de Palme - Sucre
Rubber - Palm Oil - Sugar

LIBERIA
Activités agro-industrielles
Agribusiness activities
Hévéa - Huile de Palme
Rubber - Palm Oil

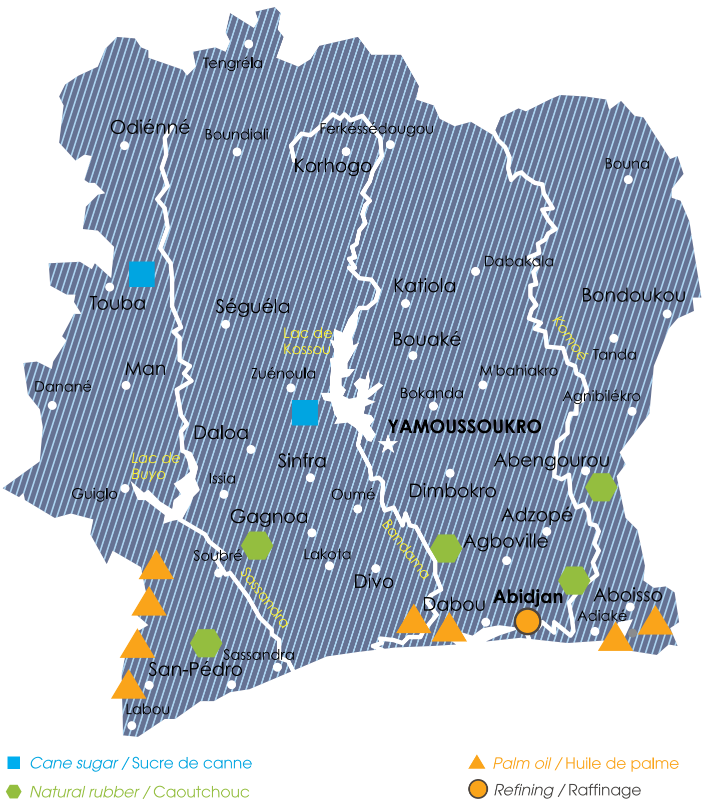
GHANA
Activités agro-industrielles
Agribusiness activities
Hévéa
Rubber

NIGERIA
Activités agro-industrielles
Agribusiness activities
Hévéa
Rubber

Empreinte opérationnelle

Operational Footprint

SIFCA en Côte d'Ivoire - *SIFCA in Côte d'Ivoire*



SIFCA est surtout présent dans le Sud du pays. Les filiales du Groupe sont organisées en Unités Agricoles Intégrées (UAI), qui disposent chacune de plantations et d'usines de traitement. Ces UAI représentent un des atouts majeurs du développement agro-industriel de la Côte d'Ivoire.

En juin 2010, SANIA a ouvert la plus grande raffinerie d'Afrique à Abidjan, qui est un instrument de compétitivité pour la filière oléagineux en Côte d'Ivoire et en Afrique de l'Ouest.

Mostly based in the Southern part of the country, SIFCA's subsidiaries are organized in Integrated Farm Units (IFU). These IFU, each made up of plantations and processing factories, give a head start to Côte d'Ivoire in the agribusiness field.

In June 2010, SANIA unveiled its new refining factory, crucial for competition both in Cote d'Ivoire and West Africa as far as oilseeds are concerned.

Administrateurs & principaux dirigents

Trustees & senior managers

Administrateurs - *Trustees*

Jean-Louis BILLON Président du Conseil d'Administration - ***Chairman of the Board***

Maîtrise de droit des affaires de l'Université de Montpellier, Maîtrise de gestion (Etats-Unis). Président de la Chambre de commerce et d'industrie de Côte d'Ivoire. Maire de Dabakala, membre du Conseil économique et social, PCA de la banque UBA. Chevalier de la Légion d'Honneur de la République Française.

Master in Business Law from Université de Montpellier, Master in Management (USA). President of the Chamber of Commerce and Industry in Cote d'Ivoire, Mayor of Dabakala, Member of the Economic and Social Council, Chairman of UBA Bank, Knight of the French Legion d'Honneur.

Alassane DOUMBIA

Titulaire d'un Mastère de finance à l'Institut Supérieur de Commerce de Paris. Carrière : Archer Daniel Midland à Londres ; Afrika Merchant Bank. Directeur Général Adjoint : Business Développement de Sifca.

Master in Finance from Institut Supérieur de Commerce de Paris. Career: Archer Daniel Midland in London; Afrika Merchant Bank. Deputy CEO: Business Development at Sifca.

Pierre BILLON

DESS en Marketing de l'Université de Nice Sophia Antipolis, Mastère en finance de l'Ecole Supérieure de Commerce de Nice-Ceram. Carrière : Citibank Monte Carlo ; Afrika Merchant Bank ; Comafrique Entreprises. Directeur Général de SIFCOM.

Post-graduate degree in Marketing from Université de Nice Sophia Antipolis, Master in Finance from Ecole Supérieure de Commerce de Nice-Ceram. Carrer: Citibank Monte Carlo ; Afrika Merchant Bank ; Comafrique Entreprises. CEO of SIFCOM.

Martua SITORUS - ***Executive Director & Chief Operating Officer/WILMAR International Limited***

Degree in economics from HKBP Nomensen University in Medan, Indonesia. He is in charge of the plantation, manufacturing, palm and biodiesel trading operations of the Group and has been instrumental in the development of the Group's business operations in Indonesia.

Sunny George VERGHESE - ***Group Managing Director & CEO/OLAM International Limited***

Post-graduate degree in Business Management from the Indian Institute of Management (Ahmedabad), Advanced Management Programme from the Harvard Business School.

Carrer: Unilever in India, Kewalram Chanrai (KC). Chairman of International Enterprise (Singapore), Member of the Board of Trustees of the National University of Singapore, Chairman of the Governing Council of the Human Capital Leadership Institute, and Non-Executive Director on the Board of PureCircle Limited.

Administrateurs & principaux dirigents

Trustees & senior managers

Lucie BARRY-TANNOUS

Maîtrise en droit des affaires de l'Université Mohamed V à Rabat, DESS en économie du développement à Paris I-Sorbonne. Carrière : consultant des Nations-Unies ; Ecobank-Togo ; Secrétaire Général de Comafrique Entreprises et Directeur Général de Comafrique Technologies.

Master in Business Law from Université Mohamed V in Rabat, post-graduate diploma in Development Economics at Paris I Sorbonne. Career: United Nations consultant; Ecobank-Togo; Secretary General of Comafrique Entreprises and CEO of Comafrique Technologies.

Dirigeants - *Senior managers*

Bertrand VIGNES Directeur Général - *CEO*

Diplômé de l'Ecole Nationale Supérieure Agronomique de Rennes. Carrière dans le groupe Michelin en Afrique, au Brésil et en France. A participé à la mise en place du partenariat Michelin – Sifca dans le domaine du caoutchouc naturel. Depuis 2009, il dirigeait Palmci avant de devenir Directeur Général de Sifca en mars 2011.

Graduated from France's Ecole National Supérieure Agronomique de Rennes. Career at Michelin in Africa, Brazil and France. Active in setting up the Michelin – Sifca partnership in natural rubber. Since 2009, he headed Palmci, before becoming CEO of Sifca.

Joël CADIER Directeur Général Adjoint : Finance & Performance - *Deputy CEO: Finance & Performance*

Diplômé de la London Business School, Sloan Master in Leadership & Strategy, de l'Expertise Comptable et de l'Université de Grenoble en Maîtrise de Gestion. Carrière : agro-industrie au Sénégal, au Cameroun et au Burundi ; gestion d'investissements, Banque Lazard en Asie ; Atlantique Telecom ; Groupe Atlantique.

London Business School Graduate as a Sloan Master in Leadership & Strategy; Certified Public Accountant; Master in Management from Grenoble University. Career: agribusiness in Senegal, Cameroun and Burundi; investment management, Banque Lazard in Asia; Atlantique Telecom; Groupe Atlantique.

Nazaire GOUNONGBE Secrétaire Général - *Secretary General*

Expert comptable diplômé. Carrière chez Prices Waterhouse Coopers à Abidjan ; dans l'industrie laitière et au Comité de Privatisation de Côte d'Ivoire. Administrateur de plusieurs sociétés du Groupe.

Certified Public Accountant. Career: Price Waterhouse Coopers in Abidjan; Cote d'Ivoire's Privatization Committee. Trustee for several group affiliates.

Fait marquant de 2011

2011 Highlight

4 avril 2011 - ***April 4, 2011***

Disparition d'Yves LAMBELIN, Président du Conseil d'Administration de SIFCA ; Chelliah PANDIAN, Directeur Général de Sania Cie et Raoul ADEOSSI, Assistant du PCA, lors de la crise post-électorale.
Décès de plusieurs collaborateurs de PALMCI sur le site d'Irobo.

Missing of Yves LAMBELIN, Chairman of the Board of SIFCA; Chelliah PANDIAN, Managing Director of Sania Cie and Raoul ADEOSSI, Chairman of the Board's assistant, during the post-electoral crisis.
Death of several PALMCI's employees at Irobo.

Evènements clés 2011

2011 key events

Juillet 2011 - ***July 2011***

Lancement du dernier né de SANIA, la nouvelle margarine non-réfrigérée DELICIA.

Launch of the newest SANIA, the new non-unchilled margarine DELICIA.

CRC

2 août 2011 - ***August 2, 2011***

Approbation du contrat de concession entre le Gouvernement Libérien et CRC (caoutchouc naturel) pour le développement de l'hévéaculture.

Approval of the concession agreement between the Liberian Government and CRC (natural rubber) for the development of rubber cultivation.

MARYLAND OIL PALM

2 août 2011 - ***August 2, 2011***

Approbation du contrat de concession entre le Gouvernement Libérien et MOPP (huile de palme) pour le développement de la palmiculture.

Approval of the concession agreement between the Liberian Government and MOPP (palm oil) for the development of palm oil plantations.

SIFCA

4 octobre 2011 - ***October 4, 2011***

Mise en place de la nouvelle organisation opérationnelle du Groupe SIFCA.

Implementation of the new SIFCA Group's operational organization.

Octobre 2011 - ***October 2011***

Mise en fonctionnement de la chaudière à biomasse de la raffinerie de SANIA, en vue de l'obtention de crédits carbone. C'est le 2ème projet MDP en Afrique.

Activation of the biomass boiler of SANIA's refinery, in order to obtain carbon credits. This is the second CDM project in Africa.

Novembre 2011 - ***November 2011***

Le Groupe SIFCA est récompensée pour sa stratégie RSE (Responsabilité Sociétale des Entreprises).

The SIFCA Group is rewarded for its CSR (Corporate Social Responsibility) strategy.

11 novembre 2011 - ***November 11, 2011***

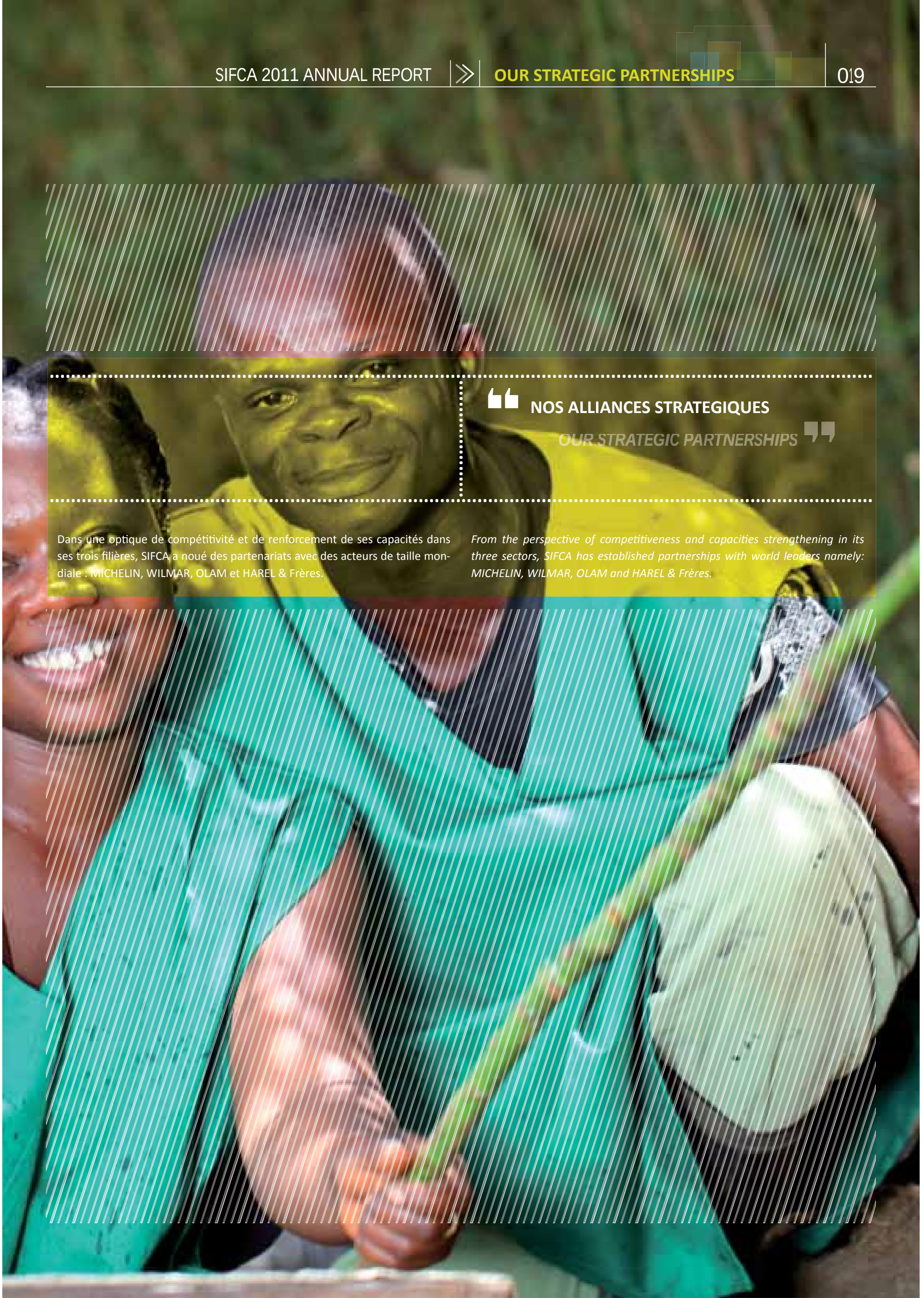
Cérémonies de décoration, près de 2 000 employés du Groupe et de ses filiales ont reçu la médaille d'honneur du travail.

Ceremonies of decoration, nearly 2,000 employees of the Group and its subsidiaries received achievement medals.

07 décembre 2011 - ***December 7, 2011***

Signature d'une convention de crédit avec PROPARCO, en faveur de Surcivoire, pour la réhabilitation et la modernisation des 2 complexes sucriers.

Signing of a credit agreement with PROPARCO to help Surcivoire for the rehabilitation and modernization of its two sugar sites.



NOS ALLIANCES STRATEGIQUES

OUR STRATEGIC PARTNERSHIPS

Dans une optique de compétitivité et de renforcement de ses capacités dans ses trois filières, SIFCA a noué des partenariats avec des acteurs de taille mondiale : MICHELIN, WILMAR, OLAM et HAREL & Frères.

From the perspective of competitiveness and capacities strengthening in its three sectors, SIFCA has established partnerships with world leaders namely: MICHELIN, WILMAR, OLAM and HAREL & Frères.

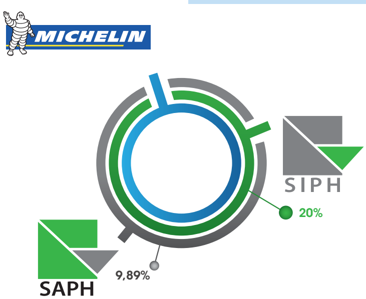
Nos actionnaires partenaires techniques - *Our shareholding technical partners*

Huile de palme :
Depuis 2008, NAUVU, la joint-venture constituée des deux acteurs Singapouriens WILMAR et OLAM, est le partenaire stratégique de SIFCA dans le secteur des oléagineux. Cette alliance procède à la volonté du Groupe de mettre à niveau la filière palmier à huile de Côte d'Ivoire.
D'une part, WILMAR, 1er producteur et raffineur d'huile de palme du monde, apporte son savoir-faire technique et organisationnel précieux dans la conduite et le développement des plantations et la transformation des oléagineux.
De son côté, OLAM, leader mondial dans le commerce de nombreuses commodités, dispose d'importantes capacités de négoce et de distribution en Asie, en Europe et en Afrique.
Quant au Groupe SIFCA, il apporte sa connaissance du terrain, son ancrage régional et sa longue expérience dans l'agro-industrie au niveau africain.

Vegetable oil:
Since 2008, the strategic partner of SIFCA in the oilseed sector is NAUVU - a joint venture made-up of the two Singaporean players WILMAR and OLAM. This alliance is the expression of the Group's will to upgrade the palm oil sector in Côte d'Ivoire.
On the one part, WILMAR as the first producer and refiner of palm oil in the world provides technical and organizational expertise necessary for the conduct and development of plantations and oilseed processing.
For its part, OLAM as the world leader in the trade of many commodities has considerable trading and distribution capacities in Asia, Europe and Africa.
As for SIFCA Group, it puts forward its field knowledge, its regional and longstanding experience in agribusiness in Africa.

Caoutchouc naturel :
Depuis 2002, le Groupe SIFCA entretient avec le Groupe Michelin un partenariat stratégique dans la filière caoutchouc naturel. Ce partenariat solide et fructueux s'est renforcé en 2006 à travers l'acquisition par la Compagnie Financière Michelin (CFM) de 20% de SIPH, la holding du pôle caoutchouc de SIFCA.
Leader mondial de l'industrie pneumatique, Michelin apporte son savoir-faire technique, ainsi que son expérience de longue date dans le management de plantations d'hévéas en Afrique et dans le monde entier.

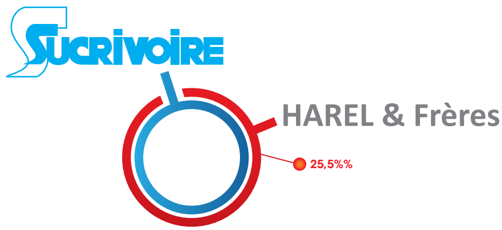
Natural rubber:
Since 2002, the SIFCA Group has developed a strategic partnership with Michelin Group in the natural rubber sector. This strong and fruitful partnership was strengthened in 2006 with the acquisition by the Compagnie Financière Michelin (CFM) of 20% of SIPH, the holding company of SIFCA's rubber division.
As world leader in tire industry, Michelin is providing technical expertise and its longstanding experience in the management of rubber plantations in Africa and worldwide.



Nos actionnaires partenaires techniques - *Our shareholding technical partners*

Sucre de canne :
Partenaires depuis bientôt 15 ans, le Groupe SIFCA, à travers Sucrivoire, et le Mauricien HAREL & Frères continuent de moderniser et de rendre plus compétitive l'industrie sucrière Ivoirienne.
HAREL & Frères est une des principales entreprises sucrières de l'Ile Maurice experte dans l'exploitation, la transformation et la commercialisation du sucre de canne et de ses dérivés (production d'alcool et d'énergie).
Elle apporte à Sucrivoire son expérience acquise depuis 1838 et son expertise dans la mise en place et le développement des plantations, des moyens de production et de transformation du sucre de canne.

Cane sugar:
Partners for almost 15 years, the Group SIFCA through SUCRIVOIRE and the Mauritian company HAREL & Frères continue to modernize and make more competitive the Ivorian sugar industry.
HAREL & Frères is a major sugar company in Mauritius which specializes in the farming, processing and marketing of sugar cane and its by-products (alcohol and energy production).
It offers Sucrivoire its longstanding experience and its expertise in the establishment and development of plantations, means of production and processing of sugar cane.



SIFCA et les planteurs privés - *SIFCA and the outgrowers*

Le développement des plantations villageoises conditionne le dynamisme de l'agro-industrie en Côte d'Ivoire. SIFCA a mis en place une stratégie d'accompagnement des planteurs de palmier à huile et d'hévéa, qui lui fournissent 60% des régimes de palme transformés par PALMCI et des fonds de tasses traités par la SAPH. Ils sont au cœur du développement de la production en Côte d'Ivoire, au Ghana, au Libéria et au Nigéria.

SIFCA, à travers ses filiales, aide les planteurs à développer leurs exploitations et leur propose de nombreux outils et services, afin d'améliorer leur qualité de vie, ainsi que celle de leur famille.

Aide au développement :

- L'encadrement des planteurs : l'assistance technique, la formation aux bonnes pratiques culturales, l'aide à la gestion des plantations des grands planteurs afin d'optimiser leur productivité ;
- La mise à disposition de plants de pépinière sélectionnés à haut rendement, de matériel et de petit outillage (perche, machette, ciseau, faucille, engrais, etc.) ;
- L'identification par GPS des plantations privées pour une meilleure optimisation des circuits de récolte ;
- La rapidité des règlements des achats effectués auprès des planteurs ;
- La communication régulière avec les planteurs (rencontres, envoi de SMS)…

Hygiène et Sécurité :

- La sensibilisation au respect de l'environnement et des normes de qualité qui a abouti à la mise en place d'une prime à la qualité ;
- La sensibilisation des planteurs au port obligatoire des Equipements de Protection Individuelle (EPI) ;
- La lutte continue contre le VIH/SIDA et le paludisme : campagnes de dépistage, mise à disposition de moustiquaires imprégnées, etc.

Un partenariat solide avec les communautés locales :

- L'accès à l'assurance maladie pour les planteurs et leurs familles ;
- La mise en place d'une épargne planteur dans le domaine de l'hévéa ;
- La création d'emplois ;
- La création ou l'amélioration des infrastructures : routes, écoles, centres de santé, etc.

Development of village plantations is a major contributor to the expansion of Cote d'Ivoire's agribusiness sector. SIFCA has instigated a strategy to assist outgrowers of rubber and oil palm. By supplying over 60% of PALMCI-processed palm bunches and SAPH-processed cup film, they are at the centre of production development in Cote d'Ivoire, Ghana, Liberia and Nigeria.

Through its subsidiaries, SIFCA has developed many tools and services for outgrowers in order to improve their living conditions. They are related to:

Development support:

- Supervision of outgrowers plantations: technical assistance, good practices training, etc. ;
- Provision of high efficiency seedlings and equipments (tools, fertilizers…);
- GPS-monitoring of private plantations for a better harvest;
- Payments promptness;
- Regular communication with outgrowers (meetings, SMS…)

Health and Safety:

- Environment and quality standards awareness campaign;
- Personal Protection Equipment promotion;
- Continuing fight against HIV/AIDS and Malaria: screening campaigns, distribution of mosquito nets…

A strong partnership with local communities:

- Health insurance access for outgrowers and their families;
- Retirement scheme for outgrowers;
- Job creation;
- Creation or improvement of infrastructures: roads, schools, healthcare centres, etc.

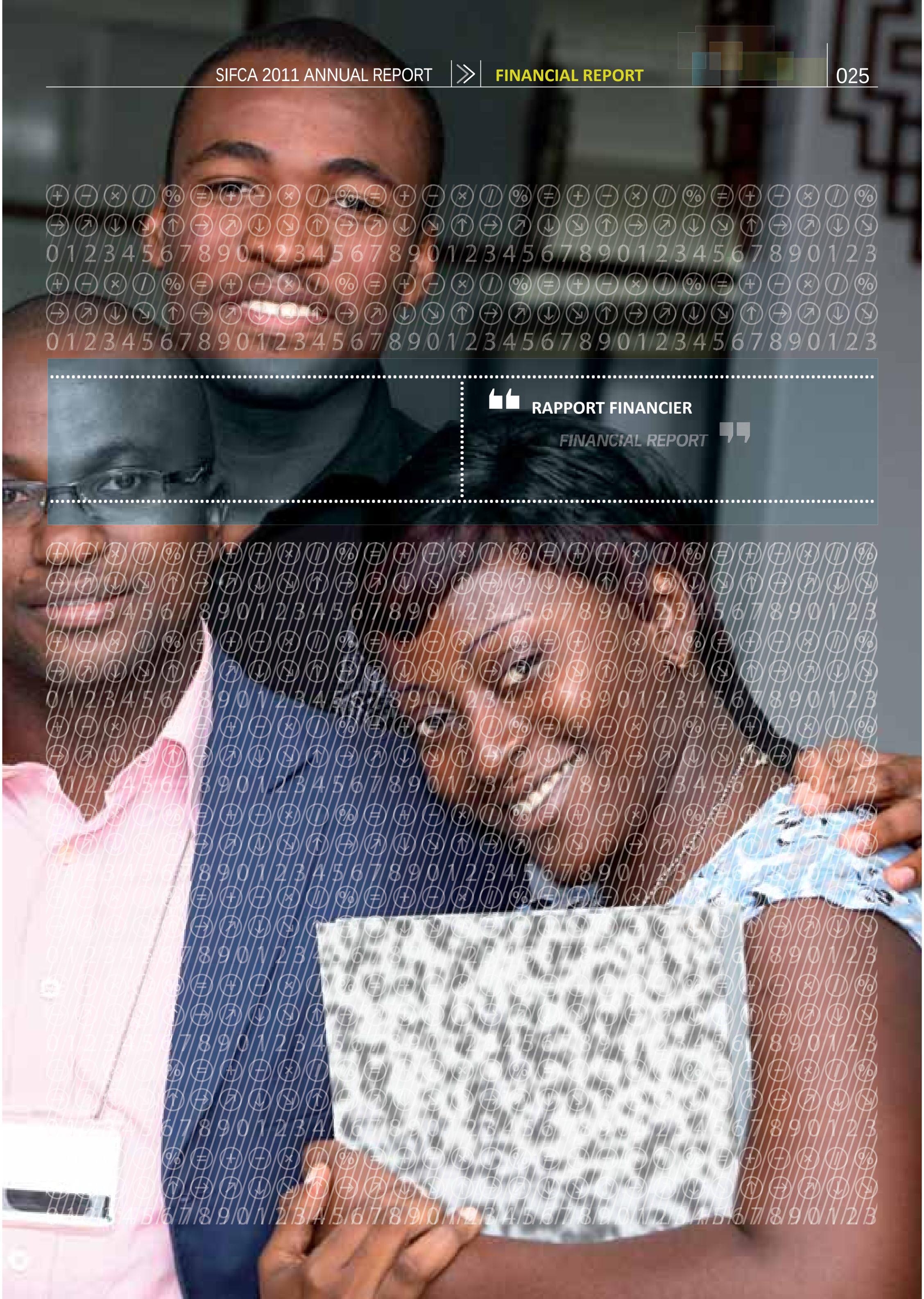
SIFCA et les planteurs privés - *SIFCA and the outgrowers*

Conscient de ces enjeux, le groupe SIFCA, avec ses filiales, accorde une importance capitale à la qualité et à la pérennité de ses relations avec les planteurs, aussi bien dans le domaine de l'hévéaculture que des oléagineux. De plus, dans le secteur de l'hévéaculture, le Groupe SIFCA, via la SAPH, participe au programme national de développement de l'hévéaculture afin d'atteindre l'objectif de la Côte d'Ivoire : produire un million de tonnes de caoutchouc naturel à l'horizon 2030.

Toutes ces initiatives ont pour but d'assurer une croissance harmonieuse entre l'agro-industrie et les planteurs privés, cette harmonie étant la condition essentielle de la durabilité de l'activité. C'est donc un enjeu majeur pour SIFCA mais aussi un fantastique levier de développement économique pour les pays d'Afrique de l'Ouest.

Aware of these issues, SIFCA and its subsidiaries work closely on a daily basis with outgrowers both in the natural rubber and oilseeds sectors.
Moreover, SIFCA takes part in the national programme for rubber development in order to achieve Cote d'Ivoire's 2030 goal of producing 1 million tons of dry natural rubber.

The aim of these initiatives is to ensure balanced development between agribusiness and, village and private outgrowers. This harmony is the key condition to insure the sustainability of our activity. Therefore, a major challenge for the SIFCA Group but also a great level for economic development in the countries of West Africa.



RAPPORT FINANCIER

FINANCIAL REPORT

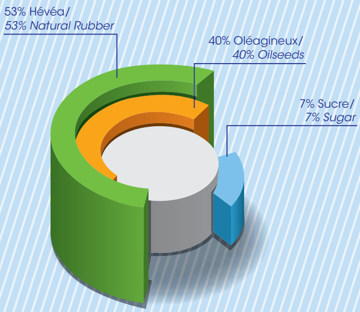
Economic and financial key indicators

Economic and Financial performance ratios

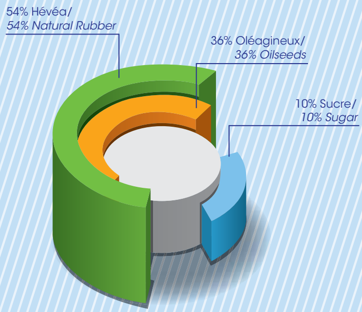
Turnover

Turnover (CFA million)

Year 2011 - Turnover per division



Year 2010 - Turnover per division

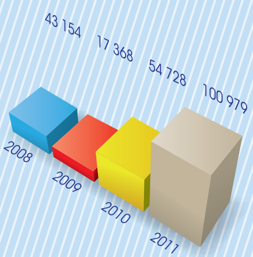


Consolidated turnover for Year 2011 equals CFA 517 billion, vs roughly CFA 372 billion for Year 2010 => + 39% global increase. The main reason is the increase of international market prices of rubber and Crude Palm Oil.

Rubber division remains the main contributor (53%), and vegetable oils represents 40%.

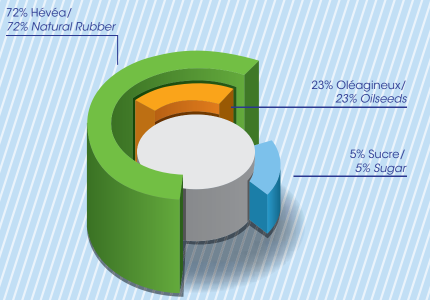
Net profit after tax (NPAT) and profitability

Consolidated net result (CFA million)

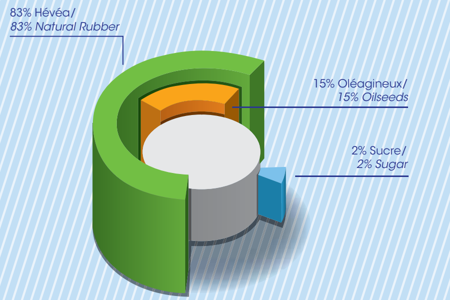


Economic and Financial performance ratios

Year 2011 - NPAT per division



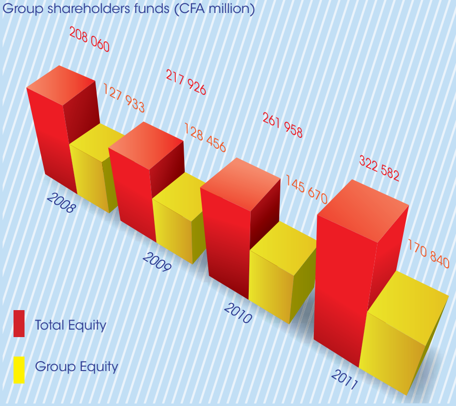
Year 2010 - NPAT per division



Consolidated profit came to CFA Francs 101 billion, with 72% contribution from the rubber division and 23% from vegetable oil, as against 83% and 15% respectively in 2010.
The increase contribution from vegetable oil was due mainly to PALMCI's performances in 2011, thanks to the way prices held up throughout the year.
SAPH and PALMCI were the main contributors to consolidated profit for 2011, with 47% and 24% respectively.

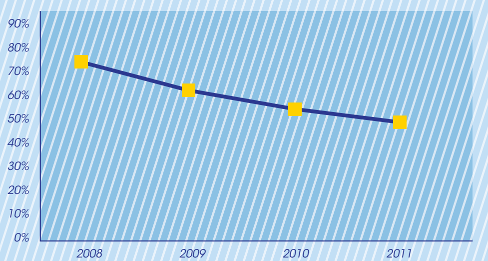
Shareholders funds

Group shareholders funds (CFA million)



Solvency (debt-equity ratio)

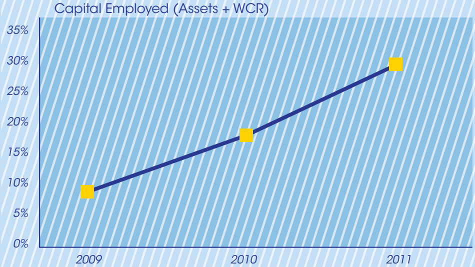
Debt - Equity ratio = total liabilities / shareholders funds



Total liabilies represents 52% of Stockholders equity at the end of Year 2011, vs 53 % for 2010 and 65% for 2009.

ROCE (Return On Capital Employed)

ROCE = NOPAT (Net Operating Profit After Tax) /
Capital Employed (Assets + WCR)



ROCE equals 30% in 2011 (19% in 2010 et 9% in 2009), and is significantly higher than the WACC (Weighted Average Cost of Capital).

Financial Statements OHADA

SIFCA GROUP Consolidated Balance Sheet

ASSETS	31 Dec 2011 millions CFA	31 Dec 2010 millions CFA	31 Dec 2009 millions CFA
NON-CURRENT ASSETS			
Goodwill and Intangible assets	50 372	50 328	47 145
Property, plant and equipment, biological assets and other	210 988	188 479	181 798
Interests in associates and financial assets	9 126	7 810	6 054
Deferred tax assets	2 146	6 223	7 423
Available for sale investments			
Total non-current assets	272 632	252 840	242 420
CURRENT ASSETS			
Inventories	106 726	85 501	64 119
Trade receivables	35 698	32 789	29 289
Other receivables, tax assets and current financial assets	24 865	45 577	34 994
Derivative assets			
Cash and cash equivalents	65 606	24 747	45 227
Total current assets	232 895	188 614	173 630
TOTAL ASSETS	505 528	441 455	416 050
EQUITY and LIABILITIES			
EQUITY			
Share capital	4 003	4 003	4 003
Group Reserves	126 770	122 505	117 443
Profit	40 067	19 162	7 011
Equity attributable to equity holders of the parent	**170 840**	**145 670**	**128 456**
Reserves	90 830	80 722	79 113
Profit for minority	60 912	35 566	10 357
Minority Interests	**151 742**	**116 288**	**89 470**
Total Group Equity	322 582	261 958	217 926
NON-CURRENT LIABILITIES			
Long term provisions and retirement benefit obligation	5 547	5 276	9 494
Medium and long term borrowings and liabilities	71 497	66 198	56 036
Deferred tax liabilities	4 677	4 593	3 963
Liabilities associated with non current assets held for sale			
Total non-current liabilities	81 721	76 067	69 493
CURRENT LIABILITIES			
Trade and other payables	32 831	25 253	39 007
Tax and social security liabilities	29 622	19 777	8 106
Non current financial liabilities	24 263	17 412	24 042
Derivative liabilities		0	0
Bank overdrafts and short-term borrowings	14 510	40 989	57 475
Total current liabilities	101 225	103 431	128 630
TOTAL EQUITY and LIABILITIES	505 528	441 455	416 050

Financial Statements OHADA

SIFCA GROUP Consolidated Income Statement

ASSETS	Year 2009 millions CFA	Year 2010 millions CFA	Year 2009 millions CFA
Nets sales	516 650	372 069	295 349
+ Changes in inventories of finished goods and work in progress	-2 825	9 365	-2 452
+ Production for own use and other			10 652
= Production	**513 825**	**381 434**	**303 549**
- Raw materials used	-230 199	-166 372	-97 962
- Cost of goods for resale sold	198	-2 323	-24 328
+ Profit on raw materials used/ goods for resale sold	**283 824**	**212 739**	**181 259**
- External charges	-75 749	-65 415	-86 078
- Taxes other than on income	-5 473	-5 207	-5 148
- Other operating income and cost	10 030	11 524	-1 262
= Value Added	212 632	153 641	88 771
- Personnel cost	-53 090	-47 421	-43 074
= Earnings before Interest, Depreciation and Amortization (EBITDA)	159 542	106 220	45 697
- Depreciation and amortisation	-20 173	-24 596	-13 785
= Operating profit (EBIT)	139 369	81 624	31 912
- Financial expenses	-9 819	-10 948	-10 596
+ Financial income	5 080	1 453	2 208
= Net Financial Expenses	**-4 739**	**-9 495**	**-8 388**
= Profit Before Tax and non recurring items	134 630	72 129	23 524
+ Non reccurent results	-25	4 093	-1 349
- Corporate income tax and deferred tax	-32 000	-19 939	-3 358
= Net profit before income from associates and impairment losses	102 605	56 282	18 817
+ Income from Associates	288	235	192
- Amortisation of Goodwill	-1 914	-1 789	-1 641
= Consolidated profit for the period	100 979	54 728	17 368
Attributable to the Group	40 067	19 162	7 011
Attributable to Minority Interests	60 912	35 566	10 357

Contents

Consolidated Financial Statements

Consolidated balance sheet

ASSETS (millions of CFA Francs)	31/12/2011	31/12/2010	Notes
FIXED ASSETS			
Intangible fixed assets and capital costs			
Goodwill	45,260	46,903	6
Fixed asset costs	-	-	
Other intangible assets	5,112	3,425	7
	50,372	50,328	
Tangible fixed assets			
Land and buildings	77,639	71,898	
Technical and industrial facilities	55,470	36,765	
Other fixed assets	6,263	24,343	
Assets under construction	71,616	55,473	
	210,988	188,479	8
Financial assets			
Deferred tax assets	2,146	6,223	12
Investments in associates	1,027	833	9
Shareholdings	93	93	10
Loans and other financial assets (inc. FNI, RCI)	8,007	6,885	11
	11,272	14,034	
TOTAL (I)	272,632	252,841	
CURRENT ASSETS			
Inventories			
Raw materials	58,744	45,404	18.1
Intermediate and finished goods	40,572	34,061	18.2
Goods	7,410	6,036	18.3
	106,726	85,501	
Debtors and similar			
Prepayments	5,690	21,170	19
Trade debtors	35,698	32,789	20
Other debtors	17,932	21,669	21
	59,321	75,628	
TOTAL (II)	166,047	161,129	
CASH AT BANK			
Cash equivalents	21,586	9,810	
Cash	44,020	14,937	
TOTAL (III)	65,606	24,747	22
Deferred charges	1,212	828	
Translation adjustment	31	1,910	
TOTAL (IV)	1,243	2,738	
TOTAL ASSETS	**505,528**	**441,455**	

Consolidated Financial Statements

Consolidated balance sheet

SHAREHOLDERS' EQUITY and LIABILITIES (millions of CFA Francs)		31/12/2011	31/12/2010	Notes
EQUITY				
Capital		4,003	4,003	
Group share of consolidated reserves		126,770	122,505	
Group share of profit		40,067	19,162	
Group shareholders' interest		**170,840**	**145,670**	
Minority interests' share of reserves		90,830	80,722	
Minority interests' share of profit		60,912	35,566	
Minority interests		151,742	116,288	
Consolidated group equity	TOTAL (A)	322,582	261,958	13
Borrowings and financial debts				
Medium - and long - term loans		71,497	66,198	14
Provisions for liabilities and charges				
Deferred tax liabilities		4,677	4,593	16
Other provisions for liabilities and charges		5,545	5,274	15
Goodwill provisions		2	2	17
Financial and other liabilities	TOTAL (B)	81,721	76,067	
TOTAL FUNDS	TOTAL (I) = (A)+(B)	404,302	338,024	
CURRENT LIABILITIES				
Deferred income		3,210	5,396	23
Trade creditors		32,831	25,253	24
Tax and social security creditors		29,622	19,777	25
Other operating liabilities		20,029	12,013	26
	TOTAL (II)	85,692	62,440	
SHORT-TERM BORROWINGS	TOTAL (III)	14,510	40,989	27
Deferred income, eliminations and translation adjustments	TOTAL (IV)	1,024	2	
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**505,528**	**441,455**	

Consolidated Financial Statements

Consolidated income statement

OPERATING ACTIVITIES (millions of CFA Francs)	2011	2010
INCOME		
Product sales	252,797	187,695
Sales of manufactured goods and services	263,854	184,374
Turnover	516,650	372,069
Other income	13,069	14,953
Movement in inventories and work in progress	(2,825)	9,365
TOTAL (I)	526,894	396,387
EXPENSES		
Goods purchases		(3,394)
Movement in goods inventories	198	1,071
Purchases of raw materials and other supplies	(252,435)	(177,249)
Movement in inventories of raw materials and other supplies	22,236	10,877
External services	(75,749)	(65,415)
Taxes	(5,473)	(5,207)
Other charges	(3,039)	(3,429)
TOTAL (II)	(314,262)	(242,746)
CONTRIBUTION TOTAL (I+II)	212,632	153,641
Staff costs	(53,090)	(47,421)
GROSS OPERATING PROFIT	159,542	106,220
Amortisation, depreciation and provisions		
Amortisation and depreciation	(25,931)	(26,897)
Provisions	(6,060)	(7,626)
Writebacks of amortisation and provisions	1,383	6,187
Reallocations	10,435	3,741
	(20,173)	(24,596)
OPERATING PROFIT	139,369	81,624

Consolidated Financial Statements

Consolidated income statement

CONSOLIDATED PROFIT (millions of CFA Francs)		2011	2010
OPERATING PROFIT	BROUGHT FORWARD (III)	139,369	81,624
COMMON TRANSACTIONS			0
Financial income			
Interest and similar income		137	3
Other financial income		4,943	1,450
		5,080	1,453
Financial charges			
Interest and similar charges		(6,002)	(5,619)
Other financial charges		(3,817)	(5,330)
		(9,819)	(10,948)
FINANCIAL LOSS	TOTAL (IV)	(4,739)	(9,495)
NET PROFIT BEFORE TAX	TOTAL (V = III + IV)	134,630	72,129
Exceptional income			
From capital transactions		187	363
Other exceptional income		621	5,944
		808	6,307
Exceptional charges			
On capital transactions		(6)	21
Other exceptional charges		(827)	(2,234)
		(833)	(2,214)
EXCEPTIONAL ITEMS	TOTAL (VI)	(25)	4,093
Corporation tax		(27,830)	(18,223)
Deferred tax		(4,170)	(1,716)
TAX CHARGE	TOTAL (VII)	(32,000)	(19,939)
NET PROFIT (before amortisation of goodwill)	TOTAL (VIII = V + VI + VII)	102,605	56,283
Share of income from associates		288	235
Amortisation and provisions on goodwill in subsidiaries and associates		(1,914)	(1,789)
NET CONSOLIDATED PROFIT		100,979	54,728
Minority interests		(60,912)	(35,566)
GROUP SHARE OF PROFIT		40,067	19,162

Notes to financial statements

Note 1 - SIFCA Group background information

Established in 1964, the SIFCA Group is currently one of the main players in the West African economy. The principal exporter of coffee and cocoa in Côte d'Ivoire in the three decades from 1970, SIFCA diversified its activities into the agri-business and services industries, thanks to the privatisations implemented by the Côte d'Ivoire government from 1986. Following the easing of restrictions in the coffee and cocoa industry, the group decided to sell part of those activities to the multinational ADM, and the remainder to a cooperative union. Since then, the group has concentrated on higher value added industries, in particular rubber, palm oil and sugar.

The SIFCA Group is now directly and indirectly present in the Economic Community of West African States' (ECOWAS) markets, an area heavily populated by 260 million inhabitants. The group also has a subsidiary in France.

A strong partnership has been formed in the rubber division with the Michelin Group and the group's partner in the sugar division is the Mauritian Harel Group. In 2008, the group formed a strong alliance with the Olam and Wilmar Groups in the oil-producing division.

Note 2 - Highlights of the 2011 financial year

2.1. Côte d'Ivoire crisis

Human casualties

Since November 2010, Côte d'Ivoire has been seriously affected by the post-electoral conflict in which nearly three thousand lives were lost.

The SIFCA Group was severely affected by the deaths of its President, Yves Lambelin, and of two of his close colleagues, Chellia Pandian and Raoul Adéossi, who were kidnapped from the Novotel hotel in Abidjan on 4 April 2011 together with the hotel manager. The Group was also deeply saddened by the assassination, perpetrated by fleeing mercenaries, of around ten workers and villagers in its agri-business plants.

Operating difficulties at national level

At national level, the business environment suffered severe disruption. In particular:

- the closure of most commercial banks has hindered the carrying out of day-to-day financial transactions. The SIFCA Group has had to implement a customised system to deal with paying for raw material purchases, paying salaries and paying suppliers of goods and services,
- the sanctions implemented by the European Union against Côte d'Ivoire affected certain state-owned Côte d'Ivoire companies including Abidjan harbour (Port Autonome d'Abidjan), causing most shipping companies to suspend services to Côte d'Ivoire, thereby disrupting shipments of rubber to Europe,
- a significant deterioration in the security situation and the virtual paralysis of transport and distribution channels,
- Overall, the post-electoral crisis caused a slowdown in economic activity, a sharp (5%) fall in gross domestic product, certain companies to cease trading and the deterioration or disappearance of a number of economic instruments.

Impact on SIFCA's Côte d'Ivoire subsidiaries

Below is a summary of the impact on the operating results of, and property and equipment damage suffered by, the Group's Côte d'Ivoire subsidiaries:

Palmci

The loss of fresh fruit bunches is estimated at 130,000 tonnes (including 56,000 tonnes in industrial plantations), i.e. 30,450 tonnes of palm oil and 2,450 tonnes of palm-kernel oil. Without this loss, production would have increased by 14% in industrial plantations, by 21% in village plantations and by 18% in total. The opportunity cost in terms of turnover is valued at 20.1 billion CFA francs, i.e. a loss of margin of around 14 billion CFA francs. Damage to property and equipment was much less severe (asset losses totalled around 100 million CFA francs).

Notes to financial statements

Sania

The operating loss for the crisis period is estimated at 1.1 billion CFA francs, due mainly to disruption to the transport infrastructure and storage and product distribution problems. This loss was increased by exceptional charges of around 300 million CFA francs (largely additional transportation and storage costs).

Sucrivoire

The main threat remains the sharp rise in fraudulent sugar imports in 2011. This fraud, which was previously contained to the central and north-west region, had spread to the entire territory by the end of the first half of 2011, severely disrupting the local market and causing sales to fall in Côte d'Ivoire.

SAPH

SAPH suffered a slowdown in activity and a shortage of gas and petroleum products. It also suffered from a slowdown in and subsequent discontinuance of port activities (shipments ceased due to sanctions affecting the ports). It had made up for the sales shortfall by the end of 2011.

It is important to note also the delays in the completion of certain projects, an increase in the costs of certain supplies, inter-site transfers and safety, and the loss of assets of relatively low value.

2.2. Governance

At its meeting in Singapore on 16 March 2011, the Board of Directors appointed Bertrand Vignes as Chief Executive Officer of SIFCA. He had, since February 2009, been Deputy General Manager responsible for Operations.

Jean-Louis Billon has now replaced Yves Lambelin as Chairman of the group. Yves Lambelin had been appointed Chairman at the 16 March 2011 Board meeting.

2.3. International markets and prices

Rubber

The average price on the SICOM was 452 US cents/kg in 2011, compared with 338 US cents/kg in 2010 and 180 US cents/kg in 2009. These levels had never previously been reached. These prices fell in the last quarter to stabilise at around 335 US cents/kg.

Oil

The CIF Rotterdam price of raw palm oil (RPO) also remained at high levels throughout the year: the average price was US$1,121/tonne in 2011 compared with US$899/tonne in 2010 and US$682/tonne in 2009. Palmci thus enjoyed an extremely successful year, to the detriment of Sania, which experienced an erosion of its profit margins.

2.4. Expansion in Liberia

CRC

Through a concession contract ratified by the Liberian Parliament, CRC was able to increase its land available for cultivation from 8,000 hectares to 35,000 hectares in Maryland County and the area bordering the River Gee. This concession therefore represents a strategic advantage for the Group and has enabled CRC to develop a stronger, more stable, long-term presence in Liberia.

Of these 35,000 hectares:

- 4,500 hectares are currently planted with rubber trees, which are to be progressively replanted
- 25,500 hectares will be available to extend CRC's plantations
- 5,000 hectares will be devoted to the cultivation of rubber by peasant farmers

This expansion and replanting will be carried out gradually, at the rate of between 500 and 1,000 hectares per year.

MOPP

At the same time, SIFCA obtained a concession to develop 15,200 hectares of palm oil plantations in the same regions, 6,200 hectares of which have been designated for cultivation by peasant farmers. Since the two plantations owned by SIPH and SIFCA are located close to each other, significant operational synergies can be put in place to share costs.

Notes to financial statements

Note 3 - Consolidation principles and methods

3.1. Applicable accounting standards and financial year end

SIFCA's consolidated financial statements are prepared in accordance with the accounting law provisions established by OHADA (Organisation for the Harmonisation of Business Law in Africa). Companies are consolidated on the basis of their accounts for the period from 1 January 2011 to 31 December 2011.

3.2. Companies within the consolidation scope, consolidation methods and accounting principles

Companies within the consolidation scope

Companies included in the consolidation scope are those over which SIFCA SA has full or joint control, or has a significant influence.

Full control results from the parent company directly or indirectly holding the majority of voting rights at an Ordinary General Meeting or other decision making mechanism of an entity within the group to be consolidated. In certain cases, this majority is not necessary. In effect, full control is assumed if the parent company is the only shareholder to hold more than 40% of the voting rights and therefore has the ability, for two consecutive years, to appoint the majority of the members of the administrative, management and supervisory systems, or equivalent decision making mechanisms in the entity to be consolidated. Full control could also be a result of the power of the parent company to manage the political and financial management of an entity by virtue of a contract or particular clauses, as long as the applicable laws allow it, and as long as the parent company is a shareholder or associate of the controlled entity.

Joint control of an entity means that the parent company cannot make an important decision without the agreement of all of the associates or partners, between whom dominant influence can be exercised over the companies concerned.

Significant influence of the parent company over an entity is assumed if the former directly or indirectly holds at least a fifth (20%) of the controlling votes in the latter.

A subsidiary or an investment is not included in the consolidation scope if:

- strict and long-term restrictions substantially challenge either the control or influence the parent company has over it, or its ability to transfer funds,
- from the date of acquisition, the stocks or shares of this subsidiary are held for sale,
- the subsidiary represents only a negligible interest in comparison to the whole of the consolidated accounts.

Consolidation methods

Subsidiaries over which SIFCA SA has full control are fully consolidated. The principle of this method is to replace the investment in the subsidiary, as shown in the parent company's balance sheet, with the subsidiary's balance sheet by integrating its assets and liabilities. Any difference between the book value of the investment and the subsidiary's net assets forms part of consolidated shareholders' equity.

SIFCA SA's jointly owned subsidiaries are proportionally consolidated. The consolidation method for joint ventures consists of integrating, in the accounts of the parent company, their representative fraction of the balance sheet and profit and loss account of the joint venture company. As a result of recognising this representative proportion, minority interests do not arise.

Companies in which SIFCA SA has a significant influence are consolidated using equity accounting. The consolidation method for "associated companies" (not controlled) consists of substituting the cost of the investment in the parent company's balance sheet with its share of the shareholders' equity of the company held. This is therefore not a true consolidation of the associated company but a revaluation of the investment held, undertaken at the time of the consolidation.

Accounting principles

The accounting principles used in the preparation of SIFCA SA's consolidated half year report are the same as those applied for the preparation of SIFCA SA's full-year consolidated financial statements:

- Prudence: the accounts are prepared based on prudent valuations, to avoid the risk that current uncertainties could adversely affect assets and profit in coming years.
- Faithful representation: the accounts should provide a true and fair view of the information.
- Materiality: non-material transactions do not need to be included in the accounts or in the notes.
- Inviolability of the balance sheet: closing balances must be the opening balances of the following year. The inviolability of shareholders' equity from one year to the next is necessary for consolidation. This principle should particularly be followed when the list of entities included in the consolidation is different from one year to the next.
- Historical cost: the valuation of assets is based on the historical cost convention, which allows assets to be recognised at their purchase price on their date of entry in the accounts, expressed in the current unit of currency. The conditions for a general or specific revaluation are specified as a dispensation to this convention. Such revaluations are permitted in the consolidated accounts only if they are applied throughout the group.
- Going concern: the group's valuations are made on the basis that the group will continue its activities. If the continuity of its business is in question, the various assets must be recognised in the consolidated accounts at their market or realisable value.
- Consistency: valuation and presentation methods must be the same from one year to the next. Changes in presentation or methods are only allowed if they can be justified. The result of the change in valuation method must be quantified and described in the notes.
- Accruals concept: costs and revenue must be recognised in the period to which they relate.
- Uniformity of valuations: the consolidated accounts are prepared using consistent valuation methods. Valuation procedures must be the same for assets of a similar nature in all of the consolidated entities. If the valuation methods defined by the group are different in a consolidated company, the accounts must be restated if the difference between the two valuation methods is material.

Notes to financial statements

- Comparability: the accounts for the period must be comparable to those of the previous period. Comparability is necessary when the list of entities changes and the accounting data is not the same from one year to the next.
- Substance over form: the rules of presentation and valuation are dependent on this principle. The choice made should reflect the economic reality rather than the legal terms of the transaction.

Note 4 - Asset and liability valuations

4.1. Asset valuations

Goodwill

Goodwill in the first year is made up of the difference between the cost of the shares in the subsidiary and the parent company's share of its shareholders' equity, including the subsidiary's profit for the period at the date on which it became part of the group.

- The date on which an entity becomes part of a group is either: the date on which the parent company acquired the shares; the date on which the parent company began to have control or significant influence, if the acquisition took place in various stages; or the date on which the contract states that control passes, if this date is different from that of the purchase of the shares. If a contract states a date of retrospective control, this is not sufficient grounds for the date of transfer of control to be different from that of the transfer of the shares.
- The cost of the acquisition of the shares is equal to the amount paid by the buyer to the seller (cash, assets or securities issued by a group company), plus any other costs directly associated with the acquisition. If the payment is deferred or spread, the cost of the acquisition is discounted if the effect of this is significant. If the acquisition agreement allows for an adjustment in price which is dependent on one or more factors, the amount of the adjustment must be included in the acquisition cost at the date of acquisition if the adjustment is likely and if the figure can be reasonably measured. If these future events do not occur, or if it is necessary to revalue the estimate, the acquisition cost is adjusted with the corresponding entry being applied to goodwill.
- To determine the share of the net assets compared to the cost of the investment, the shareholders' equity at the date of acquisition per the individual accounts is restated (to harmonise valuation methods, to apply preferred methods and to take account of deferred tax).

If goodwill is **positive**, it is recognised as a fixed asset. It represents or comprises the part of the price paid in recognition of the benefits of having control of the entity. The goodwill is amortised over a period which reflects, as reasonably as possible, the assumptions and targets at the time of the acquisition. The amortisation period for goodwill is not necessarily the same for all investments, and it will vary according to the general environment of the company from which the goodwill arose. In accordance with the principle of prudence, if significant adverse changes take place in the elements which were considered when devising the original amortisation plan, the goodwill must be impaired, or the amortisation policy amended (this could result from poor performances by the entity concerned).

If goodwill is **negative**, this results from either a forecast loss or an impaired performance from the acquisition, or as applicable a potential capital gain as a result of an acquisition carried out under favourable terms ("a good buy"). Negative goodwill ("badwill") is recognised as a liability in the balance sheet under provisions for liabilities and charges. It is released to the profit and loss account over a period which reflects the assumptions and targets set at the time of the acquisition.

Goodwill is presented in **Note 6.**

Intangible assets and capital costs

Business goodwill included in the accounts of individual entities, and which cannot be split into its separate constituent parts, is included in goodwill in the consolidated accounts.

Intangible assets representing the costs of forming and modifying capital must be eliminated within the consolidated accounts. This is the same for other deferred charges.

In general, other intangible assets, whose valuations may be determined objectively and reliably, are amortised over their useful lives. Where there is a significant fall in value, an impairment provision is recognised for the difference between the book value and the higher of its useful value and market value.

Tangible assets

Tangible assets are recognised in the balance sheet at the cost of acquisition, made up of the purchase price and associated costs after discounts, deductions and rebates.

Tangible fixed assets which cannot be split are depreciated on a straight line basis over their useful lives, starting from the date on which they are brought into use.

The group's depreciation periods are:

- rubber plantations: 33 years from the start of tapping
- palm tree plantations: 30 years from the operational start date
- sugar cane plantations: 5 years
- permanent buildings: 20 years
- light constructions: 10 years
- fixtures and fittings: 10 years
- heavy plant and equipment: 10 years
- ships: 10 years
- light plant and equipment: 5 years
- furniture (office and residential): 10 years
- office equipment: between 2 and 5 years
- transport equipment: between 3 and 5 years
- other vehicles and machinery: between 4 and 5 years

Revaluation of fixed assets

A subsidiary may carry out a general revaluation or a revaluation of specific categories in its individual accounts, as long as the legislation permits. If an entity undertakes either of the above revaluations in its individual accounts (with the exception of an adjustment as a result of high inflation), the revaluation must either be eliminated in the consolidated accounts, or it must be carried out throughout the whole group. In this case, the revaluation must be carried out using the same methods.

Notes to financial statements

As regards SIFCA, the following should be noted:

Revaluation in 1994

In 1994, the Côte d'Ivoire Finance Act gave the option to Côte d'Ivoire companies to revalue a large part of their property assets, by up to 40%. SIFCA SA and certain subsidiaries undertook this revaluation. In order to be consistent, similar fixed assets held by the other Côte d'Ivoire companies within the group were revalued in the same way in the consolidated accounts. Since the end of December 2007, this type of adjustment has no longer been applied.

Independent revaluations

Palmci and PHCI have undertaken independent revaluations. These revaluations resulted in revaluation differences of 10,424 million CFA francs (Palmci) and 4,698 million CFA francs (PHCI). In order to provide consistent consolidated data, these revaluations and the resulting increased amortisation and depreciation have been eliminated in the consolidated accounts.

Inventories of goods and/or materials from transactions between group companies are revalued in the consolidation to remove any inter-group profits or losses.

Inventories (raw materials, finished products and other supplies) are subject to impairment provisions if a fall in value is thought to be permanent. The prospects of realising the inventory are always taken into account when considering impairment. A provision for finished products is thus only allowed if the likely realisable value, including deductions for selling costs, is less than the cost of production. Using the same logic, as raw materials are acquired to be used in the finished products they are valued based on the valuation of the products in which they are to be included. As a result, raw materials do not need to be written down at the end of the period unless it is apparent that the cost of producing the products in which they are to be included exceeds their likely selling price.

Investments and other non-consolidated shareholdings

Unquoted non-consolidated shareholdings are valued based on the parent company's share of the net assets of the company in which the investment is held.

Where quoted shares form part of the assets in the balance sheet of a company which is included in the consolidation, these are carried at the last available market price, or - to avoid significant variations - at a weighted average of prices.

Inventories and work in progress

Finished products are valued at their production cost, which is made up of the purchase price, plus costs incurred by the company during production to bring the item to its current state and location. It is therefore determined by the costs of the materials consumed and the direct and indirect costs of production.

Inventories of raw materials are valued at their purchase cost, which includes the purchase price and the costs directly associated with the purchase (associated costs such as commission and brokerage fees, freight costs, transport and handling costs, transport insurance, indirect taxes payable by the company, VAT and similar non-recoverable taxes, the costs of the "handling function" if it is not in-house, etc.).

Inventories of goods are valued using the weighted average cost per unit method.

Loans and trade receivables

Loans and trade receivables are valued at the historical cost recognised in the individual accounts. If their maturities are known and long-term, such values are discounted. Subsequently, the associated financial income is gradually recognised over time in the consolidated accounts. These adjustments are stated net of deferred tax.

Trade receivables and debts in foreign currency

Trade receivables and debts expressed in foreign currency, and included in the balance sheet at 31 December 2011, are valued at the exchange rate applicable at that date. Exchange gains and losses are included in the financial results section of the income statement.

Deferred tax

Deferred tax is recognised on temporary differences between amounts for tax purposes and the amounts used for accounting purposes.

A deferred tax asset is only recognised in the balance sheet if the company concerned has reasonable assurance that it will reverse in subsequent years. Deferred tax resulting from tax losses or deferred capital allowances is only recognised as an asset if likely to be charged against profit in the future.

Notes to financial statements

Changes in tax rates after the year end are not required to be taken into account when valuing deferred tax, but should be disclosed in the notes to the accounts if the change took place before the accounts were finalised. The rate of tax used for deferred tax purposes should be the rate at which the temporary difference is expected to reverse. Deferred tax should be discounted if the impact is material and if a reliable maturity analysis can be established.

4.2. Liability valuations

Retirement benefit obligations

Retirement benefit obligations have been accounted for in the individual accounts of the group companies. They have been valued in accordance with IAS 19 relating to employee benefits. In comparison to the method of determining rights in the case of redundancy, which is generally applied in the accounts of Côte d'Ivoire companies, IAS 19 better reflects the economic reality of this type of obligation. This method of valuation consists of estimating and discounting the amount of pension or retirement benefit that an employee can expect to receive on retirement, if he or she is still employed by the company on that date. The amount is calculated based on the employee's expected salary on that same date.

Provisions for liabilities and charges

Provisions for liabilities and charges associated with badwill

Where there is negative goodwill, a provision for liabilities and charges is included on the liabilities side of the balance sheet. This provision is released to consolidated profit and loss on a straight line basis.

Provisions for reorganisation

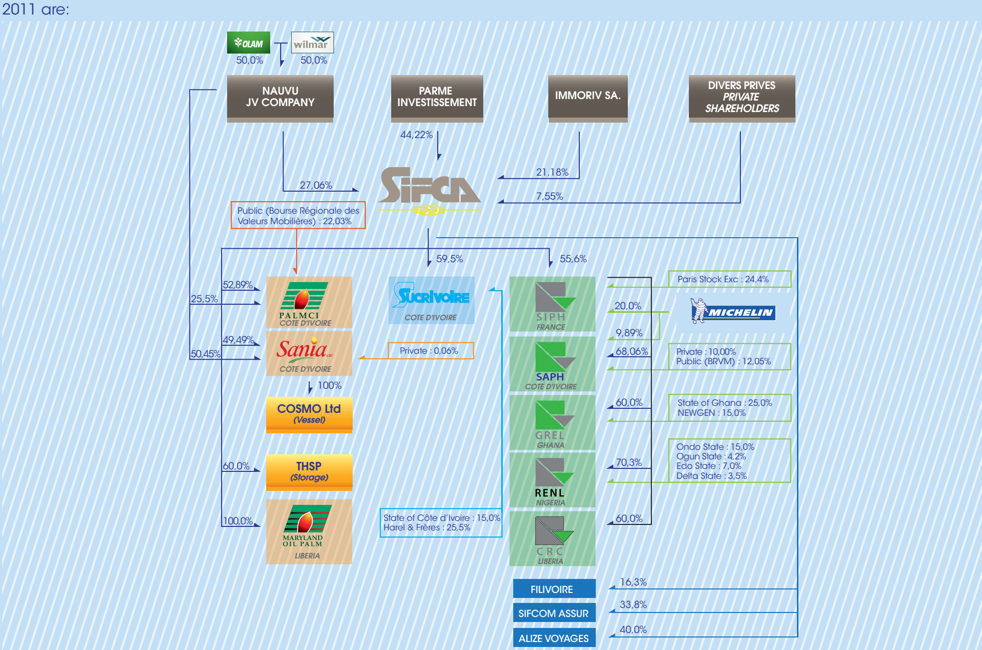
Provisions for reorganisation costs may be recognised only if the following strict conditions apply: the reorganisation programme is clearly defined by the management bodies, the cost is estimated with sufficient detail, and a public announcement of the plans and their outcomes has been made before the end of the financial year commencing after the date of acquisition of the company concerned.

Suppliers and other creditors

Trade creditors and other current liabilities are recognised at their historical cost.

Note 5 - Companies included in the consolidation scope

Companies included in the consolidation scope at 31 December 2011 are:



Notes to financial statements

The shareholding and voting-rights percentages and the consolidation methods used are as follows:

Company	31.12 . 2011 Shareholding	Voting rights	Consolidation method	31.12 . 2010 Shareholding	Voting rights	Consolidation method
SIFCA SA	100.00	100.00	Parent	100.00	100.00	Parent
SIPH	55.60	55.60	FC	55.60	55.60	FC
GREL	33.36	60.00	FC	33.36	60.00	FC
REN	39,10	70.32	FC	39.10	70.32	FC
SAPH	37.84	68.06	FC	37.84	68.06	FC
CRC	33.36	60.00	FC	33.36	60.00	FC
PALMCI	52.89	52.89	FC	52.89	52.89	FC
SANIA & Cie	49.49	49.49	PC	49.51	49.51	PC
MARY PALM	100.00	100.00	FC	100.00	100.00	FC
Cosmo Shipping Ltd.	49.49	49.49	PC	49.51	49.51	PC
SHB	-	-	EXIT	57.49	57.49	FC
THSP	60.00	60.00	FC	60.00	60.00	FC
SUCRIVOIRE	59.50	59.50	FC	59.50	59.50	FC
FILIVOIRE	16.34	16.34	EA	16.34	16.34	EA
SIFCOM Assur	38.80	38.80	EA	38.80	38.80	EA
ALIZE VOYAGES	40.00	40.00	EA	40.00	40.00	EA

Oil — Sugar
Rubber — Services and miscellaneous

FC = Full consolidation — EA = Equity accounting
PC = Proportional consolidation

There were no changes in consolidation methods at 31 December 2011.
In the case of Filivoire, although less than 20% of the shares are held the SIFCA Group continues to exercise significant influence over the company as a result of its presence on the company's board of directors.

Note 6 - Positive goodwill

The movement in goodwill from 31 December 2010 is as follows:

Million of CFA francs	
Net goodwill at 31.12.2010	46,903
- Amortisation of goodwill (1)	(1,914)
+ Exchange rate differences (2)	271
Net goodwill	**45,260**

(1) The amortisation of goodwill in the period relates to goodwill arising on changes in the consolidation scope, which isamortised on a straight-line basis (see Note 4.1). Sania's goodwill (18.7 billion CFA francs using proportional consolidation at 49.51%) is not amortised as its main components relate to items that are not amortised (brands and rights).
(2) This relates to movements in translation adjustments on the consolidation of subsidiaries whose financial statements are drawn up in fluctuating foreign currencies (REN and CRC).

The balance of goodwill at 31 December 2011 totalling 45.2 billion CFA francs includes the following significant amounts:

- Sania goodwill: 18.7 billion CFA francs (consolidated pro portionally at 49.5%) at the time of the transfer of the Cosmivoire and Unilever Côte d'Ivoire oil activities (December 2008),
- Palmci net goodwill: 11.5 billion CFA francs (historical cost of 13.2 billion CFA francs at the time of the purchase of 28.5% of the shares of Unilever Côte d'Ivoire in December 2008),
- SAPH net goodwill: 9.2 billion CFA francs consisting mainly of the "technical loss" at the time of the purchase of Saibe (in Bettié) at a carrying amount of 6.8 billion CFA francs (the historical cost was 8.3 billion CFA francs in April 2007), and the goodwill recognised at the time of the purchase of the shares on the regional stock market during 2010 (the historical cost was 1.4 billion CFA francs),
- CRC goodwill: 1.6 billion CFA francs, created in April 2008 on the acquisition of 60% of the capital of the Cavalla Rubber Corporation (Liberia).

The above represent most of the total balance of goodwill at 31 December 2011.

Notes to financial statements

Note 7 - Other intangible fixed assets

Other intangible fixed assets comprise software and licences. In accordance with the group's accounting rules and methods, intangible values in relation to the costs of forming and modifying capital are eliminated within the consolidated accounts. This is the same for other costs, deemed to be of 'zero value,' which are deferred over a number of years in the individual accounts.

Note 8 - Tangible fixed assets and assets in progress

The movements are as follows:

Company In millions of CFA francs	*Gross opening 31.12.10*	*Additions (+)*	*Disposals (-)*	*Transfers and changes in consolidation scope*	*Gross closing 31.12.11*
SIFCA	*8,480*	*324*	*(25)*	*0*	*8,778*
PALMCI	*164,126*	*19,163*	*(1,045)*	*696*	*182,939*
SANIA	*21,771*	*1,253*	*(2,379)*	*283*	*20,928*
SUCRIVOIRE	*75,790*	*5,335*	*(2,091)*	*0*	*79,035*
SIPH	*195*	*39*	*0*	*0*	*234*
CRC	*9,200*	*2,608*	*(331)*	*1,014*	*12,491*
GREL	*25,809*	*4,003*	*(251)*	*0*	*29,562*
REN	*18,740*	*3,403*	*(192)*	*729*	*22,680*
SAPH	*74,099*	*4,902*	*(2,570)*	*(12)*	*76,420*
COSMO SHIPPING LTD	*954*	*1*	*0*	*87*	*1,043*
MARY PALM	*97*	*4,563*	*0*	*432*	*5,092*
THSP	*1,646*	*95*	*0*	*(1)*	*1,740*
Total gross value	***400,907***	***45,690***	***(8,884)***	***3,228***	***440,942***
-Accumulated depreciation	*(212,428)*	*(24,760)*	*7,683*	*(448)*	*(229,953)*
Net tangible fixed assets	***188,479***	***20,930***	***(1,202)***	***2,780***	***210,989***

The carrying amount of tangible fixed assets increased by 23 billion CFA francs, from 188 billion CFA francs to 211 billion CFA francs. The gross values increased by around 40 billion CFA francs whilst depreciation charges for the period increased by 18 billion CFA francs, giving a net increase of 22 billion CFA francs as compared with 31 December 2010.

The most significant additions in terms of gross values were:

- Palmci: around 19 billion CFA francs, split between increased capacity, renovating and replacing industrial equipment (11.4 billion CFA francs), establishing and maintaining immature plantations (4.8 billion CFA francs) and acquiring vehicles and machinery (1.8 billion CFA francs).
- SAPH: capital expenditure totalled 5 billion CFA francs in 2011 and related mainly to replanting (2 billion CFA francs), transportation equipment (nearly 900 million CFA francs), agricultural equipment and tools and fixtures and fittings (around 700 million CFA francs), etc.
- Sucrivoire: capital expenditure totalled 5 billion CFA francs in 2011 and related mainly to industrial equipment and tools (2.5 billion CFA francs), agricultural facilities and equipment (nearly 1 billion CFA francs) and fixed assets under construction (1.4 billion CFA francs).
- Maryland Oil Palm Plantations (MOPP): capital expenditure in 2011 exceeded 4 billion CFA francs and related mainly to heavy rolling stock (more than 2 billion CFA francs) and agricultural investments (nearly 2 billion CFA francs and including 1,200 hectares of nurseries, 500 hectares planted and 1,500 hectares of plantations being cut down).
- CRC: fixed assets under construction related to the factory (around 2.1 billion CFA francs).
- REN: capital expenditure in the period totalling more than 3 billion CFA francs related mainly to the establishment of immature plantations (1.1 billion CFA francs) and buildings (around 1 billion CFA francs).

Notes to financial statements

Note 9 - Investments in associates

The share of the net assets held is as follows, in millions of CFA francs:

In millions of CFA francs	*31.12.2011*		*31.12.2010*	
Company	*Share of net assets before profit/(loss)*	*Share of profit/(loss)*	*Share of net assets before profit/(loss)*	*Share of profit/(loss)*
ALIZE VOYAGES	*88*	*9*	*67*	*28*
FILIVOIRE	*546*	*206*	*428*	*151*
SIFCOM ASSUR	*103*	*73*	*101*	*58*
Subtotal	***738***	***288***	***596***	***237***
Share of net assets		***1,027***		***833***

Note 10 - Non-consolidated investments

There were no movements during the period.

Note 11- Other financial assets

The balance at 31 December 2011 was 8 billion CFA francs:

In millions of CFA	*31.12.2011*	*31.12.2010*
Other non equity securities (1)	*3,016*	*3,016*
Loans (2)	*3,971*	*3,581*
Other financial assets	*1,082*	*1,120*
Total gross	***8,069***	***7,718***
Accumulated depreciation	*(63)*	*(833)*
Net financial assets	***8,007***	***6,885***

(1) Corresponding to the bond loan subscribed by SIFCA SA.

(2) These amounts represent mainly the Palmci planters' share, which is repayable in more than three years and was reclassified as other financial assets.

Notes to financial statements

Note 12 - Deferred tax assets

Deferred tax assets have fallen by some 4 billion CFA francs. This fall relates mainly to Palmci and was due mainly to the taxable profit for the year, which absorbed the balance of deferred capital allowances which can be carried forward indefinitely, as well as the eligibility base for the application of article 110 of the General Tax Code (tax reduction for investments).

As a result of its structural loss-making position, no deferred tax asset has been recognised in SIFCA SA, which has significant tax loss carryforwards and deferred capital allowances.

Note 13 - Changes in consolidated shareholders' equity

Changes in consolidated shareholders' equity are as follows, in millions of CFA francs:

	Group share	Minority interests	Total
Consolidated net position at 31.1210	**145,670**	**116,288**	**261,958**
+ consolidated profit	40,067	60,912	100,979
- Dividends paid	(15,743)	(26,618)	(42,361)
+ or - other movements in capital	23	0	23
Movement in equity of absorded companies	42	0	42
Movement in equity	(14)	0	(14)
+ Exchange rate differences	20	(297)	(276)
Others movement	774	1,457	2,232
Consolidated net position at 31.12.11	**170,840**	**151,742**	**322,582**

	31.12.2011
Total profit before consolidation adjustments	144,277
Accounting uniformity treatments	3,642
Book value adjustment	(395)
- Amortisation of goodwill and similar	(1,914)
Movements in deferred tax	(4,169)
- Dividends received	(40,717)
Miscellaneous	255
Restated profit at 31.12.2011	**100,979**

Dividends paid and received in the period are as follows, in millions of CFA francs:

	Dividends paid			Dividends received		
	Group	Outside the group	Total	Group	Outside the group	Total
SIFCA	0	13,000	13,000	9,172	1,051	10,223
SIPH	9,108	8,108	17,216	31,545	0	31,545
GREL	4,369	3,503	7,871	0	0	0
REN	3,422	1,444	4,866	0	0	0
SAPH	24,108	15,252	39,359	0	0	0
Totaux	**41,006**	**41,307**	**82,312**	**40,717**	**1,051**	**41,768**

Notes to financial statements

Note 14 - Borrowings and financial debts

This figure increased by approximately 4.9 billion CFA francs compared to 31 December 2010.

Company		31.12.2011	31.12.2010
SIFCA	(1)	7	1,470
PALMCI	(2)	39,714	46,476
SANIA	(3)	2,488	4,881
SUCRIVOIRE		6,124	5,033
Société Internationale de Plantations d'Hévéas	(4)	12,831	3,409
Cavalla Rubber Corporation		966	575
Ghana Rubber Estate Limited	(5)	2,826	3,124
Rubber Estate Nigeria Limited	(6)	6,353	0
Société Africaine de Plantations d'Hévéas		188	1,230
Total borrowings and financial debts		**71,497**	**66,198**

The main changes are detailed below:

(1) SIFCA SA: the bond loan was fully repaid in 2011.

(2) Palmci: the balance of non-group borrowings was 39.3 billion CFA francs at 31 December 2011. Repayments during the period totalled around 7 billion CFA francs.

(3) Sania: the change was due to repayments. The balance is proportionally consolidated at 49.51%.

(4) SIPH: two new loans were taken out in 2011 totalling €15.5 million (10.1 billion CFA francs) to finance the repurchase of SRI's minority shareholding in CRC (which was carried out on 6 January 2012: US$ 9 million was paid for the shares and US$ 2 million for the shareholder advances) and the recapitalisation of CRC. SIPH's financial debts totalled 12.8 billion CFA francs at 31 December 2011, taking into account its new loans and the balance of the Société Générale loan taken out in 2008 when the majority shareholding in CRC was acquired.

(5) GREL: this relates to the balance of the AFD loan.

(6) REN: 2 million naira were borrowed during the year ended 31 December 2011.

Note 15 - Other provisions for liabilities and charges

Other provisions for liabilities and charges have not changed significantly as compared with the position at 31 December 2010.

Company In millions of CFA francs	31.12.11 Retirement benefits (1)	31.12.11 Others (2)	31.12.11 Total	31.12.10 Total
SIFCA	270	394	664	643
PALMCI	0	512	512	359
SANIA	0	8	8	8
SUCRIVOIRE	811	27	838	1,114
SIPH	295	0	295	264
CRC	0	0	0	0
GREL	641	372	1,013	402
REN	1,004	834	1,838	2,266
SAPH	102	246	348	198
COSMO SHIPPING LTD	0	0	0	0
MARY PALM	0	0	0	0
THSP	0	26	26	20
Total at 31 December 2011	3,123	2,421	5,545	5,274
31.12.2010 (for comparison)	**2,585**	**2,689**	**5,274**	

Note 16 - Deferred tax liabilities

Company	31.12.2011	31.12.2010
SIFCA	948	948
PALMCI	3,195	3,195
SANIA	32	5
SUCRIVOIRE	3	3
SIPH	75	62
CRC	0	0
GREL	12	0
REN	0	0
SAPH	411	380
THSP	1	0
Total deferred tax liabilities	**4,677**	**4,593**

The main components of this figure are deferred tax liabilities resulting from the elimination of accumulated depreciation relating to the independent revaluations of tangible fixed assets held by Palmci.

Notes to financial statements

Note 17 - Provisions relating to negative goodwill

There were no such provisions at 31 December 2011.

Note 18 - Inventories

Inventories break down as follows:

18.1 Raw materials and other supplies

In millions of CFA francs	31.12.2011	31.12.2010
SIFCA	11	12
PALMCI (1)	15,196	13,540
SANIA (2)	7,785	10,276
SUCRIVOIRE (3)	8,490	6,082
SIPH	0	0
CRC	1,611	1,363
GREL	2,536	1,230
REN	2,145	663
SAPH (4)	22,431	12,991
MARY PALM	620	
THSP	1	7
Gross Inventory	60,826	46,164
Impairment	**(2,082)**	**(760)**
Net raw materials and other supplies inventory	**58,744**	**45,404**

(1) Palmci: the most significant items are spare parts and supplies (11.1 billion CFA francs), petroleum products (1.4 billion CFA francs), fertilisers (1.3 billion CFA francs), chemical products (819 million CFA francs), etc.

(2) Sania: the level of the inventory of raw palm oil at 31 December 2011 was around 20 thousand tonnes, at an average unit cost of 541 thousand CFA francs, giving a total value of approximately 11 billion CFA francs. This inventory was restated on consolidation to eliminate the internal markups with Palmci. Other inventories comprise spare parts and packaging. The percentage included in SIFCA's consolidated financial statements in respect of these amounts is 49.51%, due to the proportional consolidation of Sania.

(3) Sucrivoire: mostly made up of spare parts inventories (5 billion CFA francs), consumable materials (2 billion CFA francs), and fertilisers and weed killers (1.3 billion CFA francs).

(4) SAPH: the majority of this category is made up of non-machined rubber stock. Movements are as follows:

Description	31.12.2011	31.12.2010	Movement
Inventory in tonnes	20,428	12,664	7,764
Average cost (CFAF/Kg)	1,070	982	88
Inventory value in CFA million	21,863	12,431	9,432

18.2 Intermediate and finished goods

In millions of CFA	31.12.2011	31.12.2010
PALMCI	3,927	5,814
SANIA	4,358	3,588
SUCRIVOIRE (1)	18,708	12,547
GREL	1,135	711
REN	1,287	334
SAPH (2)	11,416	11,134
Gross inventory	40,831	34,128
- Impairment	(260)	(66)
Total stocks de produits intermédiares et finis	**40,572**	**34,062**

(1) Sucrivoire: this category of inventory is split as follows:

	31.12.2011	31.12.2010
In progress (uncut cane)	7,996	8,132
Products manufactured in Zuénoula	4,039	2,207
Products manufactured in Borotou	6,669	2,208
Total	**18,704**	**12,547**

The high level of inventories of products was due to the difficulties experienced since the crisis period (slowdown in distribution, fraudulent imports, etc.).

(2) SAPH: Finished goods inventories were 9,207 tonnes at 31 December 2011 (compared to 10,785 tonnes at 31 December 2010), with an average unit cost of 1,240 CFA francs/kg.

Description	31.12.2011	31.12.2010	Movement
Inventory in tonnes	9,207	10,785	(1,578)
Average cost (CFAF/Kg)	1,240	1,032	208
Inventory value in CFA million	11,416	11,134	282

18.3 Goods

In millions of CFA	31.12.2011	31.12.2010
SIPH	431	233
CRC	1,567	1,742
GREL	1,383	883
REN	1,408	1,009
SAPH	2,679	2,418
Gross inventory	7,467	6,285
- Impairment	(56)	(249)
Net goods inventory	**7,411**	**6,036**

Notes to financial statements

Note 19 - Prepayments

In millions of CFA	31.12.2011	31.12.2010
SIFCA	572	452
PALMCI	1,412	1,480
SANIA	184	110
SUCRIVOIRE	1,019	467
SIPH	1,436	16,827
CRC	0	0
GREL	61	680
REN	339	239
SAPH	1,341	1,204
THSP	17	0
Gross prepayments	6,381	21,458
Impairment	(691)	(288)
Net prepayments	**5,690**	**21,170**

Total prepayments fell by 15 billion CFA francs, due mainly to the reduction in the margin calls made on SIPH (15 billion CFA francs at 31 December 2010, compared with around 400 million CFA francs at 31 December 2011).

Note 20 - Trade debtors

Company In millions of CFA	31.12.11			31.12.2010
	Gross	-Impairment	Net	Net
SIFCA	2,577	(1,514)	1,063	958
PALMCI	7,491	(1,884)	5,606	5,976
SANIA	9,383	(2,107)	7,276	3,791
SUCRIVOIRE	985	(125)	859	763
SIPH	18,945	0	18,945	18,997
CRC	0	0	0	105
GREL	42	(42)	0	0
REN	55	(9)	47	-12
SAPH	2,594	(788)	1,805	2,142
COSMO SHIPPING LTD	0	0	0	0
MARY PALM	0	0	0	0
THSP	102	(5)	97	69
Total at 31 December 2011	42,173	(6,474)	35,698	32,789
31.12.2010 (comparative)	**37,595**	**(4,806)**	**32,789**	

Notes to financial statements

Note 21 - Other receivables

Company In millions of CFA	31.12.2011			31.12.2010
	Gross	- Impairment	Gross	- Impairment
SIFCA	3,247	(1,491)	1,757	2,079
PALMCI (1)	9,815	(714)	9,101	9,024
SANIA (2)	529	(2)	527	2,701
SUCRIVOIRE	224	(44)	180	216
SIPH	199	0	199	152
CRC	744	0	744	304
GREL	2,706	(9)	2,697	1,814
REN	14	0	14	11
SAPH (3)	3,137	(450)	2,686	4,326
COSMO SHIPPING LTD	0	0	0	1,027
MARY PALM	6	0	6	0
THSP	22	0	21	16
Total other receivables	20,643	(2,710)	17,932	21,669
31.12.2010 (comparative)	**24,249**	**(2,580)**	**21,669**	

(1) Palmci: the most material other receivables include amounts due from planters (2.8 billion CFA francs), the VAT credit (around 2 billion CFA francs) and amounts due from staff (1.6 billion CFA francs).

(2) Sania: the VAT credit (2.8 billion CFA francs) at 31 December 2010 was repaid during the year ended 31 December 2011.

(3) SAPH: the net fall in other receivables compared with 31 December 2010 was 1.6 billion CFA francs, which takes into account the offset of the VAT credit accepted in repayment (2.7 billion CFA francs) and the corporation tax payable in respect of the year ended 31 December 2011.

Note 22 - Cash and cash equivalents

Consolidated cash and cash equivalents were significantly higher:

Company In millions of CFA	31.12.11			31.12.10		
	Cash	Cash equivalents	Cash	Cash equivalents	Cash	Cash equivalents
SIFCA	-	680	680	0	2,247	2,247
PALMCI (1)	-	9,746	9,746	0	615	615
SANIA	-	1,839	1,839	0	1,939	1,939
SUCRIVOIRE	-	1,132	1,132	0	2,188	2,188
SIPH (2)	21,795	8,300	30,095	9,145	1,425	10,570
CRC	-	765	765	0	154	154
GREL	-	3,296	3,296	656	755	1,411
REN	-	15,332	15,332	0	4,019	4,019
SAPH	-	2,703	2,703	0	1,558	1,558
COSMO SHIPPING LTD	-	0	0	0	0	0
MARY PALM	-	3	3	0	0	0
THSP	-	15	15	9	37	46
Cash and cash equivalents	**21,795**	**43,811**	**65,606**	**9,810**	**14,937**	**24,747**

(1) Palmci: the working capital requirement was around 8 billion CFA francs lower than at 31 December 2010, totalling 16.4 billion CFA francs, i.e. 10.4% of turnover (compared with 33% of turnover for the year ended 31 December 2010). Working capital improved significantly, as a result mainly of the profit for the period. Consequently, the cash position improved significantly.

(2) SIPH: margin calls were considerably lower than in the year ended 31 December 2010, which therefore resulted in increased cash resources at the end of 2011.

Notes to financial statements

Note 23 - Advances and deposits received

In millions of CFA	31.12.2011	31.12.2010
SIFCA	221	676
PALMCI	79	68
SANIA	2,340	3,544
Sucrivoire	148	444
SIPH	102	129
CRC	0	34
SAPH	320	500
Total advances and deposit received	**3,210**	**5,396**

Note 24 - Trade creditors

In millions of CFA	31.12.2011	31.12.2010
SIFCA	1,207	799
PALMCI	11,303	5,689
SANIA	3,459	4,376
SUCRIVOIRE	6,842	5,563
SIPH	2,248	2,783
CRC	246	222
GREL	814	584
REN	323	215
SAPH	5,129	4,329
COSMO SHIPPING LTD	901	674
MARY PALM	343	0
THSP	16	20
Total trade creditors	**32,381**	**25,253**

Note 25 - Tax liabilities

In millions of CFA	31.12.2011	31.12.2010
SIFCA	591	1,138
PALMCI (1)	3,036	0
SANIA	902	845
SUCRIVOIRE	2,497	1,468
SIPH	317	232
CRC	484	357
GREL	330	139
REN	7,188	4,632
SAPH (2)	12,694	10,962
COSMO SHIPPING LTD	0	0
MARY PALM	1,575	0
THSP	6	5
Total tax and social security liabilities	**29,622**	**19,777**

(1) Palmci: the profits for 2011 have absorbed the tax assets in respect of capital expenditure (Article 110 of the General Tax Code) and the deferred capital allowances. The corporation tax liability totalled 3 billion CFA francs, after offset of tax assets.
(2) SAPH: the tax liabilities consisted mainly of corporation tax payable of 12.2 billion CFA francs after offset of the VAT credit of 2.7 billion CFA francs.

Note 26 - Other liabilities

In millions of CFA francs	31.12.2011	31.12.2010
SIFCA	8,853	1,771
PALMCI	3,713	2,821
SANIA	206	731
SUCRIVOIRE	1,495	940
SIPH	1,189	1,444
CRC	74	107
GREL	681	725
REN	548	498
SAPH	2,707	2,741
COSMO SHIPPING LTD	343	228
MARY PALM	216	-7
THSP	4	15
Total other liabilities	**20,029**	**12,013**

SIFCA SA's other liabilities correspond to the dividends not yet paid.

Note 27 - Short-term borrowings

In millions of CFA francs	31.12.2011	31.12.2010
SIFCA	4,201	2
PALMCI	2,617	16,159
SANIA	5,824	10,256
SUCRIVOIRE	1,500	5,850
SIPH	38	3,308
CRC	90	202
SAPH	231	5,212
MARY PALM	9	0
Total short-term borrowings	**14,510**	**40,989**

The outstanding balances have generally fallen significantly, with the exception of SIFCA SA which received cash advances to finance MOPP's investments pending the actual implementation of the loans tailored to its specific requirements

Notes to financial statements

Note 28 - Income statement

28.1 Summary income statement

Company In millions of CFA francs	31.12.11								31.12.10
	Operating	Financial	Ordinary activities	Exceptional items	Corporation tax	Goodwill amortisation	Share of profit of associates	Profit/ (loss)	Profit/ (loss)
	(A)	(B)	(C)=(A+B)	(D)	(E)	(F)	(G)	(C)+(D)+(E) +(F)+(G)	
SIFCA	(4,112)	1,557	(2,555)	10	128	0	0	(2,417)	(6,518)
PALMCI	36,945	(4,029)	32,916	87	(6,852)	(661)	0	25,490	5,723
SANIA	513	(1,698)	(1,184)	(55)	(27)	0	0	(1,266)	1,813
SUCRIVOIRE	8,172	(1,394)	(6,778)	367	(1,631)	(161)	0	5,353	1,110
SIPH	3,732	632	4,364	0	(2,242)	0	0	2,122	1,645
CRC	1,136	(156)	980	(236)	0	(89)	0	655	(404)
GREL	13,122	97	13,219	(12)	(1,176)	0	0	12,032	7,843
REN	18,660	(234)	18,427	18	(5,365)	(304)	0	12,776	6,503
SAPH	61,782	585	62,367	(205)	(14,835)	(688)	0	46,639	33,282
SHB	-	-	-	-	-	-	-	-	3,680
COSMO SHIPPING LTD	55	(58)	(3)	0	1	0	0	(3)	0
MARY PALM	(643)	(37)	(680)	0	0	0	0	(680)	(178)
THSP	5	(4)	1	0	0	(10)	0	(10)	(6)
Totaux	**139,369**	**(4,739)**	**134,630**	**(25)**	**(32,000)**	**(1,914)**	**288**	**100,979**	**54,728**
Total profit/(loss) December2010	**81,624**	**(9,495)**	**72,129**	**4,093**	**(19,939)**	**(1,789)**	**235**	**54,728**	

The main contributors to profits for 2011 were:

		Social net Result	Contributory result	% contributory
SAPH	(1)	45,628	46,639	46,33%
SIPH	(2)	33,155	2,122	2,11%
GREL	(3)	12,044	12,032	11,95%
REN	(3')	13,067	12,776	12,69%
PALMCI	(4)	29,346	25,490	24,66%
SANIA	(5)	(2,890)	(1,266)	-1,26%
SIFCA	(2')	6,606	(2,417)	-2,40%
SUCRIVOIRE		5,507	5,353	5,32%
COSMO SHIPPING LTD		0	(3)	0,00%
THSP		1	(10)	- 0,01%
MARY PALM		(680)	(680)	- 0,31%
CRC		744	655	0,65%
Société Mise en Equivalence		288	288	0,29%
Total		**142,817**	**100,979**	**100,00%**

(1) SAPH: this company contributed 46.3% of the consolidated profit (compared with 36.5% in 2010). Its contribution was also closely linked to the level of the SICOM (international prices).

(2) SIFCA SA and SIPH: the transition from the company's results to the contribution to consolidated profit is explained by the elimination of internal dividends received.

(3) GREL and REN: profits have increased, due mainly to the level of SICOM prices.

(4) Palmci: Palmci contributed 25% of the total consolidated profit in 2011. Its performance in 2011 was due mainly to the fact that prices held up well. The CIF Rotterdam palm oil price fluctuated between US$1,284/tonne and US$ 994/tonne, i.e. an annual average of US$1,121/tonne, which was 32% higher than the annual average of US$851/tonne in 2010.

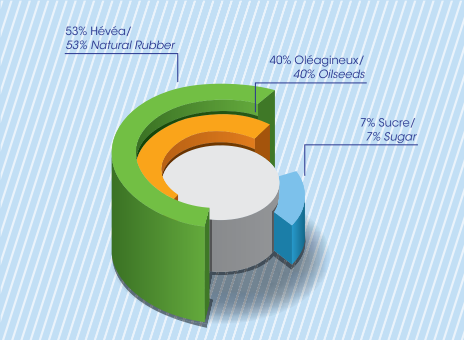
(5) Sania Cie: the company suffered erosion of its margins, linked to repercussions on its markets of the increase in its supply costs. In addition, the crisis in Côte d'Ivoire significantly disrupted distribution channels, and the company is facing increased competition in its markets, due mainly to significant imports of oil by other operators.

Notes to financial statements

28.2 Allocation of turnover by division

Turnover by division (In millions of CFA francs)	Oil	Rubber	Sugar	Others	Total
2011	206,921	272,537	35,860	1,332	516,650
Evolution of the turnover	**40,07%**	**52,73%**	**6,94%**	**0,26%**	**100,00%**

The global increase is 39% compared to 2010.



28.4 Corporation and other taxes

Corporation and other taxes by company are as follows:

In millions of CFA francs	31.12.2011	31.12.2010
SIFCA	(1,360)	(686)
PALMCI	(1,456)	(1,573)
SANIA	(272)	(385)
SUCRIVOIRE	(348)	(759)
SIPH	(618)	(481)
CRC	0	0
GREL	(9)	0
REN	(440)	(259)
SAPH	(896)	(966)
COSMO SHIPPING LTD	(7)	(11)
MARY PALM	(28)	0
SHB	-	(40)
THSP	(38)	(47)
Total corporation and other taxes	**(5,473)**	**(5,207)**

28.3 External services

External services break down as follows:

In millions of CFA francs	31.12.2011	31.12.2010
SIFCA	(3,815)	(3,057)
PALMCI	(23,559)	(19,421)
SANIA	(7,781)	(7,700)
SUCRIVOIRE	(6,391)	(5,580)
SIPH	(4,985)	(4,891)
CRC	(1,898)	(1,892)
GREL	(7,040)	(5,179)
REN	(6,482)	(5,764)
SAPH	(12,877)	(11,129)
SHB	0	(372)
COSMO SHIPPING LTD	(190)	(260)
MARY PALM	(634)	(74)
THSP	(96)	(96)
Total external services	**(75,749)**	**(65,415)**

Notes to financial statements

28.5 Staff costs

Staff costs by company are as follows:

In millions of CFA francs	31.12.2011		31.12.2010	
SIFCA	(2,886)	5,4%	(2,603)	5,5%
PALMCI	(18,558)	35,0%	(15,420)	32,5%
SANIA	(2,620)	4,9%	(2,743)	5,8%
SUCRIVOIRE	(8,379)	15,8%	(7,460)	15,7%
SIPH	(1,820)	3,4%	(1,933)	4,1%
CRC	(2,210)	4,2%	(1,641)	3,5%
GREL	(1,370)	2,6%	(1,097)	2,3%
REN	(3,049)	5,7%	(2,654)	5,6%
SAPH	(11,752)	22,1%	(11,270)	23,8%
SHB	-	0,0%	(241)	0,5%
COSMO SHIPPING LTD	(175)	0,3%	(258)	0,5%
MARY PALM	(183)	0,3%	(21)	0,0%
THSP	(89)	0,2%	(81)	0,2%
Total staff costs	**(53,090)**	**100%**	**(47,421)**	**100%**

Group staff numbers at 31 December 2011 were as follows:

Company	Management	Supervisors	Workers/ employees	Total permanent	Total temporary	Combined total
SIFCA SA	43	29	24	96	12	108
SUCRIVOIRE	60	173	364	597	7,989	8,586
SANIA	64	172	123	359	19	378
SAPH	103	126	3,855	4,084	1,960	6,044
RENL	59	150	1,341	1,550	110	1,660
GREL	34	36	263	333	2,066	2,399
SIPH	19		1	20		20
PALMCI	162	406	6,379	6,947	3,284	10,231
Total des effectifs au 31.12.11	**544**	**1,092**	**12,350**	**13,986**	**15,440**	**29,426**
Total des effectifs au 31.12.10	**503**	**1,033**	**11,117**	**12,653**	**13,140**	**25,793**

Note 29 - Current and deferred taxes

The deferred tax charge is mainly explained by the profit made in the period by Palmci, which reduced the deferred capital allowances balance and the basis on which a company can benefit from article 110 of the General Tax Code relating to investments.

Note 30 - Translation of foreign subsidiary accounts

	Taux Ouv.	Taux Moy.N-1	Taux de clôt.	Taux Moy.
Francs CFA BCEAO	1,00000	1,00000	1,00000	1,00000
Euro	655,957	655,957	655,957	655,957
Naira	3,07663	3,24385	3,17662	3,05471
Dollar US	464,11000	495,29739	506,58918	471,09810

Notes to financial statements

Note 31 - Significant events after the reporting period

Significant events after the reporting period were as follows:

Taxes affecting the Group's activities in Côte d'Ivoire

New taxes were introduced in Côte d'Ivoire on rubber and land, based on the area under cultivation. In fact, the schedule to the 2012 Finance Act, which came into force on 16 January 2012, introduced a granulated rubber tax of 5% on the total turnover (excluding VAT) of the processed rubber producers.

In addition, the agricultural operations of agri-business companies, including rubber, oil palms and sugar cane, are now subject to land tax at the following rates:

- Rubber : 15,000 CFA francs / hectare planted
- Oil palms : 10,000 CFA francs / hectare planted
- Sugar cane : 5,000 CFA francs / hectare planted

These taxes, which are levied in addition to the existing taxes, have significantly increased the tax burden on businesses and are such that they will have a major impact on the profitability and competitiveness of the Group's agri-business companies.

Retirement age in Côte d'Ivoire

A new Côte d'Ivoire law amending the Social Security Code has:

- increased the statutory retirement age from 55 to 60,
- raised social security contribution rates from 8% to 14% (12% for 2012), of which 55% is borne by employers and 45% by employees.

SIPH increases its stake in Cavalla Rubber Corporation (CRC) to 100%

The 40% stake owned by the Salala Rubber Investments group (SRI) in Cavalla Rubber Corporation (CRC) in Liberia was acquired by SIPH on 6 January 2012. CRC thus became a 100% subsidiary of SIPH as from that date.

Note 32 - Significant off-balance sheet commitments at 31 Dec. 11

Pledge of securities held by SIFCA in favour of third parties

SIFCA's BOND LOAN

Pledge of 156,258 SIPH shares held by SIFCA in favour of guarantors relating to SIFCA's 6.5% 2006-2011 bond loan of 11 billion CFA francs.

This loan was repaid in full on 6 July 2011. An application for release was sent to the guarantee institutions (BOAD, Fonds GARI, FAGACE and BIDC) via SGI Togo.

Guarantees of assets and liabilities granted during sales or acquisitions.

Filivoire

Promise to buy the remaining 49% of the share capital in three parts, on 31 December 2008, 2009 and 2010, respectively, at an agreed price of 588 million CFA francs for the 49%.

The options to buy the first two tranches, totalling 32.66%, were exercised on 31 December 2008 and on 31 December 2009 for a total value of 393.5 million CFA francs. The option to buy the final tranche has been deferred by mutual agreement of the parties.

Other guarantees given by SIFCA

Palmci

- Obligation to the banking pool in accordance with article 3 of amendment 2 to the Agreement of 30 July 2004, which provides for a third party guarantee according to the following terms:

"In the event that, because of losses shown in the consolidated financial statements, the shareholders' equity of Palmci becomes lower than half of the share capital, Nauvu and SIFCA guarantee the implementation of the necessary measures to allow, strictly respecting the regulations of articles 664 and 665 of the Uniform Act of Company Law and the GIE, the continuation of the activities of Palmci, and the reduction of its capital by the amount of the aforementioned losses, where it is not possible to increase shareholders' equity to at least the value of the share capital".

- Obligation to the banking pool in accordance with the second letter of engagement, which provides for the following obligations:

1. Maintain the ratio of term loans to shareholders' equity plus shareholder current accounts at a level lower than or equal to 1.8 as required by the loan agreement. If this ratio is not maintained, advances or contributions into the current accounts from shareholders are automatically carried out. These advances or contributions will be such that the entirety of the current account contributions will be apportioned between SIFCA and Nauvu, prorated in relation to their respective share of the capital of Palmci;
2. The repayment of shareholder current accounts and the payment of dividends can only be made at the same rate, and only after bank loan repayments;
3. Discharge of all potential future losses by SIFCA and Nauvu, prorated by their respective share of the capital of Palmci, up to the amount of cash necessary to maintain the short-term lines of credit (overdraft and commercial loans) at their level as at 31 December 2001;
4. Obligation of SIFCA and Nauvu to allocate 30% of disposable cash flow (after bank loan repayments and payments of interest, and financing of the working capital requirement) to advance repayment of the aforementioned loans and, if necessary, at the individual request of one of the members of the banking pool, Standard and SIB, after prior notice to the other members of the banking pool, Standard and SIB.

- Obligation to DFI in accordance with the letters of engagement of 27 November 2008. In substance, these letters provide for (i) an obligation to maintain an ownership interest of 51% in Palmci, and of 67% together with Nauvu, (ii) maintenance of an asset/equity ratio in Palmci, (iii) repayments of DFI's receivables subordinated to repayments of SIFCA's receivables (iv) better efforts in respect of sustainable development.
- Palmci's 7% 2009-2016 bond loan of 15 billion CFA francs. The loan benefits from guarantees of payment on first demand from SIFCA (46.67%), BIDC (33.33%) and Fonds Gari (20%) which cover the principal and accrued interest on the bonds. As a counter guarantee for their commitments, SIFCA granted to the

Notes to financial statements

guarantors (BIDC and Fonds Gari) a guarantee of payment on first demand of 100% of the principal and interest, i.e.:

- BIDC: 6,662,500,000 francs (of which 5,000,000,000 CFA francs relates to the principal and 1,662,500,000 CFA francs relates to interest);
- Fonds GARI: 3,997,500,000 francs (of which 3,000,000,000 CFA francs relates to the principal and 997,500,000 CFA francs relates to interest).

Essentially, Palmci's bond loan of 15 billion CFA francs is directly or indirectly 100% guaranteed by SIFCA (principal and interest).

- BOAD loan to Palmci of 7 billion CFA francs.

The guarantee of payment on first demand (which is unconditional and irrevocable), was granted on 24 February 2010 and guarantees BOAD payment of all sums due from Palmci, up to a maximum of 7 billion CFA francs.

SUCRIVOIRE

- BOAD (WABD) loan to Sucrivoire of 7 billion CFA francs.

The guarantee of payment on first demand (which is unconditional and irrevocable) was granted on 28 December 2010 and guarantees BOAD payment of all sums due from Sucrivoire, up to a maximum of 7 billion CFA francs.

- Proparco loan to Sucrivoire of €8,250,000.

Obligation of SIFCA to give a guarantee of payment on first demand in the amount of €8.25 million under the terms of an agreement entered into on 7 December 2011 by which Proparco provides finance to Sucrivoire. This guarantee will have to be regularised in 2012 when the funds are made available.

SIPH

- Under the terms of the shareholder agreement of 29 October 2006 signed with Michelin, there is an obligation to maintain ownership of a minimum of 34% of the capital of SIPH.

Unilever CI

- A non-compete agreement in respect of its soap activities in favour of UCI for a term of ten years beginning on 8 December 2008.
- An agreement not to dissolve Sania Cie in accordance with article 9.5 of the supply agreement for stearin.
- A non-compete agreement in respect of its palm oil activities in accordance with article 4D of the shareholders' agreement relating to Sania Cie.

Cash management agreement entered into on 16 February 2011 by SIFCA, PALMCI and SUCRIVOIRE

SIFCA's joint and several guarantee clause contains the following stipulations:

- In its capacity as the holding company of Sucrivoire, SAPH and Palmci and in order to guarantee the cash advances likely to be granted between them under the terms of this agreement, SIFCA stands as joint and several guarantor for the company receiving the cash advance in favour of the company that granted said advance, for the purpose of guaranteeing payment to the latter of all amounts that could be due to it in respect of said advance.

This guarantee involves the waiver by SIFCA of the benefits of division and discussion provided by Articles 2021 and 2026 of the Civil Code.

- This joint and several guarantee is capped at an overall amount of 6,000,000,000 CFA francs, including all cash advances; it is authorised for a period of one year as from the date it is signed.

Abidjan harbour (PAA)

- Guarantee of 6,395,150 CFA francs in favour of PAA for the use of lot nos. 119 and 372 (37bis) by BIAO.
- Guarantee of 3,972,600 CFA francs in favour of PAA for the use of lot no. 40 by SGBCI.

Auditors report on consolidated financial statements OHADA

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SIFCA
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Abidjan 01

We have audited the accompanying financial statements of SIFCA and its subsidiaries, which comprise the balance sheet as at 31 December 2011, the statements of changes in equity and the income statement for the year the ended, and a summary of significant accounting policies and other explanatory notes.

Management is responsible of the preparation and fair presentation of these financial statements in accordance with the OHADA.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the professional standards applicable in Côte d'Ivoire. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements are properly drawn up in accordance with the OHADA Standards so as to give a true and fair view of the financial position of SIFCA Group as at 31 December 2011 and the results of its operations for the year then ended.

Abidjan, 23rd March 2012

The Statutory Auditors

Mazars Côte d'Ivoire

Armand Fandohan
Chartered Accountant

Ernst & Young

Caroline ZAMOJCIOWNA-ORIO
Chartered Accountant

Rating

GCR GLOBAL CREDIT RATING CO.
Local Expertise • Global Presence

The SIFCA Group

Ivory Coast Corporate Analysis November 2011

Security class	Rating scale	Currency	Rating	Rating watch	Expiry date
Long term	National	FCFA	A	No	07/2012
Short term	National	FCFA	A1		

Financial data:
(US$'m comparative)

	31/12/09	31/12/10
FCFA/US$ (avg.)	480.6	486.2
FCFA/US$ (close)	466.8	485.1
Total assets	774.4	806.3
Total debt	243.2	221.0
Total capital	365.9	436.3
Cash & equiv.	96.9	51.0
Turnover	614.5	815.3
EBITDA	95.1	223.2
NPAT	35.7	112.1
Op. cash flow	n.a.	n.a.
Market cap.	n.a.	
Market share	n.a.	

Fundamentals:

The SIFCA Group ("SIFCA") was established in 1964 and is an agro-industry holding company domiciled in Cote d'Ivoire, with significant interests in palm oil, rubber and sugar. Operations include growing, processing and marketing of agricultural products. The group is largely based in the Ivorian market, although operations extend to Ghana (rubber), Nigeria (rubber) and Liberia (rubber & oil). In 2008, two Singapore listed investors, Wilmar and Olam (through a joint venture Nauvu), acquired a stake in the palm oil business as well as the SIFCA group. Rubber operations are supported by Michelin. The largest shareholders at FYE10 were Parme Investissement (44%), Nauvu (27%) and Immoriv SA (21%).

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Rating rationale

The rating is based on the following key factors:

- SIFCA's established and leading position in the West African agricultural industry, supported by strong international partners in rubber and palm oil.
- Firmer agricultural commodity prices have supported a steep rise in revenue and profitability (despite some production problems and the negative impact of the political crisis). As prices are forecast to remain high, SIFCA expects to report record earnings in F11 and into F12.
- SIFCA has reported a downward trend in debt, despite some working capital pressure. Thus, key gearing ratios have improved to review period lows. Going forward the group is likely to increase debt to fund its growth strategy, albeit an internal gearing limit of 50% has been set.
- SIFCA continues to invest in improved equipment and procedures for both its plantations and its mills. Over FCFA38bn is earmarked for the sugar operations over the next four years, with around FCFA50bn to be spent on Palm CI. However, benefits will only become apparent over the medium term, given the long lead times in agriculture.
- A more stable political climate is expected, with additional benefits from the greater North-South integration, which should facilitate easier distribution of SIFCA's products throughout the country and also regionally. Nevertheless, the political crisis highlighted the potential for unforeseen events to disrupt operations significantly.
- SIFCA is highly exposed to commodity price and currency fluctuations. With the uncertain global economy, volatility in key external factors is expected to persist.

Funding profile

Shareholders equity climbed by FCFA40.8bn to FCFA211.6bn at FYE10 on the back of strong retained earnings, before rising to FCFA219.1bn at 1H F11. Gross debt has evidenced a gradually declining trend over the review period to FCFA103.2bn at 1H F11 (FYE10: FCFA107.2bn). Palm CI continues to account for more than half of the debt, which includes a FCFA15bn bond issued during F10. Overall, gearing ratios declined to successive review period lows at FYE10 and 1H F11. Gross gearing fell to 47% at 1H F11 (FYE10: 51%), while net gearing was lower at 25% (FYE10: 39%). Similarly, gross and net debt to EBITDA fell to 62% and 32% respectively at 1H F11 (FYE10: 99% and 76%). The lower interest charge in 1H F11 also saw net interest coverage increase significantly to 30x (F10: 8.6x). While debt is expected to remain above FCFA100bn at FYE11, gearing ratios should improve and interest coverage is expected to normalise. Going forward, debt is forecast to increase, although with the stronger earnings forecast, gearing should remain manageable.

GLOBAL CREDIT RATING CO.

Rating

Recent developments and the Ivorian crisis

SIFCA has benefited significantly from the sharp rise in agricultural commodity prices over the past 18 months. Combined with ongoing efficiencies introduced by Olam and Wilmar, as well as improved production processes, this saw the group's earnings rise to a review period high in F10.

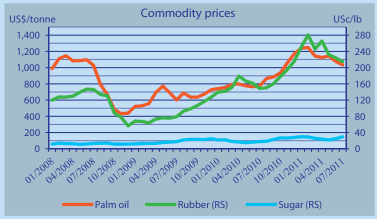
However, SIFCA's strong performance was marred by the post-election Ivorian crisis that began in December 2010. Being close to year–end, the crisis had little impact on the F10 results. Nevertheless, the full effects emerged in 1Q F11, as parts of the country (most importantly Abidjan) were brought to a standstill until the crisis was resolved in April 2011. The impact was not uniform across all divisions. The plantation operations experienced few disruptions as they are situated outside of Abidjan and other areas that experienced violence. Harvesting and processing continued as normal on the palm and rubber plantations in the South, with small disruptions mainly caused by a scarcity of fuel. Sucrivoire's sugar plantations also saw little impact on production as they are situated in the North of the country, where violence was minimal and supplies could be procured from Burkina Faso.

Where the political strife had a severe impact was on the sale of processed products (edible oil, margarine and sugar) to the retail market. Sales of such products plunged over the 4 months, as wholesalers and retailers reduced stocks to minimal levels due to the fear of looting. In addition, the collapse of the banking system over the period made payments impossible. Most affected was the SANIA palm oil refinery, which was unable to distribute its existing stock, resulting in its storage facilities being quickly filled to capacity. To ease these constraints, SANIA rented additional storage containers in Lomé. The company benefitted from SIFCA's in-house shipping division, which was used to transfer oil, where external shipping companies where unable to enter the port of Abidjan.

Most significantly, SIFCA's longstanding CEO and Chairman, Yves Lamberlin, was killed during the violence, along with his assistant and the head of SANIA. This had a devastating impact on the management structure, as Mr Lambelin had largely been responsible for the corporatisation of SIFCA over the past decade, and the extensive improvements implemented to all the agricultural processes. Mr Lamberlin was replaced by Bertrand Vignes, who had joined SIFCA two years earlier in the role of deputy CEO in charge of operations.

Commodity prices

Although SIFCA has expended significant efforts on improving all aspects of the group, short term earnings are largely driven by agricultural commodity prices and, to a lesser extent, the Euro/US$ exchange rate (as the FCFA is pegged to the Euro). Thus, the strong earnings performance over the past 18 months must be considered in light of the continuous increase in agricultural commodity prices over the period. While renewed global uncertainty has more recently seen prices ease off the highs recorded in 1Q 2011, on average they remain well above historical levels.



Rubber prices have evidenced the strongest growth, with the price more than trebling to USc220/lb in July 2011, from the beginning of 2009. Demand was driven by a recovery in the automotive industry, which utilises large quantities of rubber in vehicle tyres. However, as vehicle sales have stalled somewhat the rubber price declined 30% from its high of USc280/lb at the beginning of 2011. Nevertheless, the average price for 2011 remains 48% above the average price in 2010.

Average palm oil prices rose by 33% in 2010 over the previous year, before increasing by a further 34% in 2011. At just over US$1,000/tonne in July 2011, the price was 18% off its record high of US$1,248/tonne, albeit remaining very high. Being a staple food additive, the price will be impacted less by ongoing economic volatility than rubber, where demand is more discretionary in nature. Similar to palm oil, global sugar prices doubled in the 18 months from the beginning of 2009, trading around USc25/lb to July 2010.

Offsetting the positive impact of firmer agricultural prices somewhat has been the appreciation of the Euro against the US$. This saw the FCFA gain more than 15% against the US$ to trade around the FCFA445/US$ level through most of 2011. More, recently the FCFA has depreciated somewhat against the US$ (given the Eurozone debt crisis), albeit the currency remains relatively strong. Besides for increasing the cost base, the firmer currency has encouraged illegal imports of palm oil and sugar, exerting some pressure on sales of these products.

Earnings diversification

The prominence of rubber in SIFCA's earnings increased further in F10, as the selling price doubled over the year. Thus, the rubber operations accounted for 54% of group revenues (F09: 40%) and 84% of operating profits (F09: 67%). In contrast, the relatively weak palm oil production resulted in its contribution to revenue and operating profit declining to 36% and 16% respectively (F09: 49%; 32%). Sugar revenue and operating profit rose, albeit at a slower pace than rubber,

Rating

eroding its contribution. Operating margins improved across all the divisions, with the strongest margin reported in rubber operations.

Earnings diversification (FCFA'm)	Revenue		Operating profit		Op. margin (%)	
	F09	F10	F09	F10	F09	F10
Palm oil	144,933	133,955	10,068	12,946	6.9	9.7
Sugar	29,650	36,507	3,323	4,742	11.2	13.0
Rubber	119,019	200,871	21,299	68,411	17.9	34.1
Other - SIFCA	1,747	746	(2,778)	(4,475)	(159.0)	(256.2)
Total	295,349	372,079	31,912	81,624	10.8	21.9

Palm oil

Operationally, the plantation division, Palm CI, faced a difficult year. Total fruit harvested decreased by around 10%, while crude palm oil ("CPO") extracted from the fruit declined by 14%. This saw revenue decrease by 19%. Notwithstanding, the firmer palm oil prices resulted in a spike in Palm CI's operating margin to 13.3% (F09: 7%), translating into a 53% increase in operating profit (albeit off a low base). Revenues from the new palm plantation in Liberia were included for the first time, although the operations are still loss making. The SANIA refinery reported a mixed performance in F10. A small decline in local sales was evidenced, although offset by improved export sales (despite the loss of an export permit to Senegal), resulting in a 3% overall increase in volumes. Combined with firmer selling prices, this saw revenue increase 19% on a like for like basis (F09 included local sugar sales through Sodima). However, higher CPO prices strained the gross margin, with operating profit declining by 15%.

Palm CI	F09	F10	% Δ	YTD11*	Forecast F11
Sales (CFA'm)	93,515	75,370	(19.4)	93,247	152,979
Op. profit (CFA'm)	6,545	10,011	52.9	32,087	41,176
Op. margin (%)	7.0	13.3	89.8	34.4	26.9
Net result	2,768	6,099	120.3	26,552	32,693
Fruit prod. (Tons)	1,166,938	1,046,854	(10.3)	780,132	1,127,577
CPO (Tons)	279,876	241,328	(13.8)	181,312	257,083
SANIA					
Sales (CFA'm)	180,312	185,410	2.8	109,482	226,925
Op. profit (CFA'm)	10,158	8,621	(15.1)	(1,269)	1,587
Op. margin (%)	5.6	4.6	(17.5)	(1.2)	0.7
Oil sold (000'Tons)	252	263	4.4	110	249

* Production figures are for 7 months to 30 July 2011.

The political crisis disrupted Palm CI's operations to the extent that transport was not readily available to move product and CPO tanks quickly reached capacity. As a consequence, total fruit cultivated fell 16% below budget for the YTD11, while a lower extraction rate saw CPO production fall 17% short. Nevertheless, higher selling prices resulted in an annualised 112% increase in revenue for YTD11, leading SIFCA to increase its forecast for the business by more than FCFA38bn to FCFA152bn. Significantly, operating profit at YTD11 was already more than 3x higher than in F10.

In contrast, SANIA reported a very poor performance for YTD11 as the refinery was severely affected by the crisis. CPO refined fell 21% below initial budgets and local sales were less than half of what had been forecast. While slightly firmer exports helped reduce the sales underperformance to 25%, the business posted a FCFA1.3bn operating loss at YTD11. Earnings were further impacted by around FCFA1bn in forex and hedging losses. SANIA expects sales to have normalised in 2H F11, as the domestic market recovers. Nevertheless, while a return to operating profit is expected for the full year F11, the refinery still projects a net loss before tax of FCFA2.5bn.

Rubber

Rubber operations proved the most robust in F10, supported by rising prices. All subsidiaries saw revenue growth, while operating profits increased by 3x to 4x. Profitability would have been even firmer had it not been for hedging losses incurred. Following the merger of the various Nigerian plantations at the beginning of the year, no corporate transactions were undertaken.

SIPH	F09	F10	% Δ	1H F11	Forecast F11
Sales (FCFA'm)	117,841	201,154	70.7	105,049	271,172
Net profit (FCFA'm)	7,034	12,057	71.4	20,367	46,472
Net margin (%)	6.0	6.0	-	19.4	17.1
Total Production (tons)	137,000	130,000	(5)	56,925	138,501

SIPH subsidiaries	SAPH	GREL	RENL	CRC
Revenue F10 (FCFA'm)	140,237	21,570	24,925	3,946
Revenue F09	75,609	12,743	13,031	3,946
Op profit F10 (FCFA'm)	44,758	8,681	11,066	41
Op. profit F09	9,941	2,945	2,903	41

The Ivorian rubber plantations saw a 9% decline in processed rubber production, below budget for 1H F11. Sales volumes were even weaker, given the inability to transport the rubber during the crisis. Nevertheless, continued favourable pricing saw revenues and operating profits exceed budget. Thus, the group adjusted budgets upwards at 1H F11, with the division now forecasting over FCFA271bn in revenue and FCFA47bn in net profit for the year.

Sugar

A number of factors served to support 23% revenue growth in Sucrivoire during F10. Primarily, the company benefitted from higher sales volumes and a rise in prices. In addition, as Cote d'Ivoire was faced with a sugar deficit, the government authorised the import of sugar, which was previously banned. This added around 10% to revenue. Whilst the cost of raw sugar as a percentage of revenue increased to 21% (F09: 17%), the operations achieved saving in other areas, resulting in a 43% increase in operating profit. Much of this arose from the refurbishment of aging factories and the efficiency improvements that resulted.

SUCRIVOIRE	F09	F10	% Δ	YTD11*	Forecast F11
Sales (FCFA'm)	29,657	36,513	23.1	19,100	34,148
Op. profit (FCFA'm)	3,323	4,769	43.5	5,449	7,002
Op. margin (%)	11.2	13.1	-	28.5	19.9
Sugar prod. (tons)	78,862	72,946		38,917	89,692
Extraction rate (%)	8.46	8.19	-	9.11	9.45

* Production figures are for 7 months to 30 July 2011

Rating

For the 7 months to July 2011, Sucrivoire's revenue fell 4% below budget, due to weaker than expected production. The underproduction can be attributed to milling constraints during the political crisis, and a lack of necessary funding. However, given the firmer sugar price, operating profit was largely in line with budget. Nevertheless, the group is facing increasing competition from both legal and illegal imports, which is exerting downward pressure on pricing. Accordingly, Sucrivoire, through the industry association, has been lobbying government to reintroduce import bans.

Financial performance

Appended to this report is a 5-year financial synopsis of SIFCA, whilst brief comment follows.

Earnings performance (FCFA'm)	F10			F11		
	Actual	Forecast	% achieved	1H F11	Forecast	% achieved
Revenue	396,387	338,748	117.0	250,745	470,000	53.4
NPAT	54,494	51,080	106.7	48,594	91,226	53.3

Overall, SIFCA reported 34% revenue growth in F10, as higher prices offset some of the production difficulties. While the price of raw agricultural products did increase, this was by a lesser amount. Combined with stable expenses, such as transport and administration costs, this translated into a 138% rise in EBITDA to FCFA108.5bn. Although accelerated depreciation on the new palm oil refinery saw the depreciation charge double, operating profit spiked 156% to FCFA81.6bn, a review period high. This sawthe operating profit margin double to 20.6% in F10 (from the low 10.8% in F09), being slightly above historical levels.

SIFCA's interest expense remained relatively high at FCFA9.5bn in F10 (F09: FCFA8.4bn), with the charge largely incurred by Palm CI, SANIA and Sucrivoire. Nevertheless, net interest coverage jumped to 8.6x, given the earnings improvement (F09: 3.8x). NPBT rose to FCFA74.4bn in F10 (F09: FCFA20.5bn), above the previous high of FCFA62.1bn reported in F08. Nevertheless, this growth was largely anticipated, with NPAT only slightly ahead of budget.

The political crisis had little noticeable impact on group 1H F11 results, as the adverse impact on production was overshadowed by the sharply higher agricultural prices over the period. Thus, reported revenue of FCFA250.7bn was an annualised 26% higher than F10, and 44% ahead of the initial budget. The leveraged effect of higher prices on profitability was evidenced by the firmer 73% growth in EBITDA to FCFA70.5bn. This saw SIFCA raise the revenue forecast for the year to FCFA470bn, from FCFA349bn.

Notably, there was a significant decrease in the interest charge to FCFA2.3bn in 1H F11. However, this was primarily the result of an inability to access financing during the crisis, as opposed to a conscious effort to reduce borrowings. With only moderate provisions and exceptional items, NPBT rose by an annualised 81% to FCFA67.5bn. Similarly, NPAT was an annualised 70% above initial budgets, resulting in an adjustment in the NPAT projection to FCFA91bn, from FCFA57bn. With production levels returning to normal, and continued high commodity prices, SIFCA expects to post strong results for the full year.

Working capital

SIFCA has experienced some working capital pressure over the past 18 months, as a result of the political turmoil. The impact was mostclearly evidenced in the build-up of inventories towards FYE10. As the crisis began in December, the group was unable to distribute these inventories. The problem intensified into 1H F11, with significant stocks of raw materials being stored on the plantations, and the inability to distribute finished products to the retailers. The crisis also had an effect on debtors collections, resulting in a significant increase in the debtors book during 1H F11.

Working capital (FCFA'm)	FYE09	FYE10	1H F11
Inventory	64,119	85,501	118,952
Prepayments	9,697	21,170	10,524
Debtors	29,289	32,789	46,815
Other debtors	24,658	21,669	23,983
Creditors	(39,007)	(25,253)	(31,336)
Total	88,756	135,876	168,938
Working capital absorption		47,120	33,062

Capex

SIFCA's major subsidiaries have continued to invest in improving their plantation operations, as well as their plant efficiencies. Significant investment continued at Palm CI, with FCFA5.5bn spent on its processing plants and FCFA5bn in expanding its plantations. Following the development of the new refinery in F09, SANIA's capex was greatly reduced in F10. Sucrivoire invested around FCFA2bn in equipment and plantations, while the rubber business also spent moderately.

Gearing and funding profile

SIFCA is an asset intensive business, with fixed assets accounting for around half of the asset base. This includes the land value of the plantations, biological assets and the industrial facilities used for processing. The other major component tends to be inventories, which has historically accounted for between 20% to 25% of assets. Given the long term nature of assets, the group has primarily relied on equity which, post the Redback transaction, has accounted for around 50% of funding. The remainder of funding is largely derived from debt, which is used to finance both capex and seasonal working capital requirements.

Segmental debt profile (FCFA'm)	Short term		Long term		Total	
	F10	1H F11	F10	1H F11	F10	1H F11
SIFCA	2	2,003	1,470	956	1,472	2,959
Palm CI	16,159	25,519	46,476	42,294	62,635	67,813
SANIA	10,256	11,779	4,881	3,728	15,137	15,507
SUCRIVOIRE	5,850	5,105	5,033	4,885	10,883	9,990
SIPH-RUBBER	8,722	36	8,338	7,742	17,060	7,778
Total debt	40,989	44,442	66,198	59,605	107,187	104,047

Rating

Shareholders equity climbed by FCFA41bn to FCFA211.6bn at FYE10, on the back of strong earnings and revaluations. Equity increased further to FCFA219.1bn at 1H F11.

Gross debt has evidenced agradually declining trend over the review period, from a high of FCFA124bn at FYE08 to FCFA103bn at 1H F11.

Palm CI continues to account for more than half the debt, as this has been the major focus area for development over the past three years. To fund this development and restructure some of its short term facilities, the business issued a FCFA15bn bond during F10, as well as negotiated two facilities of FCFA7bn and FCFA5bn respectively from leading domestic banks. Part of the facilities raised by Palm CI have been used to support palm oil outgrowers. As at FYE10, net loans related to outgrowers amounted to FCFA4.5bn, with these being interest free. Over the medium term, SIFCA is looking to develop financing structures through which the outgrowers will be able to receive the necessary working capital directly from banks and development finance agencies.

SANIA's debt facilities are predominantly short term, utilised to finance its working capital cycle. These facilities remain relatively high, given the substantial disruption to the business experienced over the past year. SANIA's actual debt is twice the amount consolidated in these accounts (FCFA15.5bn), as SIFCA only accounts for its 49.5% share of the business.

Long term debt in the rubber operations has primarily been used for acquisitions. With no significant transactions in F10, this amount has been steadily decreasing. While rubber is not subject to the same rigid agricultural cycles as other crops, greater production is evidenced in the fourth quarter, resulting in higher short term debt at year-end.

Overall, gearing ratios declined to successive review period lows at FYE10 and 1H F11. Gross gearing fell to 47% at 1H F11 (FYE10: 51%), while net gearing was lower at 25% (FYE10: 39%) Similarly, gross and net debt to EBITDA fell to 62% and 32% at 1H F11 respectively (FYE10: 99% and 76%). The steeper relative decrease in net gearing ratios at 1H F11 could be attributed to the firmer cash holdings of FCFA49.5bn (FYE10: FCFA24.7bn). The lower interest charge at 1H F11 also saw net interest coverage increase significantly to 30x. However, interest coverage is expected to normalise by F12, in line with the 8.6x reported in F10.

Outlook

With much of the capex originally planned for F11 having been deferred, SIFCA expects to make large investments in operations during F12. Palm CI is expecting to have spent FCFA15bn in 2H F11 on further upgrades to its mills, and on increasing the size and yields of the plantations, with a further FCFA36bn budgeted for F12. Palm CI is also in the process of increasing its logistics capacity, to ease its reliance on external transport companies. To better integrate its various operations and sites, the business is implementing a new IT system.

With new investments in the palm oil operations well advanced, SIFCA has shifted focus to Sucrivoire. The group has developed a multi-stage project to increase sugar production to around 115,000 tonnes per annum by F15, from the 72,000 tonnes in F10. At the outset the plan involves the rehabilitation of existing milling facilities, which will have an immediate impact of productivity. Following this, the plant will be upgraded and modernised to increase capacity and improve efficiency. Modern technologies and new cultivation methods will also be introduced on the plantations to improve harvests.

The cost projection for the sugar expansion is FCFA38bn, with around 76% to be spent in the first two years. SIFCA has already arranged financing for the project, with FCFA22bn in equity, FCFA5bn from PROPARCO and around FCFA11bn from various banks. It is anticipated that the debt financing will have a duration of 10 years.

Looking ahead, SIFCA expects to report a strong set of results for F11, supported by the continued high price of agricultural commodities. While the ongoing global economic concerns may lead to some short term price weakness, food prices are forecast to remain high. Nevertheless, some easing in earnings is projected for F12, with revenue declining to FCFA435bn and NPAT to FCFA74bn, albeit that this remains well above historical levels. Key to ensuring growth is the stabilisation of SANIA, as the business has underperformed since its establishment, due initially to internal problems and thereafter to the external environment. With a more stable environment expected, SANIA is budgeted to report strong earnings in F12.

Debt is expected to remain around current levels, with the palm oil operations accounting for the major portion. However, the liquidity pressure evidenced over the past 18 months is expected to ease, as the group extends the majority of its facilities to the medium to long term.

Debt forecast FYE11 (CFA'm)	Short term	Long term	Total
SIFCA	0	7,000	7,000
Palm CI	1,401	45,604	47,006
SANIA	18,163	2,473	20,637
SUCRIVOIRE	5,600	8,081	13,681
SIPH-RUBBER	0	21,908	21,908
Total debt	25,165	85,067	110,231

A more stable political climate is expected going forward, with additional benefits from the greater integration between the North and South of the country. This should facilitate easier distribution of SIFCA's products throughout the country and also regionally. Nevertheless, the political crisis highlighted the potential for unforeseen events to disrupt operations significantly.

Rating

The SIFCA Group

(CFA Francs in millions except as noted)

Income Statement — Year end : 31 December	2007	2008	2009	2010	1H 2011
Turnover	231,858	399,138	295,349	396,387	250,745
EBITDA	55,266	95,163	45,696	108,521	82,752
Depreciation	(11,169)	(21,603)	(13,785)	(26,897)	(12,237)
Operating income	44,097	73,560	31,911	81,624	70,515
Net finance charges	(8,198)	(9,710)	(8,388)	(9,495)	(2,343)
Provisions and amortisation	(1,116)	(1,034)	(1,641)	(1,789)	(966)
Exceptional items	5,438	(673)	(1,349)	4,093	280
Other income/expenses	0	0	0	0	0
NPBT	40,221	62,143	20,533	74,433	67,486
Taxation charge	(9,688)	(19,281)	(3,357)	(19,939)	(18,892)
NPAT	30,533	42,862	17,176	54,494	48,594
Attributable earnings	15,330	23,520	7,011	19,163	18,015

Balance Sheet	2007	2008	2009	2010	1H 2011
Ordinary shareholders interest	52,314	95,034	100,667	117,684	121,261
Outside shareholders interest	36,035	55,428	70,115	93,946	97,835
Pref shares & conv debentures	0	0	0	0	0
Total shareholders' interest	88,349	150,462	170,782	211,630	219,096
Short term debt	27,651	63,700	57,475	40,989	44,442
Long term debt	49,744	60,324	56,036	66,198	58,784
Total interest-bearing debt	77,395	124,024	113,511	107,187	103,226
Interest-free liabilities	60,489	93,746	77,189	72,310	134,914
Total liabilities	226,233	368,232	361,482	391,127	457,236
Fixed assets	106,106	167,135	181,799	194,702	198,455
Investments and advances	11,450	12,874	6,054	7,811	7,930
Cash and cash equivalent	13,776	46,889	45,227	24,747	49,539
Other current assets	94,901	141,334	128,402	163,867	201,312
Total assets	226,233	368,232	361,482	391,127	457,236

Ratios	2007	2008	2009	2010	1H 2011
Cash flow:					
Operating cash flow : total debt (%)	n.a.	n.a.	n.a.	n.a.	n.a.
Discretionary cash flow : net debt (%)	n.a.	n.a.	n.a.	n.a.	n.a.
Profitability:					
Turnover growth (%)	38.8	72.1	(26.0)	34.2	26.5
EBITDA : revenues (%)	23.8	23.8	15.5	27.4	33.0
Operating profit margin (%)	19.0	18.4	10.8	20.6	28.1
EBITDA : average total assets (%)	15.4	35.7	14.3	31.8	42.8
Return on equity (%)	25.7	48.0	9.2	21.7	37.0
Coverage:					
Operating income : gross interest (x)	4.5	5.4	3.0	7.5	12.0
Operating income : net interest (x)	5.4	7.6	3.8	8.6	30.1
Activity and liquidity:					
Trading assets turnover (x)	4.2	8.1	5.2	5.4	4.4
Days receivable outstanding (days)	55.5	25.3	39.6	28.6	29.0
Current ratio (:1)	1.3	1.3	1.3	1.8	1.5
Capitalisation:					
Net debt : equity (%)	72.0	51.3	40.0	39.0	24.5
Total debt : equity (%)	87.6	82.4	66.5	50.6	47.1
Net debt : EBITDA (%)	115.1	81.1	149.4	76.0	32.4
Total debt : EBITDA (%)	140.0	130.3	248.4	98.8	62.4

*including net impact of fair value adjustments

Corporate governance

Audit Committee

COMPOSITION

The President of the audit committee is Mr Pierre Billon, Director of SIFCA.
The audit committee of SIFCA is permanently consisted of Directors of SIFCA, resident in Côte d'Ivoire.
Concerning SIFCA's subsidiaries, the audit committee is represented by SIFCA Directors and SIFCA Executive Management team.

MEETINGS

The committee will meet at least once a month, with authority to convene additional meetings, as circumstances require. All committee members are expected to attend each meeting in person or via call conference (in exceptional cases). The committee invites members of management of subsidiaries (CEO and Deputy CEO), Head Finance and Internal Audit Chief of subsidiaries, Group Financial Controller, external auditors (in specific circumstances) or others to attend meetings and provide pertinent information, as necessary.
Meeting agendas are prepared and provided in advance to members, along with appropriate briefing materials. Minutes are also prepared.

RESPONSIBILITIES

Financial Statements

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and understand their impact on the financial statements.
- Review with management and the external auditors the results of the audit, including any difficulties encountered.
- Review the annual financial statements, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing Standards.
- Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.

Internal Control

- Consider the effectiveness of the group internal control system, including information technology security and control.
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

Internal Audit

- Review with management and the Head of Internal Audit, activities, staffing, and organizational structure of the internal audit function.
- Have final authority to review and approve the annual audit plan and all major changes to the plan.
- Ensure there are no unjustified restrictions or limitations to internal audit plan of work.
- Review the effectiveness of the internal audit function, including compliance with Professional Practice of Internal Auditing.
- On a regular basis, meet separately with the Head of Internal Audit to discuss any matters that the committee or internal audit believes should be discussed privately.

External Audit

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- Review and confirm the independence of the external auditors.

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.
- Obtain regular updates from management and company legal counsel regarding compliance matters.

Reporting Responsibilities

- Regularly report to the board of directors about committee activities, issues, and related recommendations.
- Report annually to the shareholders, describing the committee's composition, responsibilities and how they were discharged, and any other information required by rule, including approval of non-audit services.
- Review any other reports the company issues that relate to committee responsibilities.


SIFCA
Sania
SIPH
Sania

PRÉSENTATION PAR FILIÈRE

SUMMARY BY BUSINESS LINE

SIFCA SA

Income statement

Revenues for 2011 were CFA Francs 6,463 million, up by 57% on the previous year when revenues totalled CFA Francs 4,110 million. The most significant increase concerns SANIA, and is due to two factors: on the one hand, SANIA's increase of some CFA Francs 34 billion in sales compared with 2010 (+CFA Francs 340 million in technical assistance), and on the other, the fact that in the previous year there was an exceptional reduction of CFA Francs 884 million in the technical assistance fees invoiced by SIFCA.

Charges for **external services** amounted to CFA Francs 3,310 million in 2011, up by almost CFA Francs 675 million on 2010. Such an increase is also the immediate consequence of the crisis and the exceptional events specifically faced by SIFCA in April 2011. Indeed, SIFCA supported important costs such as (i) transfer, installation and living of management and their families out of RCI at during the peak of the crisis, (ii) direct expenses to search our kidnapped colleagues, (iii) strong measures in term of safety for our people in order to resume activities in safe conditions, and lastly (iv) institutional communication, especially regarding the Governance of Sifca during, and after, the crisis when M. Lambelin went missing.

The **tax charge** for 2011 was CFA Francs 1.36 billion, up by about CFA Francs 675 million on 2010. The most significant part of the increase came from the tax on the dividends received from SIPH (CFA Francs 1,041 million). Other factors partly offset this increase: an additional charge of CFA Francs 115 million arising from a tax inspection in 2010 and not repeated in 2011, the discontinuation of the special "crisis contribution" tax, which had cost CFA Francs 137 million in 2010, etc.

Personnel expenses amounted to CFA Francs 2,886 million for 2011, showing an increase of CFA Francs 283 million or 11%. The strengthening of the Group's management which started in 2009 after 'Operation Redback' continued in 2010 and 2011.

Net financial income amounted CFA Francs 10.7 billion and was up by CFA Francs 4.4 billion or 72% on 2010, due to the increased dividends received from SIPH, reflecting the rubber division's performance over the past few years.

Balance sheet

Working capital (equity and long-term liabilities – fixed assets) was negative by CFA Francs 5,970 million at the end of December 2011, down by about CFA Francs 7.2 billion relative to 31 December 2010.

Fixed assets stood at CFA Francs 84.8 billion at 31 December 2011, with an insignificant net decrease of around CFA Francs 560 million compared with 31 December 2010.

Equity and long-term liabilities decreased owing to the following main factors:

- Shareholders' equity declined by CFA Francs 6.4 billion as dividends decided to be paid (CFA Francs 13.0 billion) exceeded profit for the year (CFA Francs 6.6 billion)
- Financial debt decreased due to bond redemptions (CFA Francs 1.4 billion).

Working capital requirement or WCR (current assets – current liabilities) was negative by CFA Francs 2,449 million at the end of December 2011, representing an increase of CFA Francs 1.4 billion relative to 31 December 2010.

Current assets doubled to CFA Francs 10.8 billion as at 31 December 2011, due to the advances of more than CFA Francs 5 billion granted to the Maryland Oil Palm Plantation (MOPP) subsidiary in Liberia to help finance its development.

Current liabilities increased by CFA Francs 7.2 billion to CFA Francs 13.3 billion as at the end of December 2011 (2.2 times the 31 December 2010 figure). Shareholder accounts for the three main shareholders went up by CFA Francs 8.5 billion representing a big portion of the dividend they received during the year. Other debts also include CFA Francs 1.9 billion of SUCRIVOIRE capital subscribed and not yet called.

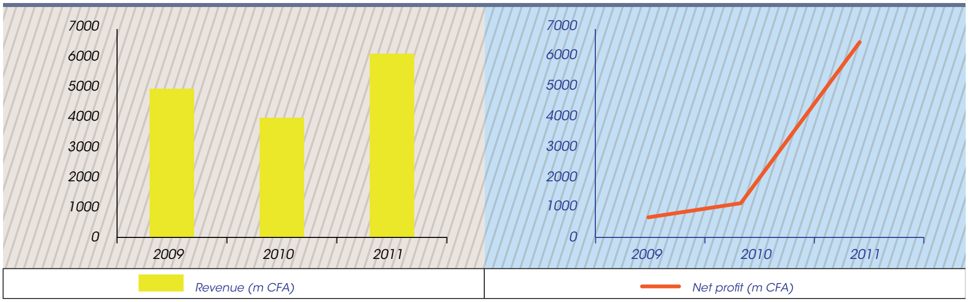
As a result, **net cash** was down by CFA Francs 5.7 billion compared with 31 December 2010. Overdrafts amounted to CFA Francs 4.2 billion at 31 December 2011 (zero at year-end 2010), representing sight drawings to fund MOPP pending the arrangement of appropriate financing.

ASSETS (millions FCFA)	31.12.11	31.12.10
Expenses to split, capitalized expenses		
Intangible assets	333	190
Tangible assets	4 120	4 499
Financial assets	80 369	80 691
Fixed assets	84 822	85 381
Debtors - exceptionnal		
Inventories	11	12
Advance paid to suppliers	572	452
Customers	2 097	1 785
Other debtors	8 167	2 827
Current assets	10 847	5 076
Cash assets	680	2 247
Conversion difference - assets		
Total Assets	96 349	92 704

EQUITY & LIABILITIES	31.12.11	31.12.10
Capital	4 003	4 003
Net result	6 606	1 473
Reserves and legal provision	67 571	79 098
Shareholders funds & Reserves	78 181	84 574
Financial debts	7	1 413
Provisions for pension and risk	664	643
Long term resources	78 852	86 631
Creditors - exceptionnal		
Customer advances received	221	907
Suppliers	1 284	961
Social and tax creditors	1 059	1 389
Other creditors	10 732	2 814
Current liabilities	13 296	6 072
Treasury liabilities	4 201	2
Conversion difference - liabilities	0	0
Total Equity & Liabilities	96 349	92 704

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	0,82	0,84
Solvency		
Debt ratio		
= Total liabilities / total assets	0,14	0,09
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,18	0,10
Profitability		
Profit margin		
= Net income / net sales	1,02	0,36
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	97,654	105,718

Revenue and net profit for the last 3 years



Staff - number and costs	2011	2010
Management	43	25
Supervisors	29	24
Workers / Employees	24	15
Temporary	12	29
Combined total	108	93
Costs (CFA millions)	2 886	2 603

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	6 463	4 110
Production		
- Raw material used and cost of goods		-1
Gross margin	6 463	4 109
- Other purchases and external charges	-4 443	-3 528
- Taxes other than on income	-1 360	-686
+ - Other operating income and cost	-594	-295
Value added	65	-400
- Personnel costs	-2 886	-2 603
EBITDA *	-2 820	-3 003
- Depreciation and amortisation	-1 291	-1 392
EBIT- Operating profit	-4 112	-4 395
Net financial result	10 723	6 237
Exceptionnal result	10	-354
- Corporate income tax	-15	-15
Net profit	6 606	1 473

*Earnings before Interest, Depreciation, and Amortisation

PALMCI

Income statement

Total sales amounted to CFA Francs 156,415 million as against CFA Francs 75,370 million in 2010, representing an increase of 108%. In 2011 there was no tolling contract between PALMCI and SANIA as in the previous year. Total sales for 2010 restated to exclude tolling contract were CFA Francs 106,419 million. Compared with this restated sales figure, total sales for the year under review were up by 47%. This growth was the combined result of the following two factors:

- The rise in the average selling prices of palm oil and palm kernel oil led to favourable differences of 38.6% and 38.3% respectively compared with the year before.
- The increase in volumes of palm oil and palm kernel oil led to favourable differences of 5.8% and 31% respectively.

The total sales figure for the year came notably from the sale of 253,068 tons of crude palm oil for CFA Francs 138,730 million and 18,614 tons of palm kernel oil for CFA Francs 13,304 million.

Operating profit for the year was CFA Francs 36,372 million, compared with CFA Francs 10,011 million in 2010. This outcome was essentially due to the improvement in the price of crude palm oil and palm kernel oil, as well as to the efforts made to reduce costs.

There was a ***net financial loss*** of CFA Francs 4,507 million in 2011 as against a loss of CFA Francs 4,127 million in 2010, an increase of CFA Francs 380 million or 9%. This increase was due to the borrowings taken on in mid-2010, namely the CFA Francs 7 billion WADB loan and the CFA Francs 15 billion bond issue. The financial loss is directly linked to the level of needed debt in order to ensure the financing requirements of operations and investments.

The **NPAT** for the year is a net profit of CFA Francs 29,346 million, compared with CFA Francs 6,099 million in 2010. As indicated above, this result was due to the substantial improvement in prices for the main products and to the efforts made to reduce costs.

Balance sheet

Shareholders' equity increased by CFA Francs 29,346 million as a result of the net profit recognized for the year. Total shareholders' equity thus amounted to CFA Francs 68,426 million, which was 3.3 times the company's share capital.

Financial debt, at CFA Francs 47,519 million, fell by CFA Francs 6,863 million in line with repayments made during the year.

Net fixed assets increased by CFA Francs 8,855 million as a result of an increase of CFA Francs 18,804 million in the gross value of investments, less depreciation for the year which amounted to CFA Francs 9,949 million. Capital expenditure during the year mainly concerned increases in capacity, the renewal and overhaul of plant and equipment (CFA Francs 11,488 million), the creation and maintenance of immature plantations (CFA Francs 4,489 million) and the acquisition of vehicles and handling equipment for CFA Francs 1,726 million.

For these reasons, working capital showed a net increase of CFA Francs 13.6 billion

Inventories as a whole fell by 2%. In fact, stocks of finished products and work in progress fell by CFA Francs 2,760 million, while those of raw materials and other supplies increased by CFA Francs 1,813 million (spare parts, fuel and fertilizer).

Trade and other receivables increased by CFA Francs 9,061 million as a result of higher customer receivables and the SANIA current account.

With regard to amounts owed by outgrowers, total outstandings fell from CFA Francs 5,848 million at year-end 2010 to CFA Francs 5,623 million at the close of 2011, representing a decrease of CFA Francs 225 million. This decrease was the net effect of new loans granted, which amounted to CFA Francs 2,256 million for the year and repayments totalling CFA Francs 2,481 million.

Current liabilities increased by CFA Francs 17,159 million, of which CFA Francs 8,230 million relating to the SAPH current account, CFA Francs 3,212 million corresponding to supplier payables and CFA Francs 2,681 million owed as social security tax.

WCR at year-end fell by CFA Francs 9,044 million as a result of the increase in current liabilities.

At the end of the year, Working Capital stood at CFA Francs 23,004 million and Working Capital Requirement at CFA Francs 15,875 million, giving ***positive net cash*** of CFA Francs 7,129 million. Compared with the previous year, the net cash position improved by CFA Francs 22,673 million.

OLÉAGINEUX

VEGETABLE OIL

SANIA Cie

Income statement

Sales for 2011 totalled CFA Francs 220 billion, representing an increase of 19% compared with 2010. This increase was due not only to the increase in volumes sold, but also thanks to the higher selling prices resulting from higher international market prices for the raw material, crude palm oil.

Total sales of olein, stearin, fatty acid and margarine grew by 20% compared with 2010 (+52,000 tons), but fell 11% short of the budget for 2011 (-37,000 tons). These changes differed from one market to another. The domestic market fell very sharply due to the crisis from 144,000 tons in 2010 down to 109,000 in 2011, explaining while Sania focused toward export markets. Those export sales showed exceptional growth from 111,400 tons in 2010 to 199,400 in 2011 (+88,000 tons). Such an increase came from the opening (or reopening) up of Senegalese and Nigerian markets as well as penetration into Burkina Faso and Mali.

Operating profit for 2011 was CFA Francs 0.8 billion CFA Francs, compared to 7.7 billion or 91% down on 2010. This decrease was mainly due to the following four factors:

- The decline in sales on the domestic market where margins are highest.
- The difficulty of passing on the increase in the price of crude palm oil to the consumer selling price. The ratio of gross profit to sales went from 23% in 2010 to 17% in 2011. Indeed, comparative analysis shows that average selling prices rose by 17% overall from 2010 to 2011. This increase is nonetheless much lower than the one of the average cost price of crude palm oil, 36% for the same period.
- Sales made at negative margins at the end of the crisis period, notably in the Senegalese market; but allowing to sell off part of the excess stock.
- Exceptional charges associated with moving stocks to Lomé, Togo, for a total amount of CFA Francs 910 million, comprising CFA Francs 529 million for renting tanks, CFA Francs 378 million for maritime transport and CFA Francs 3 million of sundry expenses. As said above, SANIA stocked 5,000 tons of olein in tanks rented from NIOTO and 23,000 tons of crude palm oil in tanks owned by VATEL, both in Lomé.

Net financial result (negative) improved by CFA Francs 850 million on 2010, mainly as a result of the reduction in financial expenses from CFA Francs 5.4 billion in 2010 down to CFA Francs 4.5 billion in 2011. This is largely due to improving management of hedging transactions on stocks of crude palm oil reducing their cost to CFA Francs 500 million in 2011 as opposed to CFA Francs 1.1 billion in 2010. There was also a reduction of CFA Francs 245 million in interest paid on medium- and long-term borrowings.

The year ended with a **net loss** of CFA Francs 2,889 million compared with a net profit of CFA Francs 4,076 million in 2010.

Balance sheet

Equity and long-term liabilities at the end of 2011 stood at CFA Francs 55 billion, representing a decrease of CFA Francs 7.7 billion. This decrease is the combined result of the loss of CFA Francs 2.8 billion which affects the equity and the repayment of financial debt in the amount of CFA Francs 4.8 billion. Indeed, despite the difficulties encountered in 2011, Sania pursued the repayment of its loans, obtained by SANIA for CFA Francs 14.5 billion to finance its new refinery and repayable over a short period of three years.

The ratio of equity and long-term liabilities to non-current assets, at less than 1:1, is eloquent testimony to the imbalance in SANIA's financing, with part of the non-current assets having to be financed by short-term borrowings and trade credit. In view of the weak cash flow, only a medium-term loan of about CFA Francs 10 billion will restore equilibrium.

The working capital requirement was reduced by CFA Francs 16 billion in 2010 thanks to successful negotiation with its main supplier; PALMCI allowed SANIA to longer payment terms from 30 days to an average of 45 days, increasing current liabilities by CFA Francs 17 billion while current assets were steady at CFA Francs 42 billion. Additionally, a CFA Francs 7 billion short term loan was provided by PALMCI at an interest rate of 5.25% (excl. tax); lower than the average rate of interest that SANIA could get from its banks.

In total, the CFA Francs 9.1 billion shortfall in equity and long-term liabilities, added to the balance of short-term resources of CFA Francs 0.8 billion, led to a **net short-term cash requirement** of CFA Francs 8.2 billion at the end of 2011, financed mainly by spot borrowings of CFA Francs 11 billion.

Née de la privatisation de Palmindustrie dont elle a acquis certaines des unités agro-industrielles, Palmci est une filiale de Sifca depuis 1997. Elle est spécialisée dans l'exploitation de plantations de palmiers à huile et la production d'huile de palme brute. Palmci vend la quasi-totalité de sa production annuelle de plus de 250 000 tonnes d'huile de palme brute à Sania. Forte de plus de 8 000 employés et d'un réseau de 8 Unités Agricoles Intégrées, Palmci possède 39 000 ha de plantations industrielles. Elle encadre environ 27 000 planteurs villageois. Son capital social est de 19,5 milliards de FCFA.

Established as a result of Palmindustrie privatization, Palmci is one of SIFCA's subsidiaries since 1997. Specialized in oil palm plantations and crude palm oil production, Palmci sells most of its 250,000 tons of crude palm oil to Sania. With a workforce of more than 8,000 and a network of 8 Integrated Farm Units, it covers an area of 39,000 ha of industrial plantations and supervises 27,000 outgrowers. Capital: 19.5 billion CFA.

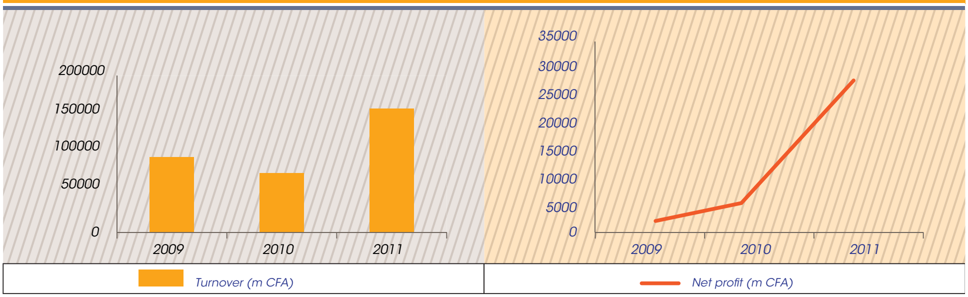
PALMCI

ASSETS (millions FCFA)	*31.12.10*	*31.12.10*
Expenses to split, capitalized expenses		
Intangible assets	*724*	*986*
Tangible assets	*87 247*	*77 983*
Financial assets	*3 170*	*2 083*
Fixed assets	*91 141*	*81 052*
Debtors - exceptionnal		
Inventories	*17 070*	*18 714*
Advance paid to suppliers	*1 841*	*1 256*
Customers	*12 780*	*10 180*
Other debtors	*16 152*	*8 404*
Current assets	*47 843*	*38 554*
Cash assets	*9 746*	*615*
Conversion difference - assets	*485*	*0*
Total Assets	*149 215*	*120 221*

EQUITY & LIABILITIES	*31.12.11*	*31.12.10*
Capital	*20 406*	*20 406*
Net result	*29 346*	*6 099*
Reserves and legal provision	*18 673*	*12 574*
Shareholders funds & Reserves	*68 426*	*39 079*
Financial debts	*47 007*	*54 023*
Provisions for pension and risk	*512*	*359*
Long term resources	*115 945*	*93 462*
Creditors - exceptionnal		
Customer advances received	*79*	*68*
Suppliers	*12 998*	*7 229*
Social and tax creditors	*5 718*	*815*
Other creditors	*9 616*	*1 211*
Current liabilities	*28 412*	*9 323*
Treasury liabilities	*2 617*	*16 159*
Conversion difference - liabilities	*2 241*	*1 277*
Total Equity & Liabilities	*149 215*	*120 221*

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	1,68	4,14
Solvency		
Debt ratio		
= Total liabilities / total assets	0,51	0,53
Debt - equity ratio		
= Total liabilities / stockholders' equity	1,11	1,63
Profitability		
Profit margin		
= Net income / net sales	0,19	0,08
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	8,92	5,09
Price/ book value ratio		
= Market price / book value (Market price as at 31 Dec)	0,984	1,361

Revenue and net profit for the last 3 years



Staff - number and costs	2011	2010
Management	162	155
Supervisors	406	394
Workers / Employees	6 379	5 263
Temporary	3 284	2 235
Combined total	10 231	8 047
Costs (CFA millions)	18 558	15 420

Production YTD	2011	2010
Own Plantations (P.I) CROP	428,483	424,543
Yield / Ha	13,2	14,3
Outgrowers (P.V) CROP	678,960	622,311
Total FFB	1,107,443	1,046,854
FFB processed	1,105,469	1,044,834
CPO produced	252,354	241,326
PK produced	45,713	43,254
CPO extraction rate	22,83%	23,1%
PK extraction rate	4,14%	4,14%

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	156 415	75 370
Production	-9 360	6 397
- Raw material used and cost of goods	-59 499	-21 438
Gross margin	87 555	60 329
- Other purchases and external charges	-23 947	-19 677
- Taxes other than on income	-1 456	-1 573
+ - Other operating income and cost	6 905	902
Value added	69 057	39 981
- Personnel costs	-18 558	-15 420
EBITDA *	50 499	24 560
- Depreciation and amortisation	-14 126	-14 550
EBIT- Operating profit	36 372	10 011
Net financial result	-4 507	-4 128
Exceptionnal result	87	231
- Corporate income tax	-2 606	-15
Net profit	29 346	6 099

*Earnings before Interest, Depreciation, and Amortisation

En 2008, Cosmivoire devient Sania, suite à la reprise des activités en huile d'Unilever par Sifca et son associé Nauvu, joint venture à part égales entre Olam et Wilmar. Elle est spécialisée dans le raffinage et la commercialisation d'huile de palme à travers ses marques : Dinor, Palme d'Or, St Avé, Delicia. Sania produit environ 250 000 tonnes d'huile de palme raffinée par an. La société emploie plus de 350 personnes. Son capital social est de 44,1 milliards de F CFA.

In 2008, Cosmivoire becomes Sania following the acquisition of Unilever's oil-related activities by Sifca and NAUVU (a joint venture between Olam & Wilmar). Sania is specialized in palm oil refining and marketing (through its brands Dinor, Palme d'Or, St Avé and Delicia). The company produces approximately 250,000 tons of refined palm oil per year and employs more than 350 people. Capital: 44.1 billion CFA.

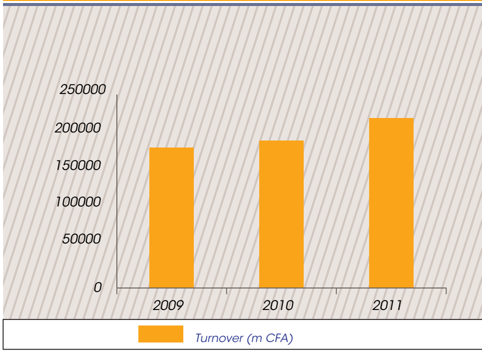
Sania cie

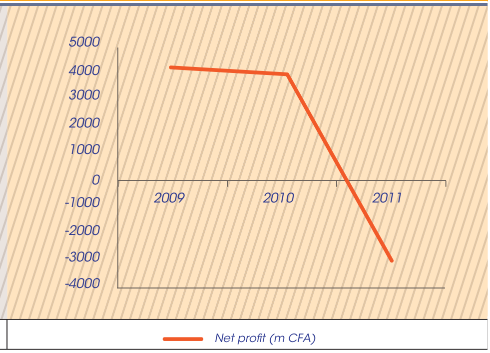
ASSETS (millions FCFA)	31.12.11	31.12.10
Expenses to split, capitalized expenses		
Intangible assets	38 259	38 173
Tangible assets	22 636	22 859
Financial assets	2 878	2 492
Fixed assets	63 773	63 524
Debtors - exceptionnal		
Inventories	24 955	28 511
Advance paid to suppliers	479	221
Customers	14 696	7 694
Other debtors	2 621	6 726
Current assets	42 751	43 152
Cash assets	3 715	3 916
Conversion difference - assets	4	7
Total Assets	110 243	110 599

EQUITY & LIABILITIES	31.12.11	31.12.10
Capital	44 110	44 110
Net result	-2 890	4 077
Reserves and legal provision	8 946	4 869
Shareholders funds & Reserves	50 166	53 056
Financial debts	5 024	9 858
Provisions for pension and risk	16	16
Long term resources	55 207	62 930
Creditors - exceptionnal		
Customer advances received	4 727	7 159
Suppliers	27 016	17 621
Social and tax creditors	2 068	1 983
Other creditors	9 294	193
Current liabilities	43 104	26 956
Treasury liabilities	11 762	20 714
Conversion difference - liabilities	170	0
Total Equity & Liabilities	110 243	110 599

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	0,99	1,60
Solvency		
Debt ratio		
= Total liabilities / total assets	0,44	0,33
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,96	0,69
Profitability		
Profit margin		
= Net income / net sales	-0,01	0,02
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	11 296,1	11 946,8

Revenue and net profit for the last 3 years





Staff - number and costs	2011	2010
Management	64	57
Supervisors	172	163
Workers / Employees	123	136
Temporary	19	22
Combined total	378	378
Costs (CFA millions)	5 291	5 541

Production cost and sales	2011	2010
Sales volumes - domestic (k tons)	115	153
Sales volumes - export (k tons)	200	109
Production cost (per MT CPO)	21,305	21,817
Plant utilisation - refinery	65,5%	87%
Yield RBDPO	93,7%	95,10%
Yield PFAD	5,8%	4,30%

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	219 558	185 410
Production	1 556	2 164
- Raw material used and cost of goods	-192 326	-127 561
Gross margin	28 788	60 014
- Other purchases and external charges	-19 626	-43 571
- Taxes other than on income	-550	-778
+ - Other operating income and cost	1 777	6 367
Value added	10 389	22 032
- Personnel costs	-5 291	-5 541
EBITDA *	5 098	16 491
- Depreciation and amortisation	-4 274	-7 871
EBIT- Operating profit	824	8 621
Net financial result	-3 602	-4 553
Exceptionnal result	-111	9
- Corporate income tax		
Net profit	-2 890	4 077

*Earnings before Interest, Depreciation, and Amortisation

CAOUTCHOUC NATUREL

NATURAL RUBBER

SIPH

Income statement

Turnover *increased significantly and amounted 268 CFA Francs billion in 2011, compared to 201 CFA Francs billion in 2010. The average price on the SICOM was 452 US cents/kg in 2011, compared with 338 US cents/kg in 2010 and 180 US cents/kg in 2009. These levels had never previously been reached. These prices fell in the last quarter to stabilise at around 335 US cents/kg.*

Net financial result *of 2011 was 31.3 CFA Francs billion, explained by dividend received from SAPH, GREL and RENL.*

Balance sheet

Financial debts*: two new loans were taken out in 2011 totalling €15.5 million (10.1 billion CFA francs) to finance the repurchase of SRI's minority shareholding in CRC (which was carried out on 6 January 2012: US$ 9 million was paid for the shares and US$ 2 million for the shareholder advances) and the recapitalisation of CRC. SIPH's financial debts totalled 12.8 billion CFA francs at 31 December 2011, taking into account its new loans and the balance of the Société Générale loan taken out in 2008 when the majority shareholding in CRC was acquired.*

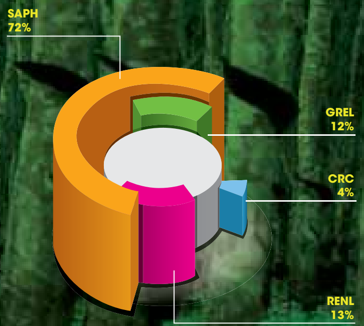
Shareholders' funds *(CFA 61.4 billion) = Opening equity (CFA 46.4 billion) + NPAT Year 2011 (CFA 33.2 billion) – Dividend paid during 2011 (CFA -18.2 billion).*

Prepayments *fell by 15 billion CFA francs, due mainly to the reduction in the margin calls made on SIPH (15 billion CFA francs at 31 December 2010, compared with around 400 million CFA francs at 31 December 2011).*

Margin calls were considerably lower than in the year ended 31 December 2010, which therefore resulted in increased **cash resources** *at the end of 2011.*

SAPH, GREL, RENL, CRC

NPAT per company



Filiale de Sifca depuis 1999, la Société Internationale des Plantations d'Hévéa (SIPH) est la sous-holding de la filière caoutchouc naturel. Elle est spécialisée dans la production du caoutchouc à travers ses filiales : SAPH, GREL, RENL et CRC, et dans la commercialisation du caoutchouc naturel. Cotée à la Bourse de Paris, son capital social est 7,6 milliards de FCFA.

Subsidiary of SIFCA since 1999, SIPH is the natural rubber sector's sub-holding. Thanks to its companies SAPH, GREL, RENL and CRC; it is specialized in natural rubber production and marketing.The company is listed on Paris stock exchange with a capital of 7.6 billion CFA.

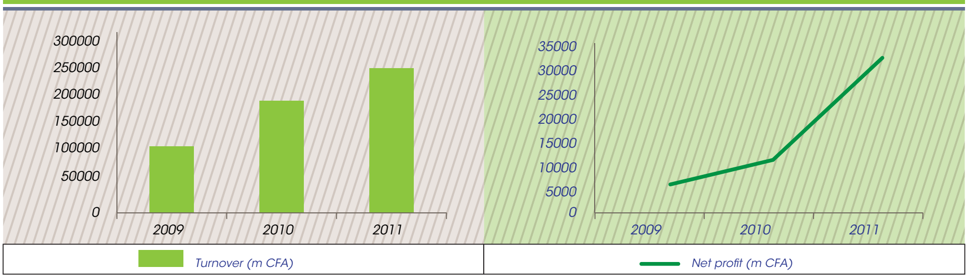
SIPH

ASSETS (millions FCFA)	31.12.11	31.12.10
Expenses to split, capitalized expenses		
Intangible assets	226	222
Tangible assets	72	51
Financial assets	43 097	40 348
Fixed assets	43 395	40 621
Debtors - exceptionnal		
Inventories	431	233
Advance paid to suppliers	1 436	15 527
Customers	26 470	28 040
Other debtors	269	2 136
Current assets	28 606	45 936
Cash assets	30 095	10 570
Conversion difference - assets	0	0
Total Assets	102 096	97 126

EQUITY & LIABILITIES	31.12.11	31.12.10
Capital	7 589	7 589
Net result	33 155	12 034
Reserves and legal provision	20 669	26 826
Shareholders funds & Reserves	61 413	46 448
Financial debts	12 831	3 409
Provisions for pension and risk	295	264
Long term resources	74 538	50 122
Creditors - exceptionnal		
Customer advances received	39	66
Suppliers	23 632	41 965
Social and tax creditors	1 352	1 259
Other creditors	1 643	91
Current liabilities	26 665	43 381
Treasury liabilities	38	3 308
Conversion difference - liabilities	855	316
Total Equity & Liabilities	102 096	97 126

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	1,07	1,72
Solvency		
Debt ratio		
= Total liabilities / total assets	0,39	0,30
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,65	0,65
Profitability		
Profit margin		
= Net income / net sales	0,12	0,06
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	12,134	9,178
Price/ book value ratio		
= Market price / book value (Market price as at 31 Dec)	3,35	3,29

Revenue and net profit for the last 3 years



Staff - number and costs	2011	2010
Management	19	17
Supervisors		2
Workers / Employees	1	
Temporary		2
Combined total	20	21
Costs (CFA millions)	1 820	1 933

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	267 977	201 154
Production		
- Raw material used and cost of goods	-255 102	-188 800
Gross margin	12 875	12 354
- Other purchases and external charges	-6 575	-5 912
- Taxes other than on income	-618	-481
+ - Other operating income and cost	-30	53
Value added	5 651	6 013
- Personnel costs	-1 820	-1 933
EBITDA *	3 832	4 080
- Depreciation and amortisation	-99	-87
EBIT- Operating profit	3 732	3 993
Net financial result	31 377	9 683
Exceptionnal result	-68	-73
- Corporate income tax	-1 887	-1 569
Net profit	33 155	12 034

*Earnings before Interest, Depreciation, and Amortisation

Filiale de Sifca depuis 1999, la Société Africaine de Plantations d'Hévéa (SAPH) est le 1er producteur de caoutchouc naturel d'Afrique de l'Ouest, avec plus de 95 000 tonnes usinées par an. Forte de 6 100 employés et d'un réseau de 5 Unités Agricoles Intégrées, la SAPH est propriétaire de 21 500 hectares de plantations industrielles. Elle attache une importance capitale à l'encadrement des planteurs privés. La SAPH est cotée à la Bourse Régionale des Valeurs Mobilières (BRVM – Abidjan) depuis 1996. Son capital social est de 14,6 milliards de FCFA.

SIFCA's subsidiary since 1999, SAPH is the 1st natural rubber producer in West Africa, with more than 95,000 tons manufactured per year. With 6,100 employees and a network of 5 Integrated Farm Units (IFU), SAPH manages 21,500 hectares of industrial plantations. SAPH gives the priority to the supervision of outgrowers. The company is listed on the Regional stock exchange since 1996, with a capital of 14.6 billion CFA.

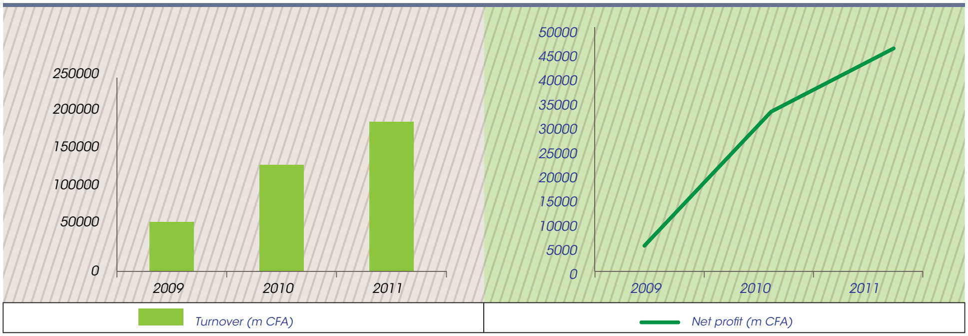
SAPH

ACTIF (millions FCFA)	*31.12.11*	*31.12.10*
Expenses to split, capitalized expenses		
Intangible assets	*8 675*	*8 723*
Tangible assets	*30 585*	*29 651*
Financial assets	*545*	*607*
Fixed assets	*39 806*	*38 981*
Debtors - exceptionnal		
Inventories	*36 526*	*26 320*
Advance paid to suppliers	*1 341*	*3 104*
Customers	*13 220*	*27 886*
Other debtors	*14 094*	*4 682*
Current assets	*65 181*	*61 993*
Cash assets	*2 703*	*1 558*
Conversion difference - assets	*0*	*0*
Total Assets	***107 690***	***102 531***

PASSIF	*31.12.11*	*31.12.10*
Capital	*14 594*	*14 594*
Net result	*45 628*	*32 519*
Reserves and legal provision	*24 673*	*29 784*
Shareholders funds & Reserves	*84 895*	*76 896*
Financial debts	*188*	*904*
Provisions for pension and risk	*348*	*198*
Long term resources	*85 432*	*77 998*
Creditors - exceptionnal		
Customer advances received	*320*	*500*
Suppliers	*6 252*	*5 118*
Social and tax creditors	*2 605*	*1 986*
Other creditors	*12 850*	*11 717*
Current liabilities	*22 027*	*19 321*
Treasury liabilities	*231*	*5 212*
Conversion difference - liabilities	*0*	*0*
Total Equity & Liabilities	***107 690***	***102 531***

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	2,96	3,21
Solvency		
Debt ratio		
= Total liabilities / total assets	0,21	0,20
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,27	0,27
Profitability		
Profit margin		
= Net income / net sales	0,23	0,23
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	16,608	15,044
Price/ book value ratio		
= Market price / book value (Market price as at 31 Dec)	1,24	0,71

Revenue and net profit for the last 3 years



Staff - number and costs	2011	2010
Management	103	97
Supervisors	126	109
Workers / Employees	3 855	3 772
Temporary	1 960	2 257
Combined total	6 044	6 235
Costs (CFA millions)	11 752	11 270

Plantation and production	2011	2010
Immature areas (ha)	4 051	4 028
Mature areas (ha)	17 643	17 554
Total planted (ha)	21 694	21 582
Own production (T)	34 523	32 303
Purchase from outgrowers (T)	68 644	60 761
Production usinée	95 014	99 330
Yield (mature areas)	1,96	1,84

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	194 549	140 238
Production	3 457	9 644
- Raw material used and cost of goods	-105 455	-77 640
Gross margin	92 551	72 242
- Other purchases and external charges	-14 213	-12 124
- Taxes other than on income	-896	-966
+ - Other operating income and cost	240	1 248
Value added	77 682	60 400
- Personnel costs	-11 752	-11 270
EBITDA *	65 930	49 130
- Depreciation and amortisation	-4 148	-4 372
EBIT- Operating profit	61 782	44 758
Net financial result	585	87
Exceptionnal result	-1 935	-1 750
- Corporate income tax	**-14 805**	**-10 576**
Net profit	45 628	32 519

*Earnings before Interest, Depreciation, and Amortisation

Filiale de Sifca depuis 1999, Ghana Rubber Estates Ltd (GREL) est spécialisée dans l'exploitation de plantations d'hévéas et la transformation de caoutchouc naturel. GREL possède plus de 12 000 ha de plantations d'hévéa, une usine de caoutchouc naturel située à Takoradi et contribue à la création et à l'encadrement de plantations villageoises, en collaboration avec l'Agence Française de Développement. Les surfaces de plantations villageoises atteignent environ 16 000 ha. En 2011, GREL a produit plus de 15 800 tonnes de caoutchouc usiné. La société emploie plus de 2 000 personnes.

SIFCA's subsidiary since 1999, GREL is specialized in rubber tree plantations and natural rubber transformation. With 12,000 ha of rubber tree plantations and a Takoradi-based natural rubber factory, GREL supervises village development projects in collaboration with the French Agency for Development. Village plantations represent 16,000 ha. In 2011, the company produced more than 15,800 tons of manufactured rubber. Workforce: 2,000.

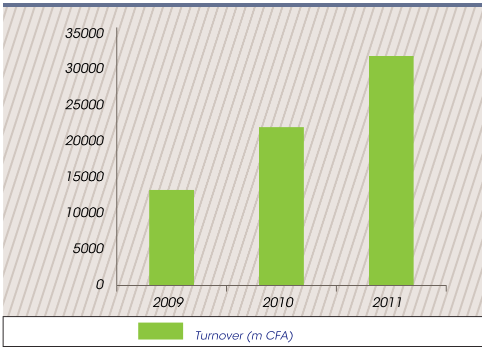
GREL

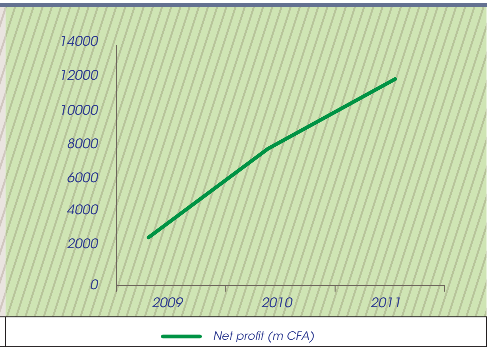
ACTIF (millions FCFA)	31.12.11	31.12.10
Expenses to split, capitalized expenses		
Intangible assets		
Tangible assets	20 786	17 920
Financial assets	473	438
Fixed assets	21 260	18 358
Debtors - exceptionnal		
Inventories	5 025	2 823
Advance paid to suppliers	61	680
Customers	3 214	5 291
Other debtors	2 773	1 814
Current assets	11 073	10 609
Cash assets	3 296	1 411
Conversion difference - assets		0
Total Assets	35 629	30 377

PASSIF	31.12.11	31.12.10
Capital	1 540	1 540
Net result	12 044	7 839
Reserves and legal provision	15 314	15 346
Shareholders funds & Reserves	28 897	24 725
Financial debts	2 826	3 124
Provisions for pension and risk	1 013	402
Long term resources	32 737	28 251
Creditors - exceptionnal		
Customer advances received		
Suppliers	1 873	1 261
Social and tax creditors	44	53
Other creditors	975	812
Current liabilities	2 892	2 126
Treasury liabilities	0	0
Conversion difference - liabilities	0	0
Total Equity & Liabilities	35 629	30 377

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	3,83	4,99
Solvency		
Debt ratio		
= Total liabilities / total assets	0,19	0,19
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,23	0,23
Profitability		
Profit margin		
= Net income / net sales	0,38	0,36
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	28 897,2	24 724,8

Revenue and net profit for the last 3 years





Staff - number and costs	2011	2010
Management	34	32
Supervisors	36	34
Workers / Employees	263	260
Temporary	2 066	1 828
Combined total	2 399	2 154
Costs (CFA millions)	1 370	1 097

Plantation and production	2011	2010
Immature areas (ha)	4 460	4 216
Mature areas (ha)	8 132	8 008
Total planted (ha)	12 592	12 224
Own production (T)	10 502	9 886
Purchase from outgrowers (T)	6 480	5 213
Production usinée	15 820	14 844
Yield (mature areas)	1,29	1,23

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	31 839	21 570
Production	2 615	2 459
- Raw material used and cost of goods	-9 540	-6 818
Gross margin	24 915	17 212
- Other purchases and external charges	-8 649	-6 290
- Taxes other than on income	-9	
+ - Other operating income and cost	14	28
Value added	16 271	10 949
- Personnel costs	-1 370	-1 097
EBITDA *	14 901	9 853
- Depreciation and amortisation	-1 779	-1 172
EBIT- Operating profit	13 122	8 681
Net financial result	97	-73
Exceptionnal result	-12	-51
- Corporate income tax	-1 163	-718
Net profit	12 044	7 839

*Earnings before Interest, Depreciation, and Amortisation

Filiale de Sifca depuis 2006 après la reprise des activités de MICHELIN, Rubber Estates Nigeria Limited (RENL) est spécialisée dans l'exploitation de plantations d'hévéas et la transformation de caoutchouc naturel. RENL contrôle 4 plantations d'hévéa sur une superficie totale de 12 000 ha de plantations d'hévéa et 1 usine de traitement de caoutchouc naturel. RENL emploie plus de 1 500 personnes.

Subsidiary of SIFCA since 2006 after the resumption of MICHELIN's activities, RENL is involved in rubber tree plantations and natural rubber processing. RENL manages 4 rubber tree plantations totaling 12,000 ha and one natural rubber processing factory. The company counts over 1,500 employees.

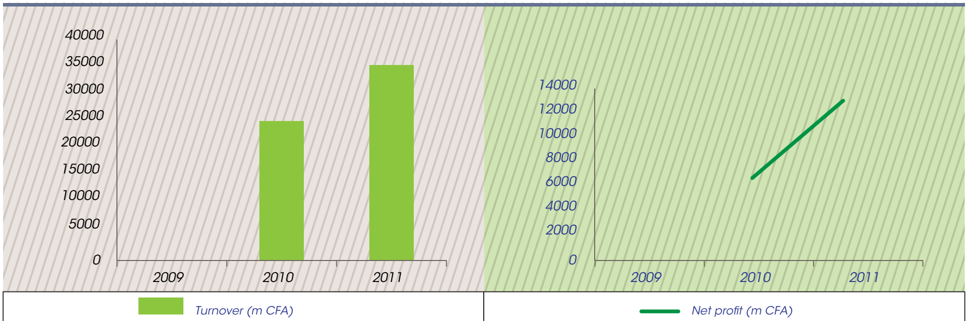
RENL

ACTIF (millions FCFA)	*31.12.11*	*31.12.10*
Expenses to split, capitalized expenses		
Intangible assets		*0*
Tangible assets	*16 428*	*14 400*
Financial assets	*115*	*129*
Fixed assets	*16 543*	*14 528*
Debtors - exceptionnal		
Inventories	*4 812*	*2 098*
Advance paid to suppliers	*339*	*254*
Customers	*6 627*	*7 921*
Other debtors	*143*	*31*
Current assets	*11 922*	*10 304*
Cash assets	***15 332***	***4 261***
Conversion difference - assets		***0***
Total Assets	***43 797***	***29 092***

PASSIF	*31.12.11*	*31.12.10*
Capital	*1 563*	*1 604*
Net result	*13 589*	*6 881*
Reserves and legal provision	*12 155*	*10 490*
Shareholders funds & Reserves	*27 306*	*18 976*
Financial debts	*6 353*	*0*
Provisions for pension and risk	*1 839*	*2 402*
Long term resources	*35 498*	*21 377*
Creditors - exceptionnal		
Customer advances received	*0*	*0*
Suppliers	*563*	*2 277*
Social and tax creditors	*1 689*	*618*
Other creditors	*6 047*	*4 821*
Current liabilities	*8 299*	*7 715*
Treasury liabilities	***0***	***0***
Conversion difference - liabilities		***0***
Total Equity & Liabilities	***43 797***	***29 092***

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	1,44	1,34
Solvency		
Debt ratio		
= Total liabilities / total assets	0,38	0,35
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,60	0,53
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	0,06	0,04

Revenue and net profit for the last 3 years



Staff - number and costs	2011	2010
Management	59	55
Supervisors	150	139
Workers / Employees	1 341	1 346
Temporary	110	114
Combined total	1 660	1 654
Costs (CFA millions)	3 171	2 668

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	37 015	25 144
Production	2 782	1 212
- Raw material used and cost of goods	-7 220	-3 584
Gross margin	32 577	22 772
- Other purchases and external charges	-7 627	-7 144
- Taxes other than on income	-458	-260
+ - Other operating income and cost	133	175
Value added	24 625	15 543
- Personnel costs	-3 171	-2 668
EBITDA *	21 454	12 875
- Depreciation and amortisation	-2 049	-1 711
EBIT- Operating profit	19 405	11 164
Net financial result	-243	-364
Exceptionnal result	19	-5
- Corporate income tax	-5 592	-3 913
Net profit	13 589	6 881

*Earnings before Interest, Depreciation, and Amortisation

Cavalla Rubber Corporation (CRC) a fait son entrée dans le groupe Sifca à travers SIPH en 2008. Le 21 janvier 2011, un contrat de concession est signé entre le Gouvernement Libérien et CRC pour le développement de l'hévéaculture dans la région du Maryland County. Le contrat comprend l'exploitation de 30 000 ha de plantations industrielles, 5 000 ha pour développer des plantations villageoises. Une usine de transformation de caoutchouc est en cours de construction.

CRC joined the Group SIFCA through SIPH in 2008. On January 21, 2011, a concession agreement is signed between the Liberian Government and CRC for the rehabilitation of rubber tree plantations in Maryland County. The concession agreement includes 30,000 ha of industrial plantations and 5,000 ha to be developed as village plantations. In addition, a rubber processing plant is being built.

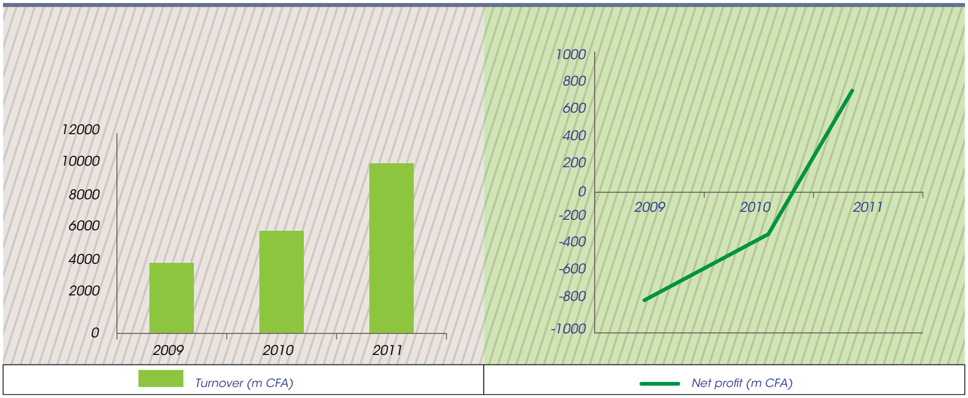
CRC

***ACTIF** (millions FCFA)*	*31.12.11*	*31.12.10*
Expenses to split, capitalized expenses		
Intangible assets	*57*	*39*
Tangible assets	*10 095*	*8 196*
Financial assets		*0*
Fixed assets	*10 153*	*8 235*
Debtors - exceptionnal		
Inventories	*3 177*	*3 311*
Advance paid to suppliers	*0*	*0*
Customers	*261*	*112*
Other debtors	*745*	*480*
Current assets	*4 183*	*3 903*
Cash assets	***765***	***164***
Conversion difference - assets	***0***	***0***
Total Assets	***15 101***	***12 303***

PASSIF	*31.12.11*	*31.12.10*
Capital	*6 737*	*6 583*
Net result	*801*	*-309*
Reserves and legal provision	*-4 850*	*-4 430*
Shareholders funds & Reserves	*2 688*	*1 844*
Financial debts	*7 989*	*4 875*
Provisions for pension and risk	*0*	*0*
Long term resources	*10 677*	*6 719*
Creditors - exceptionnal		
Customer advances received	*0*	*2 063*
Suppliers	*3 312*	*2 466*
Social and tax creditors	*723*	*445*
Other creditors	*299*	*395*
Current liabilities	*4 334*	*5 368*
Treasury liabilities	***90***	***215***
Conversion difference - liabilities		***0***
Total Equity & Liabilities	***15 101***	***12 303***

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	0,97	0,73
Solvency		
Debt ratio		
= Total liabilities / total assets	0,82	0,83
Debt - equity ratio		
= Total liabilities / stockholders' equity	4,58	5,55
Profitability		
Profit margin		
= Net income / net sales	0,07	-0,05
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	0,20	0,14

Revenue and net profit for the last 3 years



Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	11 130	6 042
Production	389	230
- Raw material used and cost of goods	-4 679	-1 867
Gross margin	6 841	4 405
- Other purchases and external charges	-2 372	-2 212
- Taxes other than on income	0	0
+ - Other operating income and cost	0	0
Value added	4 469	2 192
- Personnel costs	-2 377	-1 640
EBITDA *	2 092	552
- Depreciation and amortisation	-870	-676
EBIT- Operating profit	1 222	-124
Net financial result	-168	-185
Exceptionnal result	-253	0
- Corporate income tax		0
Net profit	801	-309

*Earnings before Interest, Depreciation, and Amortisation

SUCRE DE CANNE

CANE SUGAR

SUCRIVOIRE

Income statement

The net profit after tax (NPAT) *of SUCRIVOIRE is 5,507 billion CFA francs in 2011 against 1,178 billion CFA francs in 2010. The increase of the net income is mainly due to the production of sugar which is higher than the production of the previous season, and the selling price which has increase by 18% from an average of 417 CFA F/ kg in 2010 to 491 CFA F / KG in 2011.*

Sugar prices on the world market continue to increase. The average price of sugar on the London market rose from $ 616 / tons in 2010 to $ 706 / tons in 2011. Despite this prices change, the Ivorian market was invaded by fraudulent imported sugar which has considerably slowing sales of SUCRIVOIRE's sugar during the post-election crisis period.

Sales have returned to their normal level in November 2011 (7,000 tons/month) after the Government has taken some measures against fraud.

Balance sheet

Capital expenditure *totalled 5 billion CFA francs in 2011 and related mainly to industrial equipment and tools (2.5 billion CFA francs), agricultural facilities and equipment (nearly 1 billion CFA francs) and fixed assets under construction (1.4 billion CFA francs).*

Equity *improved by the net profit of the year and amounted 31.5 CFA Francs billion.*

Treasury liabilities *decreased significantly, thanks to the improvement of activity level in 2011*

Née de la privatisation d'une partie de la Sodesucre, et filiale de Sifca depuis 1997, Sucrivoire est spécialisée dans l'exploitation de plantations de canne à sucre, la production et la commercialisation de sucre de canne. Sucrivoire possède plus de 11 000 ha de plantations industrielles de canne à sucre et 2 Unités Agricoles Intégrées (Borotou et Zuenoula). Sa production 2011 s'élève à plus de 94 000 tonnes de sucre. La société emploie plus de 8 500 personnes, essentiellement pendant la saison de la récolte.

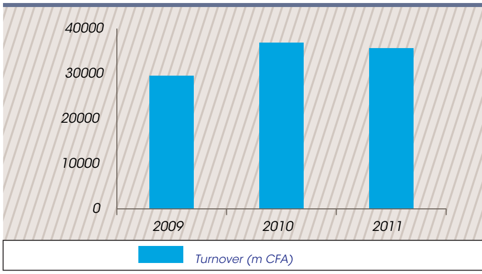
Sucrivoire became part of SIFCA in 1997 following the privatization of a part of the formerly state-owned company Sodesucre. The company is specialized in sugar cane plantations as well as in the production and marketing of cane sugar. With a network of 2 Integrated Farm Units and more than 11,000 ha of industrial plantations, Sucrivoire produced more than 94,000 tons of sugar cane in 2011. Workforce: more than 8,500 (mostly during the harvest season).

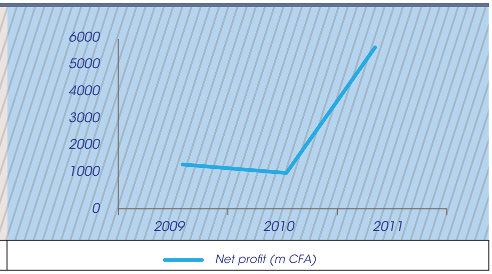
ASSETS (millions FCFA)	*31.12.11*	*31.12.10*
Expenses to split, capitalized expenses	1 904	1 904
Intangible assets	291	261
Tangible assets	24 008	24 749
Financial assets	86	91
Fixed assets	26 289	27 005
Debtors - exceptionnal		
Inventories	27 072	18 559
Advance paid to suppliers	953	402
Customers	860	816
Other debtors	224	216
Current assets	29 109	19 992
Cash assets	**1 132**	**2 188**
Conversion difference - assets		
Total Assets	**56 529**	**49 185**

EQUITY & LIABILITIES	*31.12.10*	*31.12.10*
Capital	24 500	24 500
Net result	5 507	1 178
Reserves and legal provision	1 448	270
Shareholders funds & Reserves	31 456	25 948
Financial debts	6 124	5 033
Provisions for pension and risk	839	1 114
Long term resources	38 418	32 095
Creditors - exceptionnal		
Customer advances received	148	444
Suppliers	8 361	8 155
Social and tax creditors	1 402	1 468
Other creditors	6 700	1 172
Current liabilities	16 611	11 240
Treasury liabilities	**1 500**	**5 850**
Conversion difference - liabilities		
Total Equity & Liabilities	**56 529**	**49 185**

Key financial and economic ratios		
Liquidity		
Current ratio		
= Current assets / current liabilities	1,75	1,78
Solvency		
Debt ratio		
= Total liabilities / total assets	0,42	0,35
Debt - equity ratio		
= Total liabilities / stockholders' equity	0,75	0,67
Profitability		
Profit margin		
= Net income / net sales	0,15	0,03
Market value		
Book value per share (000 FCFA)		
= Stockholders' equity/Shares outstanding	12,839	16,218

Revenue and net profit for the last 3 years





Staff - number and costs	2011	2010
Management	60	65
Supervisors	173	170
Workers / Employees	364	323
Temporary	7 989	6 653
Combined total	8 586	7 211
Costs (CFA millions)	8 379	7 460

Production and cost	2011	2010
Cane processed (ton)	980,715	883,583
Sugar production (ton)	94,089	74,118
Total cost (FCFA / t)	491,700	401,797
Sugar average price (USD /t)	526,558	417,089

Profit and Loss by nature (millions FCFA)	2011	2010
Turnover	35 866	36 513
Production	9 210	1 806
- Raw material used and cost of goods	-15 160	-15 399
Gross margin	29 916	22 920
- Other purchases and external charges	-7 218	-5 812
- Taxes other than on income	-348	-759
+ - Other operating income and cost	233	1 314
Value added	22 583	17 663
- Personnel costs	-8 379	-7 460
EBITDA *	14 204	10 203
- Depreciation and amortisation	-6 040	-5 434
EBIT- Operating profit	8 163	4 769
Net financial result	-1 394	-2 935
Exceptionnal result	367	-19
- Corporate income tax	-1 628	-636
Net profit	5 507	1 178

*Earnings before Interest, Depreciation, and Amortisation

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