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# **Zambia Forestry and Forest Industries Corporation (ZAFFICO) (ZFCO.zm)**

**STRATEGIC REPORT**

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# TABLE OF CONTENTS.

TABLE OF CONTENTS.	3
EXECUTIVE SUMMARY FOR INVESTORS AND SHAREHOLDERS	8
Overview	8
Financial Highlights	8
Strategic Positioning	8
Future Growth Prospects	8
Investment Considerations	9
Conclusion	9
EXECUTIVE SUMMARY	10
Business Model and Operations	12
Overview	12
Core Values and Mission	12
Products and Customers	12
Main products	12
Key Customers	12
Financial Performance Highlights of 2021	13
Value Chain Analysis	13
ZAFFICO PESTLE ANALYSIS	15
Political Factors	15
Economic Factors	15

Social Factors	16
Technological Factors	17
Legal Factors	18
Environmental Factors	18
Financial Position Analysis	19
Assets Analysis	20
Non-Current Assets Dynamics	20
Current Assets Insights	20
Equity and Liabilities Overview	20
Equity Evolution	20
Liabilities Analysis	21
Risks Associated with Rising Liabilities - A Forward-Looking Approach	21
Interest Rate Risk	21
Solvency Risk	21
Cash Flow Pressure	21
Refinancing Risk	22
Covenant Restrictions	22
Regulatory Risks	22
Climate and Natural Risks	22
Market and Price Risks	22
Harvest Strategy Risks	23
Revenue and Profit Performance	23

Revenue Stability and Growth	23
Profitability	23
Key Insights	23
Analysis	24
Analysis of Half-Year Financial Performance (2023 vs. 2022)	25
Revenue Growth Analysis	25
Analysis of Cost of Sales and Operational Efficiency	26
Gross Profit Evaluation	26
Valuation of Biological Assets	26
Administrative Expenses Analysis	26
Profitability Analysis	27
Assets Growth Assessment	27
Equity Growth Evaluation	27
Cash Position Analysis	27
Strategic Implications and Future Outlook	28
Profitability Forecast	28
Analysis of Wood Price Trends	28
Rising Prices	28
Market Volatility	29
Examination of Wood Production Patterns in Zambia	29
Variability in Production Volumes	29
Profits Forecast	30

ZAFFICO SWOT ANALYSIS	34
Strengths	34
Weaknesses	34
Opportunities	34
Threats	35
FIVE FORCES MODEL ANALYSIS	37
Competitive Intensity in the Forestry Sector	37
Entry Barriers and Market Accessibility	37
Supplier Influence and Operational Autonomy	37
Buyer Dynamics and Market Influence	37
The Threat Posed by Substitutes	38
Strategic Implications and Recommendations	38
SUSTAINABILITY ANALYSIS	40
Environmental Efforts and Reporting Gaps	40
Social Commitments	40
Governance Structures and Reporting Shortcomings	40
IDC's Energy Projects and Sustainability Contributions	41
Lack of Comprehensive ESG Reporting Framework	41
Strategic Outlook and Future Directions for ZAFFICO	42
BIBLIOGRAPHY	44
DATA RETRIEVED FOR ANALYSIS	47







# EXECUTIVE SUMMARY FOR INVESTORS AND SHAREHOLDERS

## Overview

Zambia Forestry and Forest Industries Corporation PLC (ZAFFICO) is a leading player in Zambia's forestry sector. It has made significant strides in financial performance and strategic market positioning. Being a publicly listed entity, ZAFFICO offers investors and shareholders a unique chance to participate in Zambia's thriving forestry industry. Additionally, the government supports the corporation and has a robust focus on sustainable forest management.

## Financial Highlights

- **Revenue Growth:** ZAFFICO has demonstrated consistent revenue growth, with a notable increase in profitability, primarily driven by the sale of timber and related products.
- **Strong Financial Position:** Following its public listing in 2020, ZAFFICO has strengthened its financial foundation, enabling future expansion and operational scaling.
- **Operational Efficiency:** The company's effective management of operating costs and capital expenditure has resulted in positive cash flows and a robust balance sheet.

## Strategic Positioning

- **Competitive Advantage:** Porter's Five Forces analysis confirms ZAFFICO's sustainable competitive advantage, characterised by high barriers to entry, significant control over the supply chain, and minimal direct competition.
- **Market Dominance:** As a primary producer in the Zambian forestry sector, ZAFFICO enjoys a favourable bargaining position with customers and faces limited threats from substitutes, ensuring a stable demand for its products.

## Future Growth Prospects

- **Expansion and Innovation:** To sustain growth, ZAFFICO is advised to expand plantation areas, explore new market segments, and adopt modern forestry technologies to enhance operational efficiency.
- **Sustainability Focus:** Strengthening sustainability practices and risk assessment mechanisms for market and ecological risks is essential to align with global environmental concerns and ensure long-term viability.



## Investment Considerations

- **Robust Returns:** The promising forecasted growth up to 2026, underpinned by stable market conditions and operational efficiency, positions ZAFFICO as an attractive investment with the potential for robust returns.
- **Strategic Risks:** Investors should know potential regulatory changes, environmental factors, and market dynamics that could influence ZAFFICO's performance.

## Conclusion

ZAFFICO represents a compelling investment opportunity within Zambia's forestry sector, offering a blend of robust financial health, strategic market dominance, and a commitment to sustainable practices. For investors and shareholders, the company's focus on long-term growth and adaptation to market and technological advancements ensures a promising outlook, albeit with a need for vigilance towards associated risks.

## EXECUTIVE SUMMARY

Zambia Forestry and Forest Industries Corporation PLC (ZAFFICO) is a major entity in Zambia's forestry sector. The firm cultivates and sells exotic trees. This report provides an in-depth analysis of ZAFFICO's financial standing, strategic positioning, and operational efficiency, incorporating data up to 2020 and forecasts up to 2026.

ZAFFICO has consistently increased revenue over the years, with a significant rise in profitability. The company generates revenue from the sale of timber and related products. In 2020, the company went public, raising substantial capital and strengthening its financial position for future expansion. The primary expenses incurred by the company include operational costs related to plantation management and capital expenditure on property, plant, and equipment. ZAFFICO has a well-managed cost structure that balances operational expenses and investments for growth. The company's operating activities consistently generate positive cash flow, indicating effective business operations. Its investing activities focus on creating long-term assets, particularly in plantation formation. Financing activities involve capital raised from the IPO and regular dividend payments. The company's balance sheet is strong, with significant investments in non-current assets. Forecasted growth up to 2026 is promising, assuming stable market conditions and operational efficiency.

Strategic Analysis Using Porter's Five Forces shows a robust strategic position and sustainable competitive advantage. The high capital requirement and regulatory compliance act as barriers to new entrants. Additionally, ZAFFICO's government-backed position further consolidates its market standing. As a primary producer in its sector, ZAFFICO holds significant control over its supply chain. Given its dominant market position, ZAFFICO maintains a favourable bargaining position with its customers. There is a limited immediate threat of substitutes for ZAFFICO's core products in the Zambian market. ZAFFICO faces minimal direct competition, given its scale and government support.

The company's strategy focuses on sustainable forest management and expanding plantation areas. Risks include regulatory changes, environmental factors, and market dynamics. ZAFFICO has established robust policies for environmental compliance and risk mitigation.

To drive future growth, it is recommended to continue expanding plantation areas and explore new market segments. The adoption of modern forestry technologies and practices can enhance operational efficiency. It is crucial to strengthen sustainability practices, particularly considering global environmental concerns. Moreover, enhancing risk assessment mechanisms for external market and ecological risks is recommended.

In conclusion, ZAFFICO is a key player in Zambia's forestry sector, with a robust financial position and strategic market dominance. The company's

focus on sustainable practices and long-term growth investments positions it well for future success. However, continuous adaptation to market trends, technological advancements, and enhanced risk management will be pivotal in sustaining its growth trajectory and market leadership.