

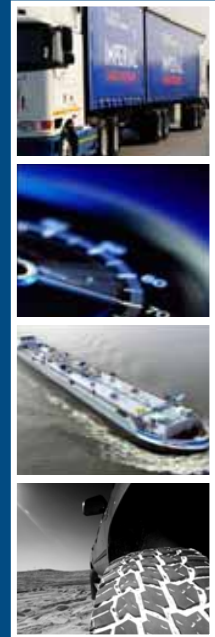


SUPPORTING PEOPLE
THROUGH MOBILITY

Results presentation
For the year ended 30 June 2012

Agenda

- » Highlights
- » Divisional performance
- » Financial Review
- » Group prospects and strategy
- » Questions
- » Appendix



Highlights

Revenue	↑ 25%	R80 830m
Operating profit (Margin maintained at 7,0%)	↑ 25%	R5 638m
HEPS	↑ 14%	1566 cps
Core EPS *	↑ 32%	1623 cps
Dividend per share ^	↑ 42%	680 cps

* Core EPS excludes once-off non-operational items, the most significant being:

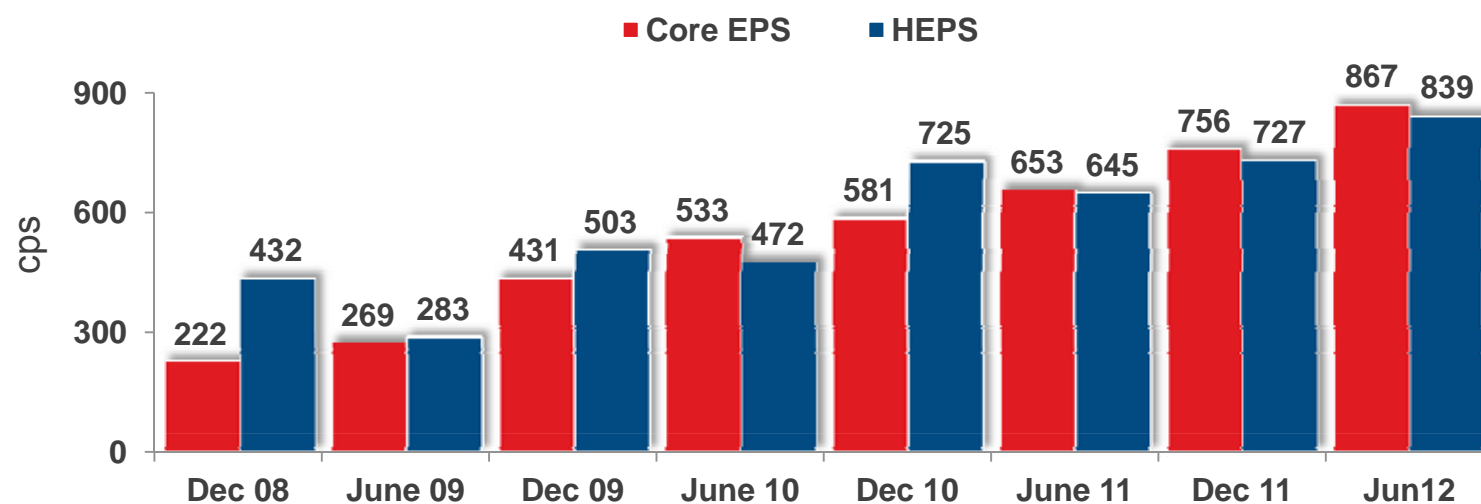
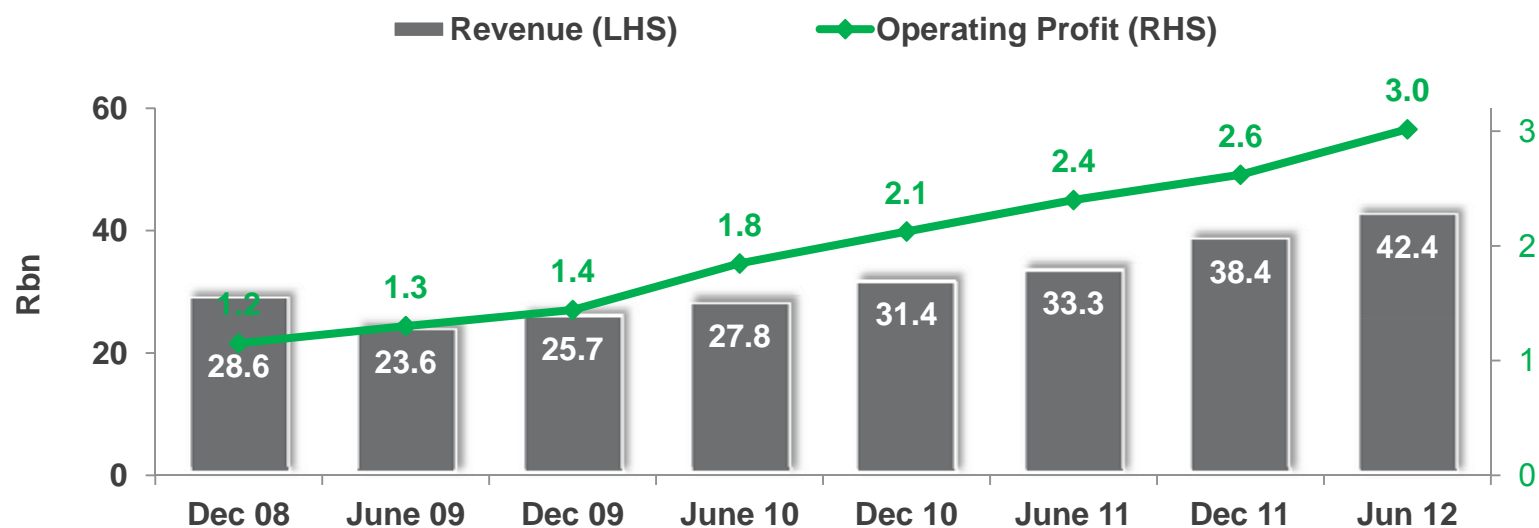
- 147 cps income from the Lereko BEE structure in the prior period
- 67 cps amortisation of intangibles on acquisitions in the current period

^ Dividend pay out ratio of 42% of Core EPS; historic dividend yield of 3,6 % based on 20/8/2012 price of R188 per share



Improving profit trend

Excl. businesses sold or unbundled



Performance of the three business pillars

Logistics



Revenue = R27,7 bn

34%

*PBT = R1,2 bn

27%

Car Rental & Tourism



Revenue = R3,8 bn

15%

*PBT = R247m

17%

Distribution, Retail & Financial Services



Revenue = R51,9 bn

22%

*PBT = R3,5 bn

23%



The Three Pillars of Imperial

* Core PBT

Business conditions in key markets

- » Strong growth continued in the SA motor vehicle market
- » Manufacturing sector of the SA economy is currently weak
- » German export industries enjoyed significant growth despite European debt crisis, assisted by a weaker Euro
- » Car rental remains highly competitive. Pressure on rental rates are however easing
- » Insurance underwriting conditions were weaker than the prior year, particularly in the short term motor comprehensive market
- » Current cycle in the motor industry favours our Financial Services division

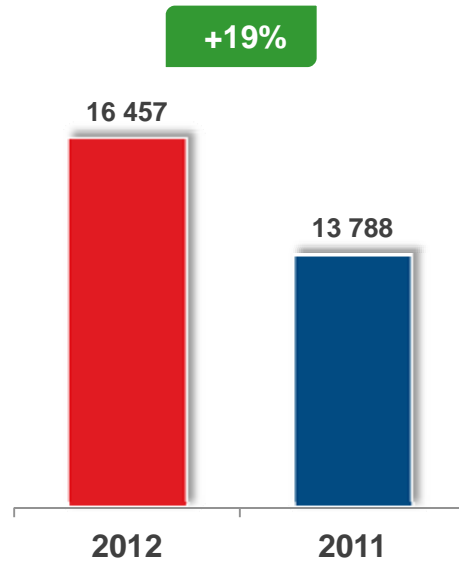




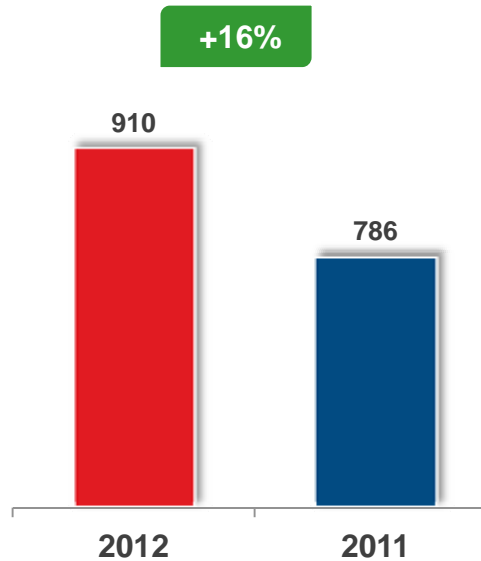
Southern Africa logistics

Southern Africa logistics

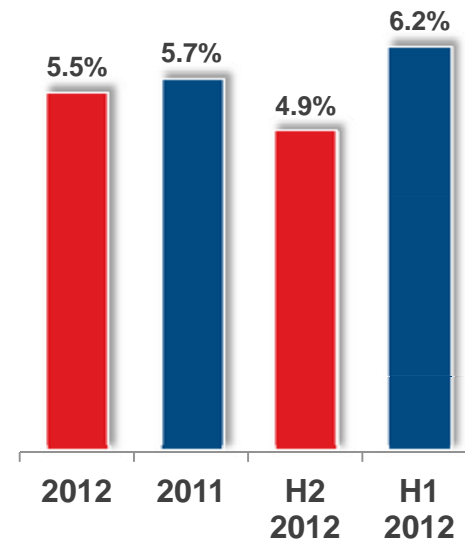
Revenue (Rm)



Operating profit (Rm)



Operating Margins



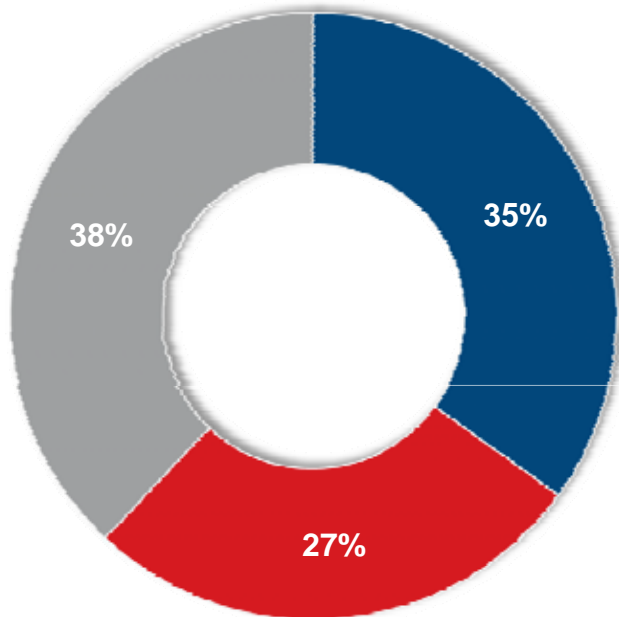
Satisfactory performance under tough trading conditions

- » Manufacturing sector under pressure
- » Market is price competitive
- » Offset by acquisitions, significant contract gains and renewals
- » African business continues to grow



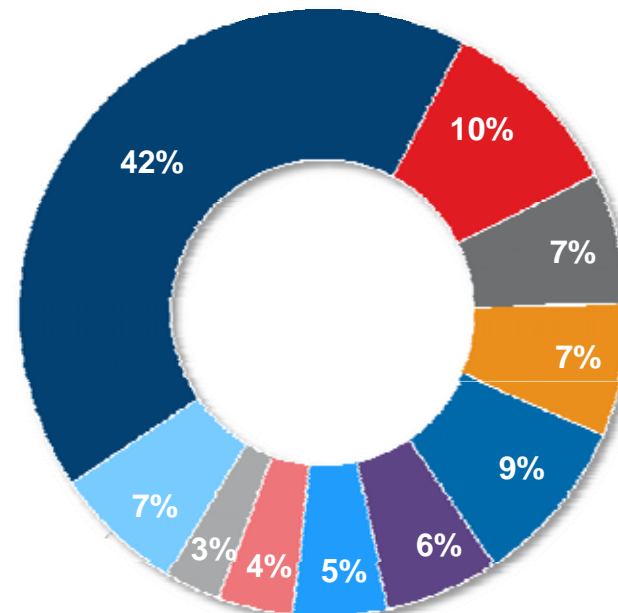
Southern Africa logistics

Revenue by activity



- Distribution and warehousing
- 4 PL
- Transport

Revenue by sector



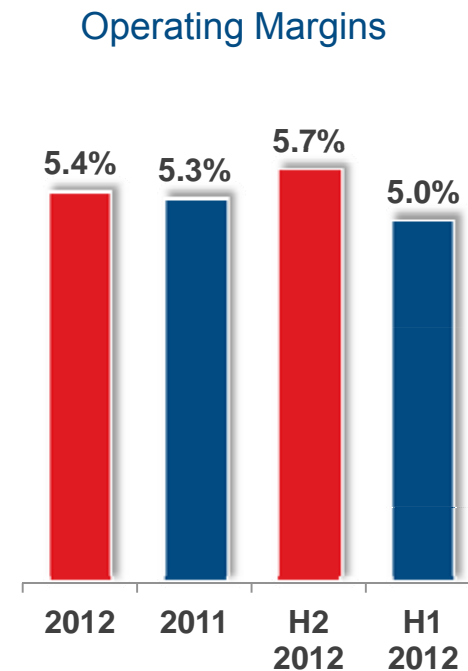
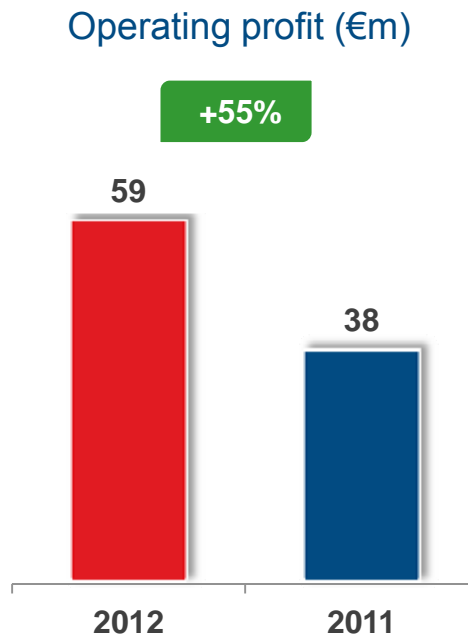
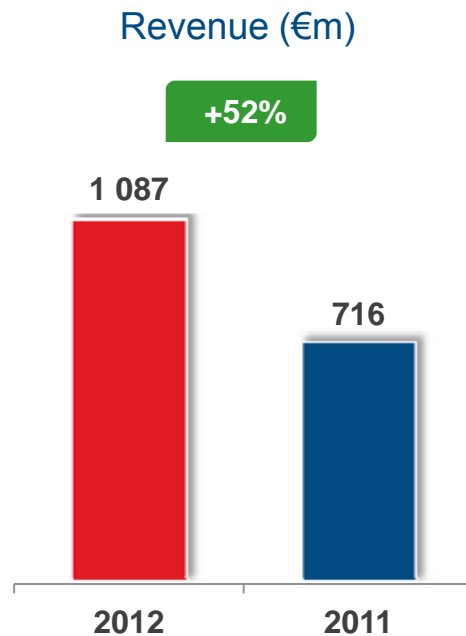
- FMCG
- Fuel and Gas
- Mining
- Wood and paper
- Cement, bricks, construction
- Agriculture
- Chemicals
- Glass
- Steel, metals and auto
- Other





International logistics

International logistics (EURO)

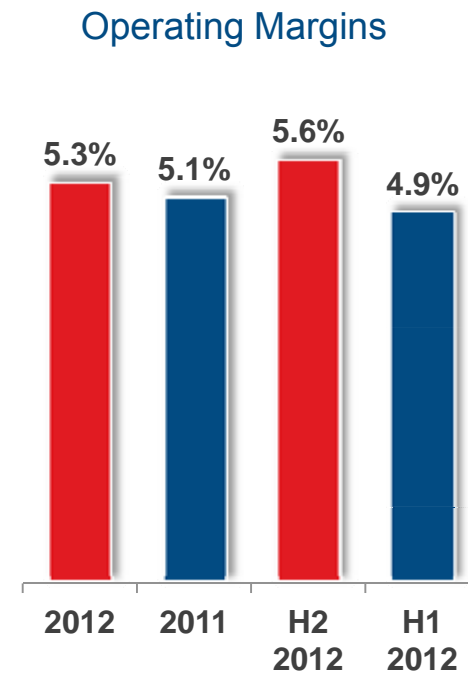
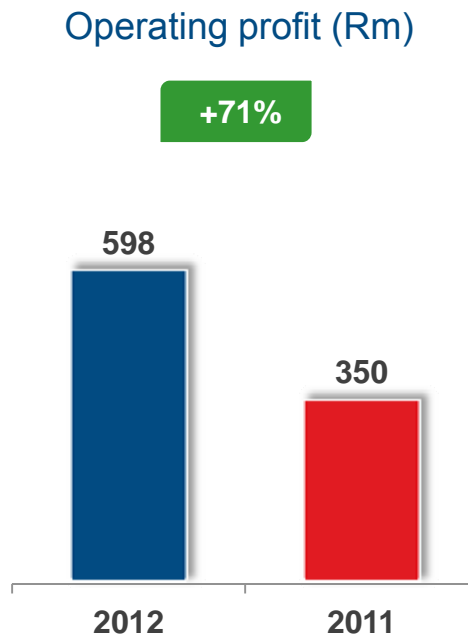
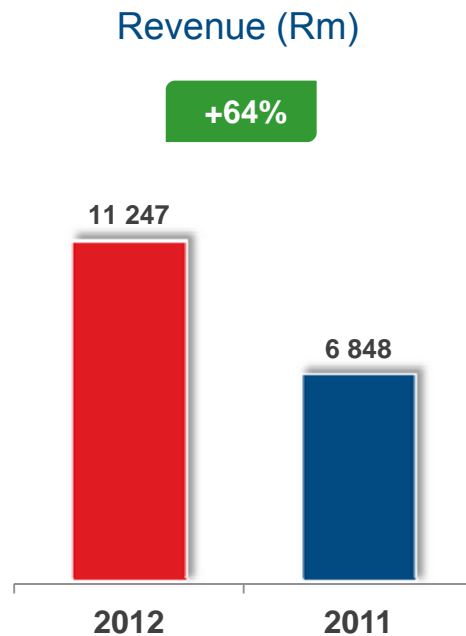


Results exceeded expectations

- » German export industries enjoyed significant growth
- » New contracts gained and record volume growth experienced
- » Acquisition of Lehnkering contributed positively
- » Excluding Lehnkering, revenue and operating profit grew 11% and 16%



International logistics (ZAR)



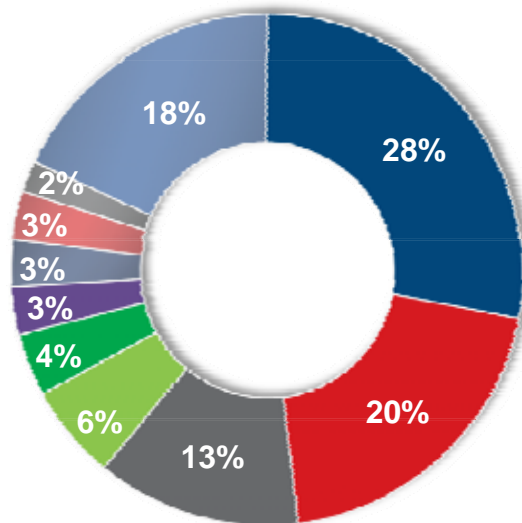
Exchange rate benefit

- » 2012 Average R/€: 10.38 vs 2011 Average R/€: 9.49
- » Excluding Lehnkering revenue and operating profit grew by 21% and 27% respectively

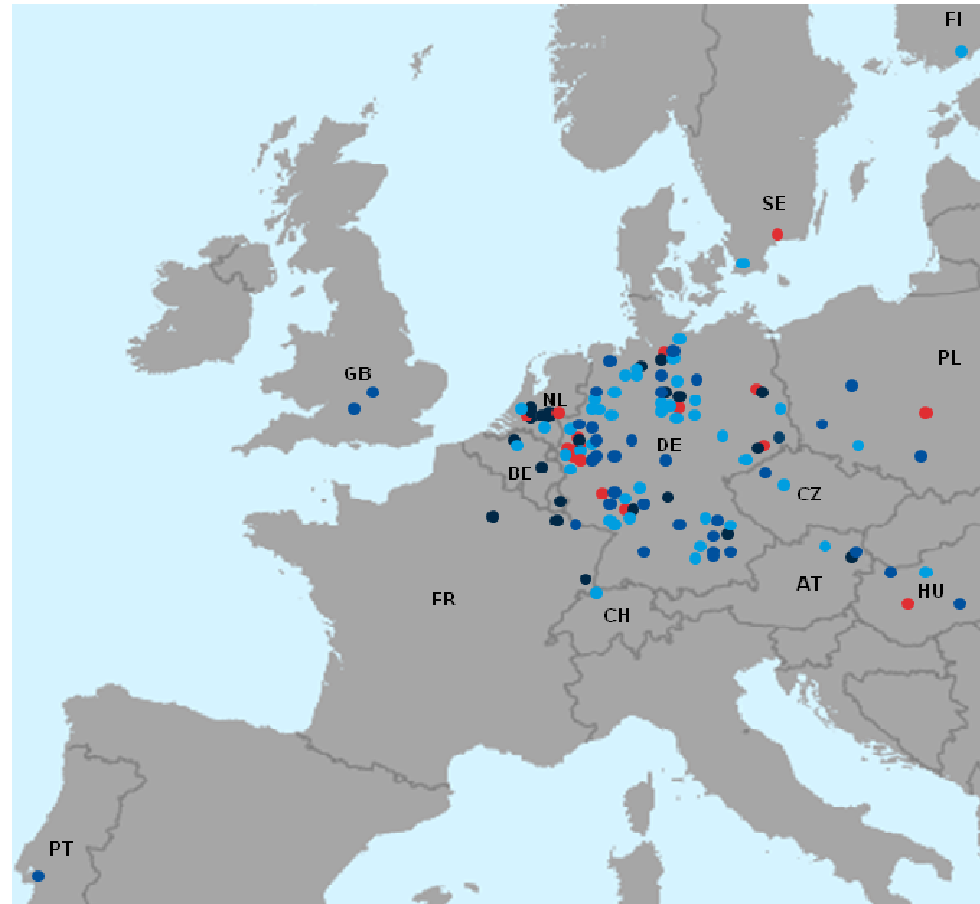


International logistics

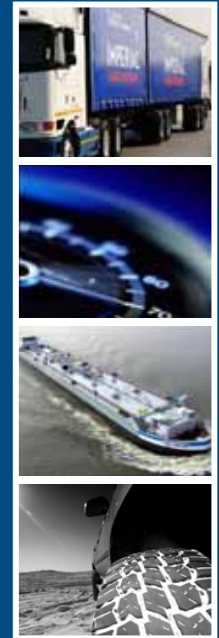
Revenue by sector



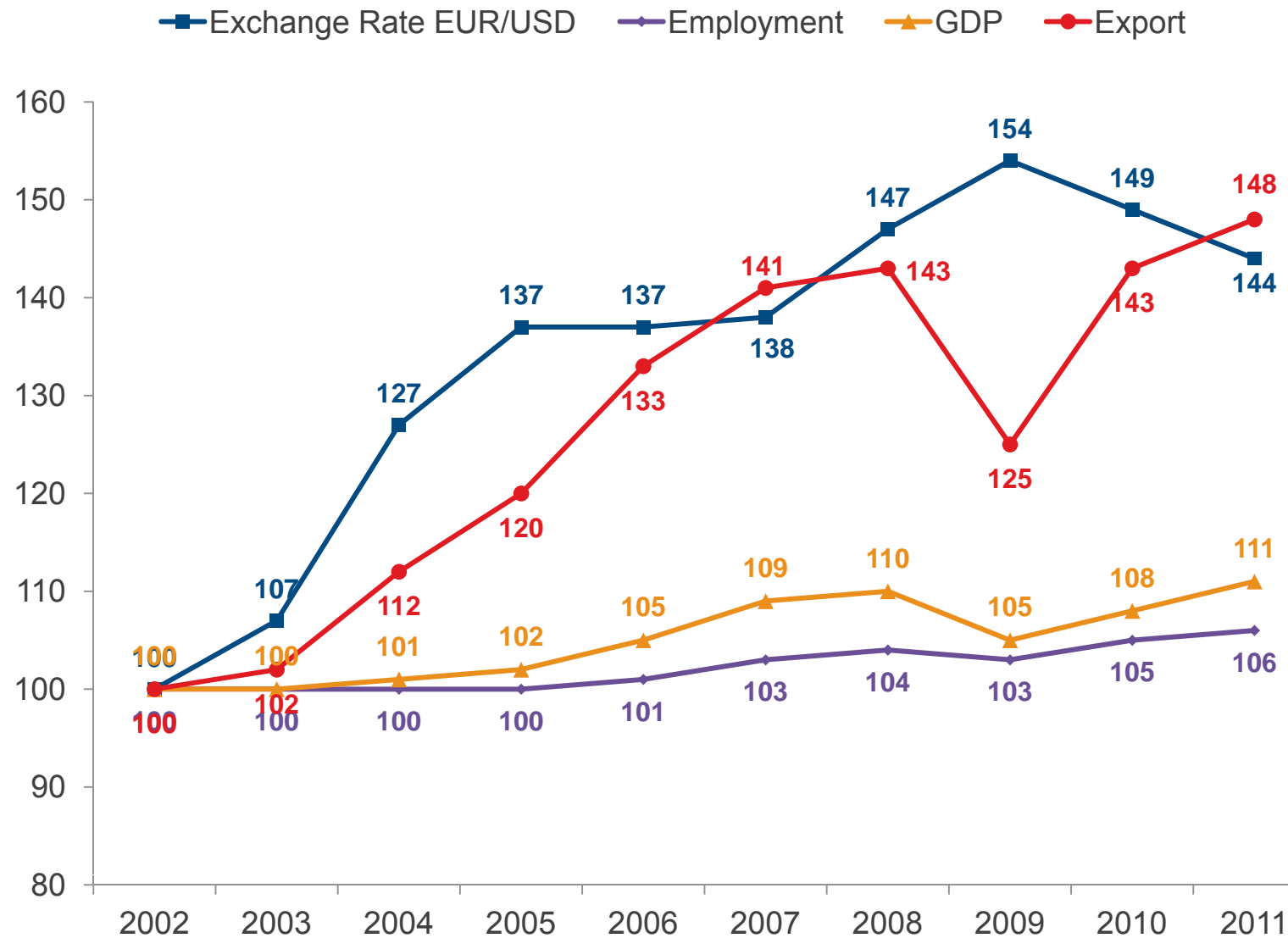
- Chemicals
- Steel manufacturing
- Automotive
- Paper/Packaging
- Mechanical engineering
- Energy
- Food
- Aluminium
- Apparel
- Sub contractor services



- Imperial Shipping Group
- Lehnkering
- Panopa
- Neska
- Brouwer Shipping



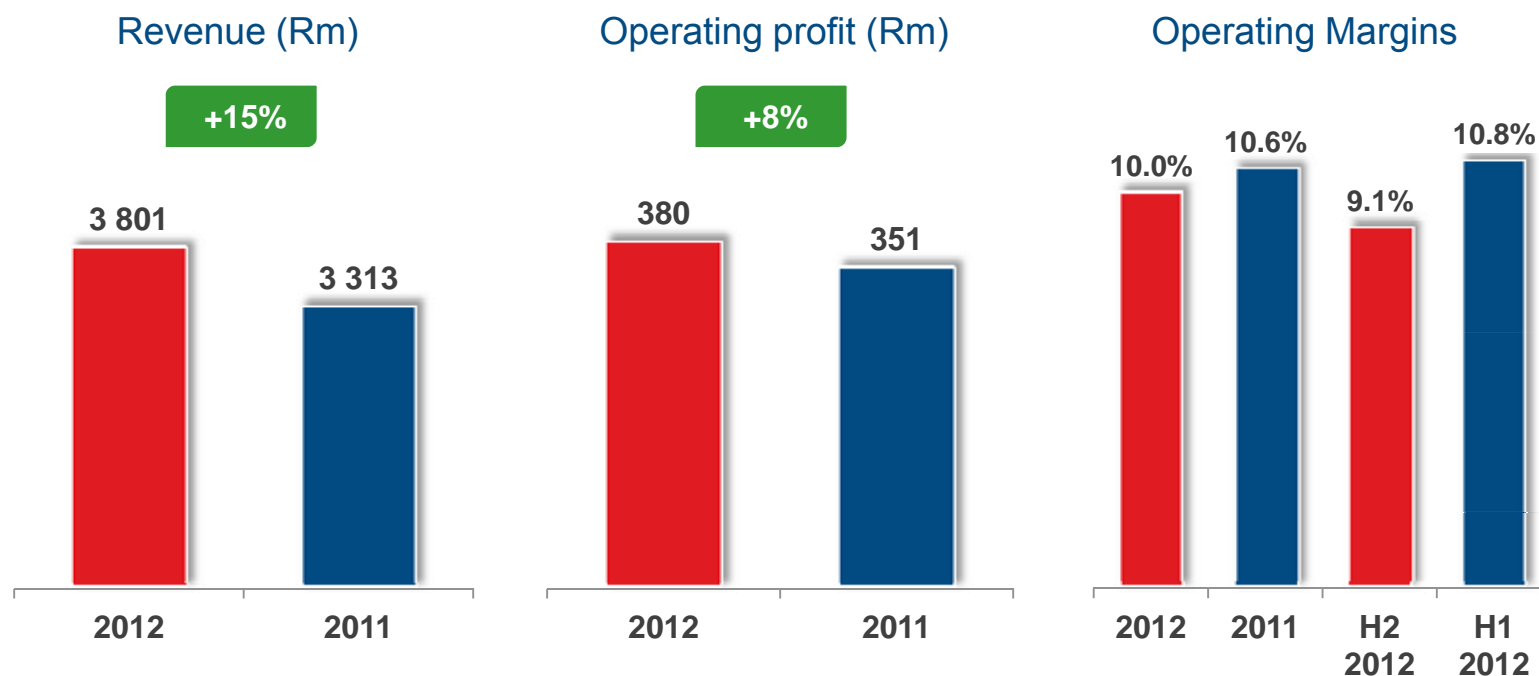
Strong growth in German exports





Car rental and tourism

Car Rental and Tourism



Improved performance in H2 year-on-year

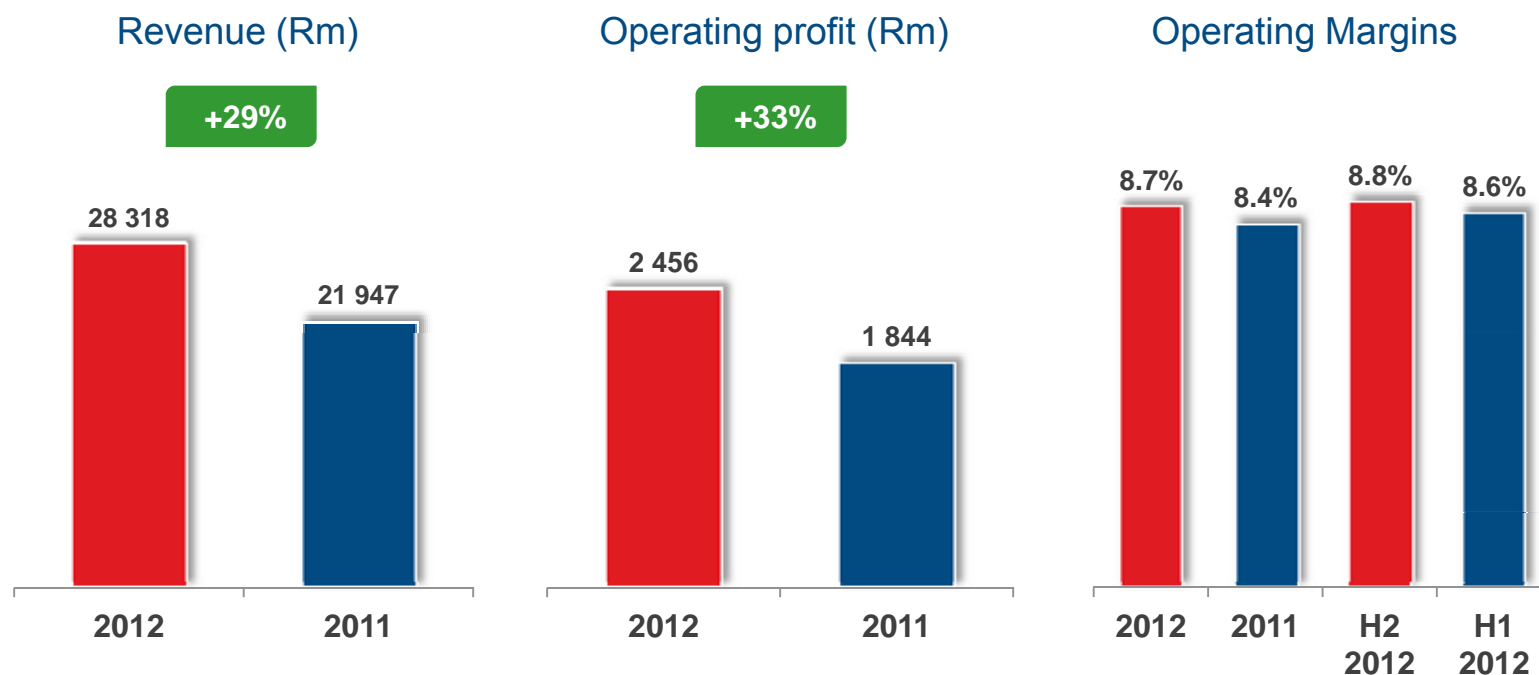
- » Car rental market remains highly competitive
- » Pressure on rental rates easing; good volume growth and demand
- » Sluggish used car market; stock position improved significantly
- » Low inbound tourism volumes persist; tourism business restructured and consolidated to reduce costs





Distributorship

Distributorships

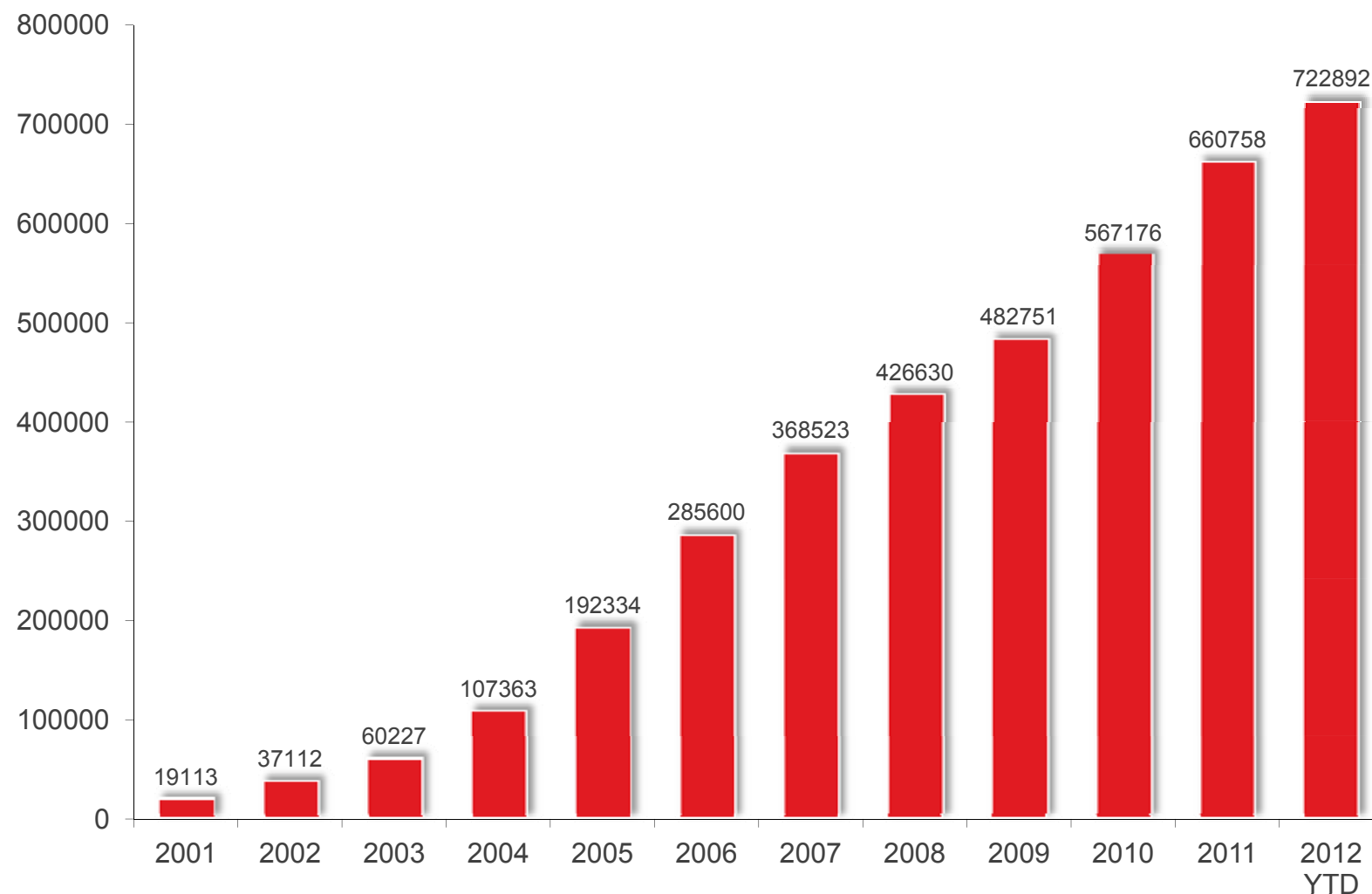


Strong growth continues

- » New vehicle registrations in SA 20% higher, compared to market growth of 13%
- » Improved stock availability allowed market share gains; H2 volumes up 34% yoy
- » Revenue from rendering of services increased by 46%
- » Auto parts division performed satisfactorily
- » Goscor performed very well
- » NAC disposal in progress



Cumulative sales of vehicle brands distributed

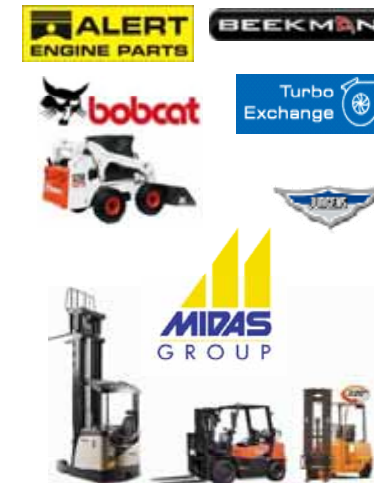
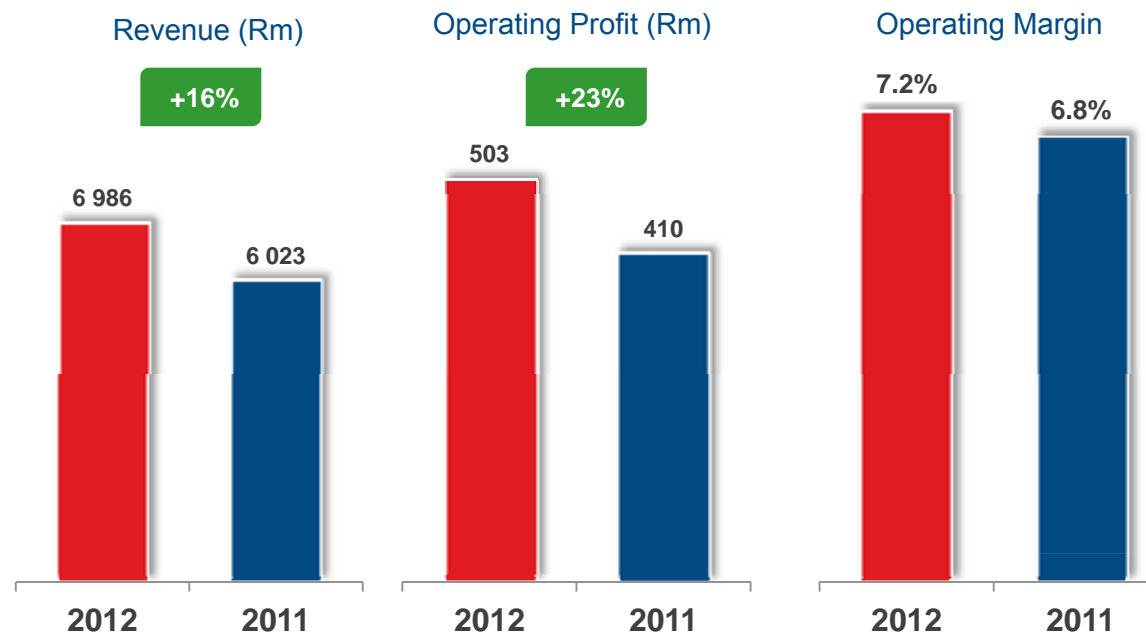


Note: Includes AMH, Chery, Foton, Mitsubishi, Renault and Tata – PC and LCV



Automotive parts and industrial products

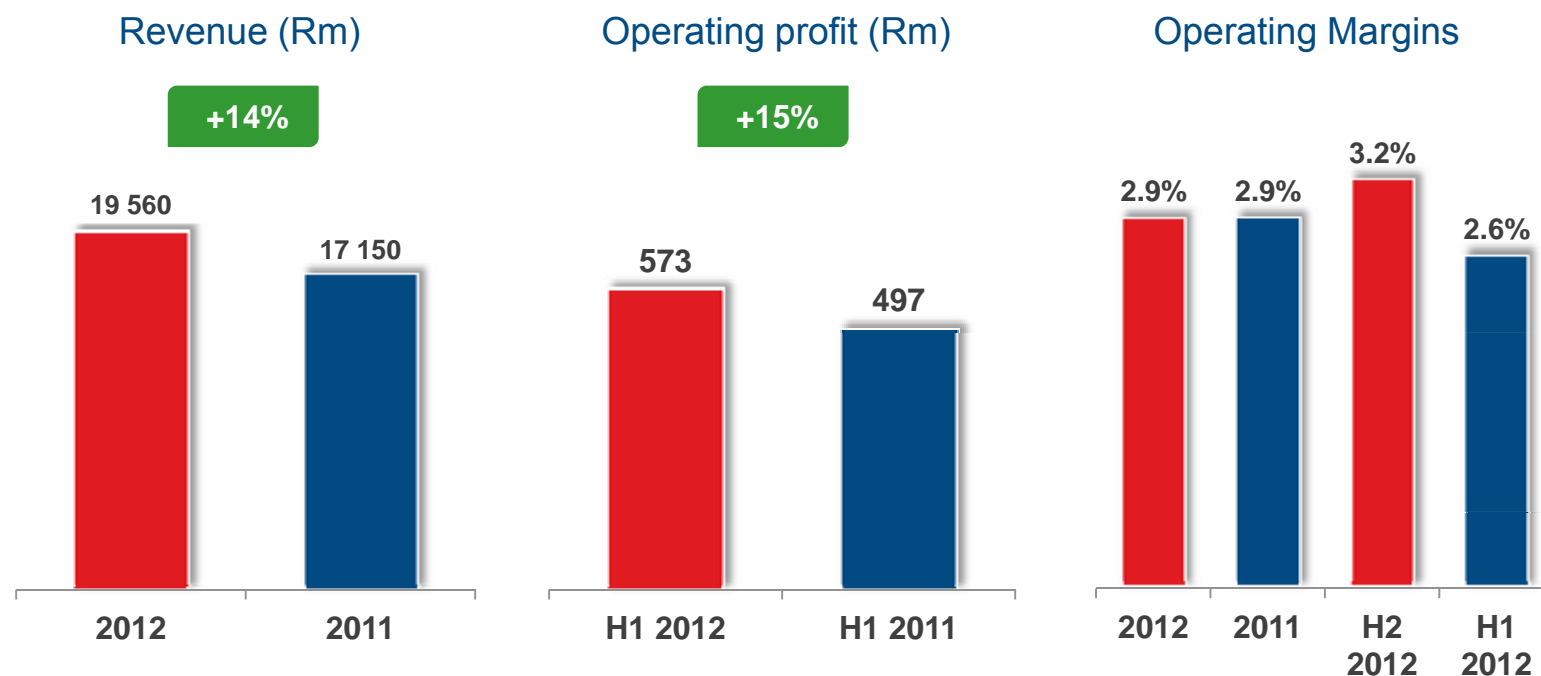
- » Pursued strategy to add aftermarket vehicle parts, components, industrial equipment and new areas of distribution
- » Acquisitions of Midas, Turbo Exchange, Goscor, E-Z-GO, Datadot, Segway and the recently acquired Bobcat are part of this strategy
- » These businesses contributed R7 billion of turnover and R 503 million operating profit for the period (9% of group operating profit)
- » Continue to pursue opportunities in these segments due to their asset-light nature and good returns on capital





Automotive Retail

Automotive Retail



Good growth in operating profit

- » New passenger car sales up 18%, ahead of market growth in this segment of 13%
- » Notable shift to entry level vehicles
- » Volume growth in used vehicles was subdued
- » Commercial vehicle unit sales up 13%
- » Beekman Canopies performed well; Lower volumes at Jurgens Ci



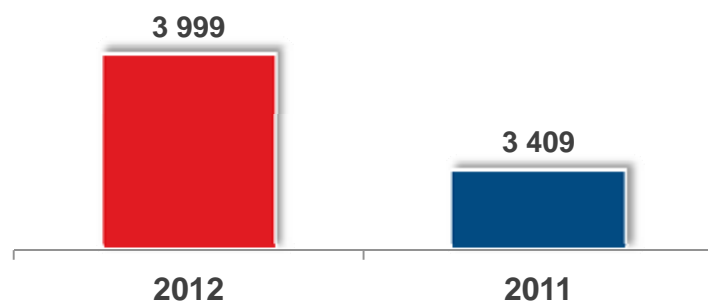


Financial Services

Financial Services

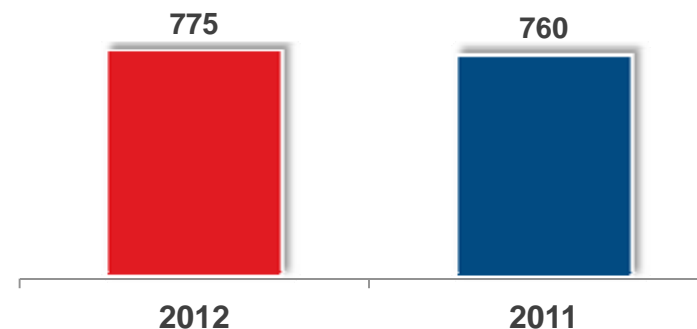
Revenue (Rm)

+17%



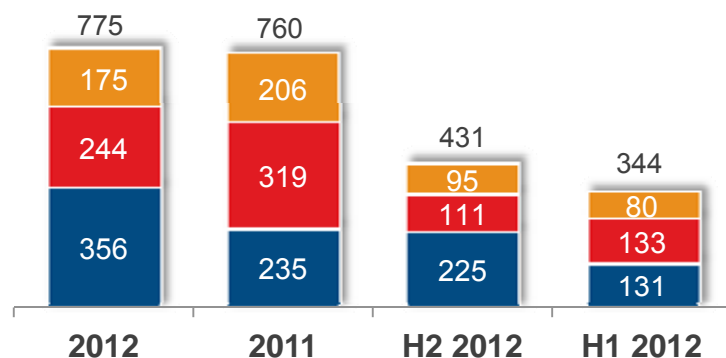
Operating profit (Rm)

+2%

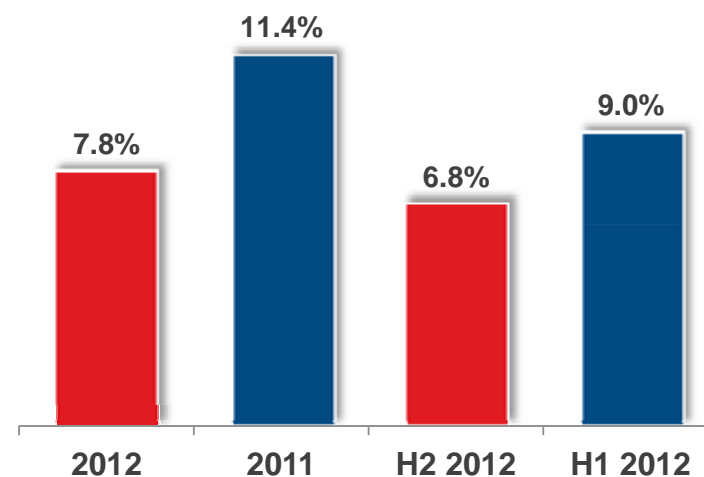


Operating profit split

- Investment income, including fair value adjustments
- Underwriting result
- Other Financial Services

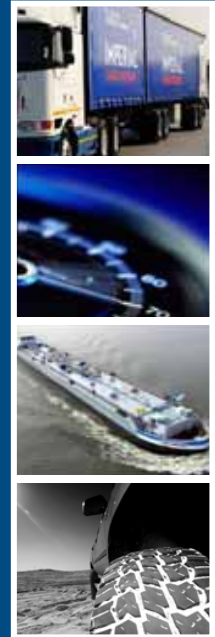


Net Underwriting Margins



Financial services

- » Regent underwriting result declined by 20%; weaker underwriting conditions in short term motor comprehensive market
- » Individual life had a good year
- » Investment returns were down - lower interest rates & volatile equity markets
- » Regent Botswana and Lesotho also performed well
- » Growth in Other Financial Services (mainly LiquidCapital) was exceptional and it performed ahead of expectation
- » Successful and growing finance joint ventures
- » Strong growth in the number of new maintenance plans provides valuable annuity earnings underpin to future profits
- » Patterns of maintenance and service plan run-off established leading to sustainable R117m additional profit





Financial Review

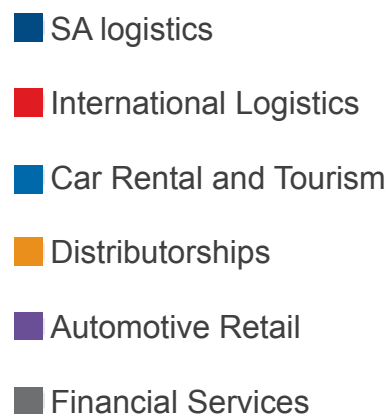
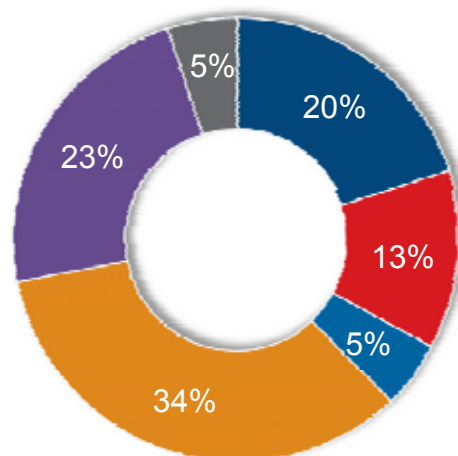
Income statement

Rm	2012	2011	% Change
Revenue	80 830	64 667	25%

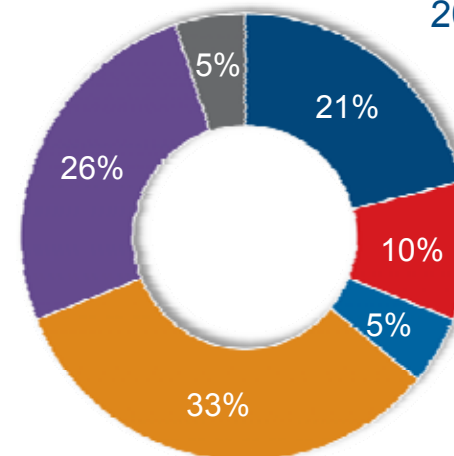
- » All divisions showed strong turnover growth – Organic growth = 17%
- » **Logistics:** +34%; Germany performed very well;
Acquisitions contributed positively (Lehnkering & smaller bolt-ons)
- » **Distributorships:** +29%; strong vehicle unit sales growth and positive contribution from recent acquisitions
- » **Automotive Retail:** +14%; increased new vehicle unit sales
- » **Car Rental and Tourism:** +15%; good volume growth and improved rates

Consistent revenue contribution per division

2012



2011



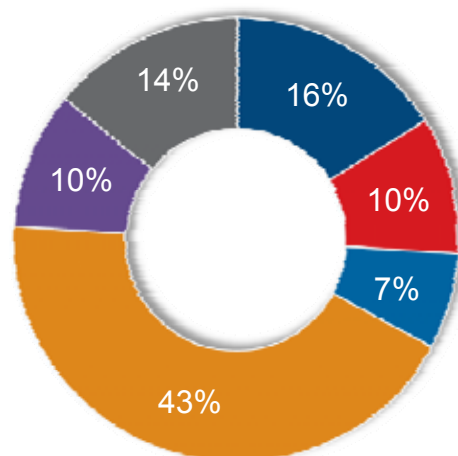
Income statement

Rm	2012	2011	% Change
Revenue	80 830	64 667	25%
Operating profit	5 638	4 526	25%
Operating profit margin	7,0%	7,0%	

- » Organic growth = 20%
- » Margins up in Distributorships and International Logistics
- » Growth from parts, service and Other Financial Services assisted margins
- » CIC and tough trading conditions impacted margins in SA Logistics
- » Margins down in Car Rental, Tourism and Insurance

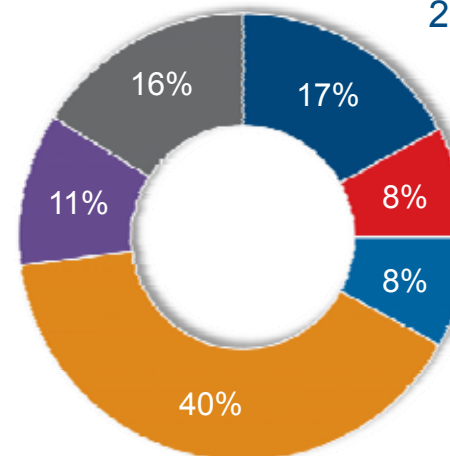
Consistent operating profit contribution per division

2012

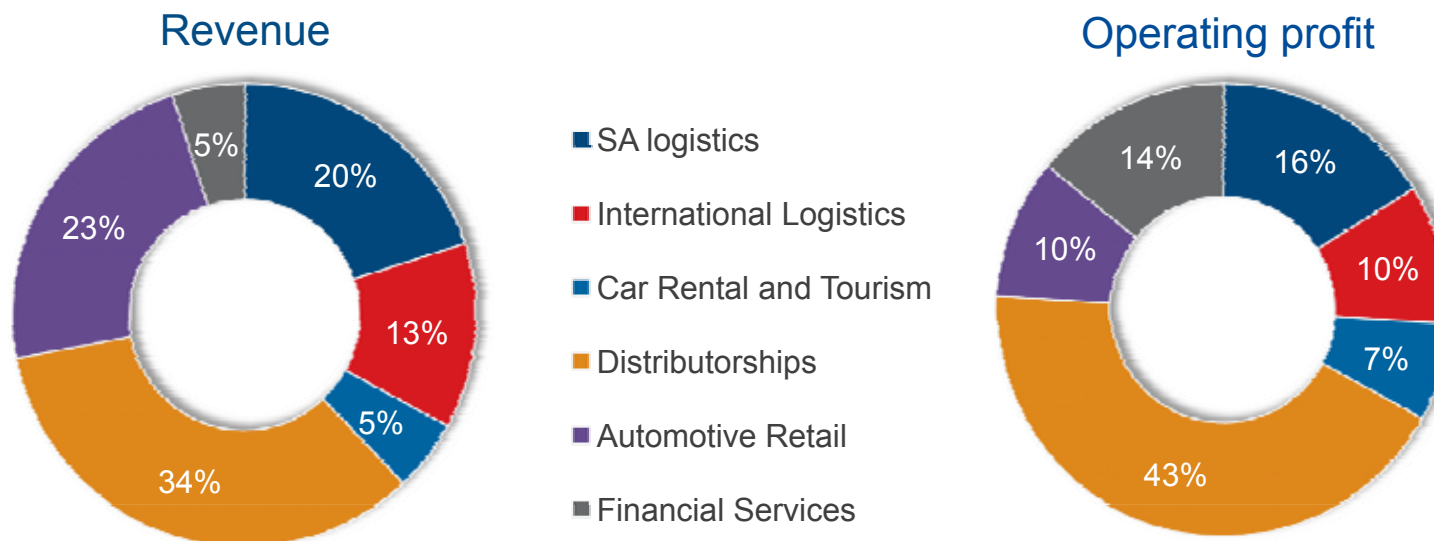


- SA logistics
- International Logistics
- Car Rental and Tourism
- Distributorships
- Automotive Retail
- Financial Services

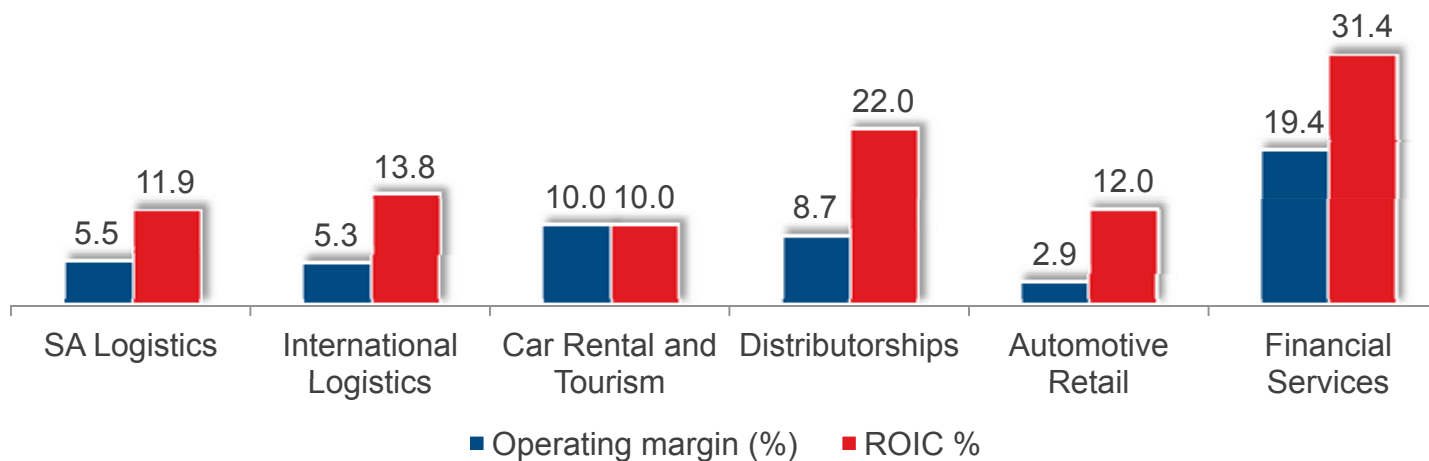
2011



Divisional statistics



Operating margin and ROIC (%)



Income statement

Rm	2012	2011	% Change
Revenue	80 830	64 667	25%
Operating profit	5 638	4 526	25%
Amortisation of intangible assets	(128)	(15)	
Foreign exchange (losses) / gains	(10)	(51)	
Business acquisition costs	(51)	-	
Recoupments from sale of properties	(32)	7	
Exceptional items	(12)	(46)	
Fair value on Lereko call option	-	279	

- » Amortisation of intangibles and acquisition costs relate largely to the Lehnkering acquisition
- » Exceptional items include an impairment of Goodwill (R124m) and fair value adjustments on discontinued operations (R112m)



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Net financing costs	(681)	(554)	23%
» Net finance cost comprise			
Net gain on hedge and swaps	-	(9)	
Net interest paid	681	563	
Total	681	554	
Interest cover	8.3x	8.2x	



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Fair value on Lereko call option	-	279	
Net financing costs	(681)	(554)	23%
Income from associates	46	34	35%

- » Excellent contribution from MiX (28% shareholding)
- » Contribution from smaller associates improved
- » Loss in Ukhamba
 - » Mark to market loss on investment in DAWN
 - » Incurred an STC charge of which Imperial's share was R34m



Income statement

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Fair value on Lereko call option	-	279	
Net financing costs	(681)	(554)	23%
Income from associates	46	34	35%
Tax	(1 382)	(1 272)	
Effective tax rate	29%	31%	
Net profit for the period	3 388	2 908	17%
Attributable to Imperial shareholders	2 980	2 562	
Attributable to minorities	408	346	18%



Significant minorities' share of earnings

	F2012 VS F2011
Distributorships (excl. AMH)	↑
AMH	↑
International Logistics	↑
SA Logistics	→
Other	↑
Net Minority earnings	↑

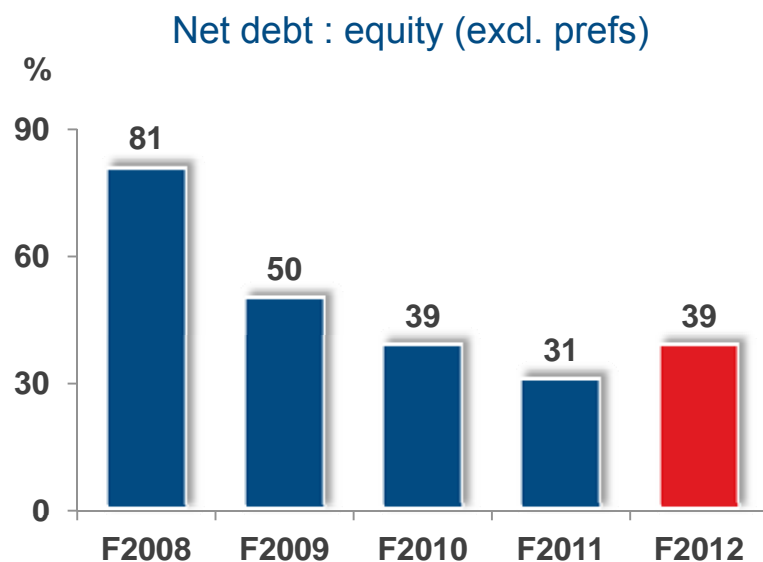


Balance sheet

Rm	2012	2011	% Change
Property, plant and equipment	8 080	6 550	23%
Transport fleet	4 336	3 627	
Vehicles for hire	2 321	2 057	
Intangible assets	4 234	1 823	132%
Other non-current assets	4 689	4 226	
Net working capital	4 607	3 245	42%
Cash resources	3 545	3 531	
Assets	31 812	25 059	27%
Total shareholders' interest	15 889	13 016	22%
Interest bearing borrowings	9 747	7 508	30%
Other liabilities	6 176	4 535	
Equity and liabilities	31 812	25 059	27%



Gearing



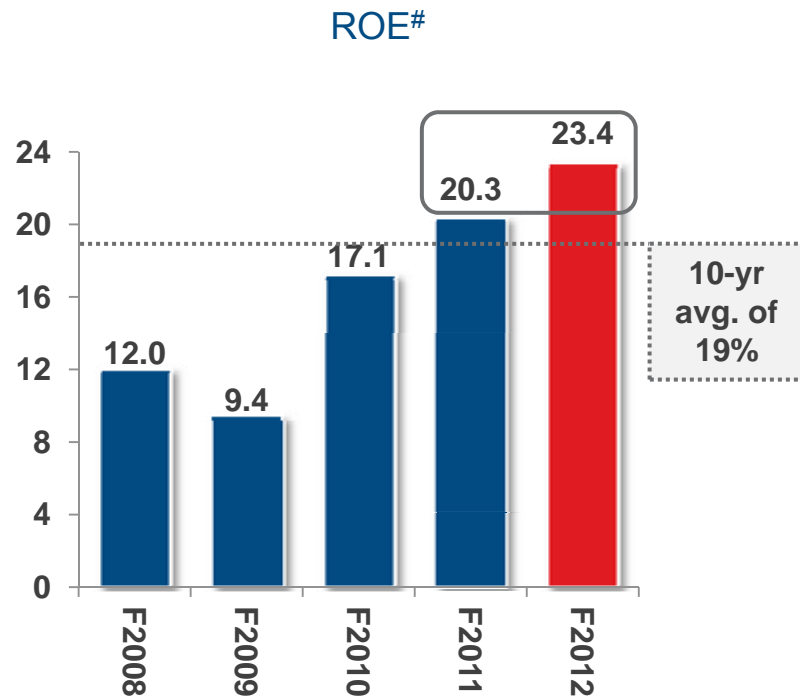
» Strong balance sheet

- Capacity for further acquisitions and organic growth
- Group has R6.0bn unutilised funding facilities

- » Excludes R441m of perpetual preference shares
- » Net D:E well below target ratio of 60% -80%
- » Moody's Ratings:
 - Domestic short term credit rating P-1.za
 - Domestic long term credit rating A2.za
 - International scale rating Baa3



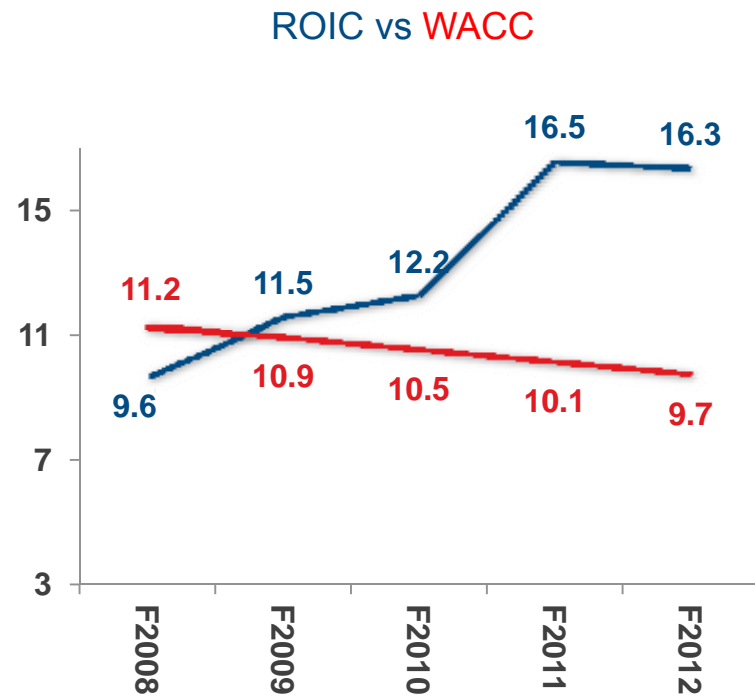
Improving returns



based on core earnings

» Improving ROE

- More asset-light business mix
- Strong balance sheet management and focus on returns



» Objective: Average ROIC > than WACC + 4% through the cycles

» Target returns now being achieved



Key financial ratios

Ratios	F2012	F2011	F2010
Group operating margin	7,0%	7,0%	6,2%
Net D:E ratio (excl. prefs)	39%	31%	39%
ROIC [^]	16,3%	16,5%	12,2%
ROE [#]	23%	20%	17%

[^] WACC = 9,7%

[#] Based on core earnings



Changes in total shareholders' interest

	Rm
Total shareholders' interest on 30 June 2011	13 016
Attributable profit	3 388
Cash flow hedges	427
Forex translation differences	210
Dividends paid to Imperial shareholders	(1 091)
Dividends received from Ukhamba in excess of its carrying value ¹	305
Other	(366)
Total shareholders' interest at 30 June 2012	15 889

1. Ukhamba declared a dividend from fair value gains on its Imperial shares that were previously not recognised



Cash flow

Rm	2012	2011	% Change
Cash generated by operations (pre working capital)	8 198	6 375	29%
Net working capital movements	(758)	(298)	154%
Cash generated by operations pre-capital expenditure	7 440	6 077	
Net finance costs and tax paid	(2 203)	(1 784)	
Cash flow from operating activities	5 237	4 293	22%

» Cash generated by operations was up on last year despite the increase in working capital



Analysis of working capital

Rm	2012	2011	% Change
Increase in working capital [#]	758	298	154%
Stock turn (times)	5,6x	5,3x	
Net working capital turn (times)	20,6	21,1x	

Asset turn still good despite increase in working capital

- » Support of higher revenue in the group – revenue up 25%
- » June 2011 inventory levels exceptionally low due to stock shortages in motor importation business
- » Stock situation has improved significantly to meet demand for most products
- » Sales benefited from improved stock levels
 - Jan – Jun 2012: AMH/AAD volumes +34% vs market 10%

[#] Excludes fair value adjustments on cash flow hedges and acquisitions



Cash flow

Rm	2012	2011	% Change
Cash flow from operating activities (pre capex)	5 237	4 293	22%
Proceeds from sale of Imperial Bank	-	477	
Net acquisition of subs and businesses	(1 868)	(943)	
Capital expenditure	(2 592)	(1 528)	70%
Expansion	(1 125)	(687)	64%
Replacement	(1 467)	(841)	74%

- » Net R1,9 bn spent on acquisitions
- » Expansion capex:
 - Funding future growth
 - Expansion of fleet & infrastructure in Logistics
 - Growth in the Car Rental fleet to meet higher demand
- » Replacement capex:
 - Logistics and car rental fleet



Cash flow

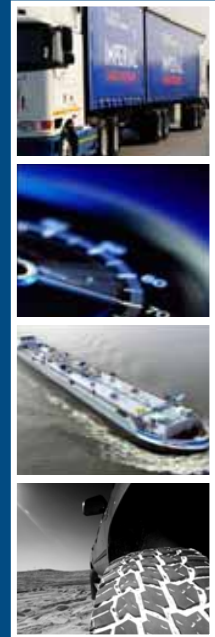
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Proceeds from sale of Imperial Bank	-	477	
Net acquisition of subs and businesses	(1 868)	(943)	
Capital expenditure	(2 592)	(1 528)	70%
Dividend received from Ukhamba	387	-	
Net movement in associates and JVs	(94)	78	
Net movement in equities, loans and other	(63)	(15)	
Dividends paid, hedge costs, etc.	(1 632)	(1 403)	
(Increase) / Decrease in net debt	(625)	959	
Free cash flow – total operations	3 770	3 452	9%
Free cash conversion ratio	125%	132%	





Strategy and Prospects

- » Focused on generating higher returns on capital
 - Capital management well entrenched throughout the Group
- » Seeking growth opportunities in and adjacent to existing industries and geographies
- » Seek expansion of logistics activities on the African continent
- » Europe - focus on growth within our field of logistics expertise – Lehnkering is a good example
- » Maximizing position in motor value chain
 - Scale and experience stands us in good stead
 - Enable us to earn ever increasing annuity income streams from financial services and a growing vehicle parc
- » Leverage on our ability to distribute strong brands in motor and industrial products
 - Broaden our activities into other applications and industries such as engineering, industrial and mining products.
- » Car Rental and Tourism division offers fewer opportunities for expansion
 - Improve returns on capital
- » Regent and LiquidCapital to expand product ranges and improve market penetration further



Recent acquisitions – Spent R1,9 billion in 2012

Imperial Logistics International

100% Lehnkering
74,9% Dettmer Bulk Reederei

Africa Logistics

60% IJ Snyman Transport
80% Transport Holdings in Botswana (previously an associate)

South Africa Logistics

80% Kings Transport
70% LaGrange Transport
60% Synchronised Logistics Solutions

Industrial Distribution

70% Datadot
60% Segway SA
67,5% Bobcat
51% Hi Reach Manlift (now called Goscor Hi-Reach)
80% Goscor Access Rental

Automotive Retail

100% Watts Truck and Van (in the UK)
75% Safari Centre

“Acquisitions over past 3 years will contribute annualised R15bn to turnover”



Prospects

- » Trading conditions in Southern African logistics to remain challenging
 - Acquisitions, contract gains and expansion into Africa will provide growth
- » International logistics - substantial base for further growth
 - Lehnkering will make a contribution for the full year in 2013
- » Growth in new car sales in South Africa expected to slow
 - Recent reduction in interest rates will support demand
- » Growth of Distributorship car parc enable us to earn ever increasing annuity income streams from parts and service activities
- » Earnings in Financial Services will continue to grow
- » Car rental market remains competitive
- » Autoparts is less affected by vehicle sales - solid performance to continue
- » Strong balance sheet will allow us to take advantage of growth opportunities
- » Under current conditions growth is expected in 2013, albeit at a slower rate





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THROUGH MOBILITY

Thank you