



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

ANNUAL REPORT 2022

10th
Anniversary

BEST FREE
ZONE FOR
SME'S 2022



www.lsmfez.co.zm

LS-MFEZ declared a dividend of over zmw 1.2 Million for the first time in 10 years of operations



The LS-MFEZ Limited declared a dividend of ZMW 1,200,887.8 to the Industrial Development Corporation and a profit before taxes of ZMW 4.98 Million for the first time in its 10th year of operations.



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED



CHAIRPERSON'S STATEMENT TO THE SHAREHOLDERS

Dear Shareholders,

As I present the third Lusaka South Multi-Facility Economic Zone Limited Annual Report, my gratitude goes to the Shareholders who have constantly supported us in the execution and implementation of our strategic plan.

History was yet again created by LS MFEZ Limited by declaring our first ever dividend to the Shareholders in 2022 based on the previous year's results in the sum of **ZMW1.2 million**. This is a milestone for the company that sets a springboard to the future, bigger and even better dividends to come. The declaration of a dividend coincided with the celebration of LS MFEZ Limited's 10th Anniversary since inception.

The year saw a strong Kwacha in relation to other major convertible currencies with a matching drop in the average annual inflation rate. This would normally have had a negative impact on local manufacturers, however, a positive investment environment created by the New Dawn Government of the Republic of Zambia insured business continuity with an additional **USD263.73 million** attracted at the zone. Stability of the Kwacha coupled with predictable low inflation of about 9% reduced the cost of doing business for LS MFEZ Limited. This year saw our investment portfolio grow by **34%** from **USD877.39 million**

in 2021 to **USD1.176 billion** in 2022. Consequently, another **7,006** direct jobs were created in the year bringing the total to **28,526** permanent jobs.

The above business performance brought about a **140.9%** increase in total income for year while profit before taxes rose by **44.3%**. I am excited with the continued trend of rising revenues as well as profitability. It is my hope to see excellence in the performance of LS MFEZ Limited, a company that has transformed during the last three years. This transformation has not come as a surprise looking at the support from the Shareholders and the exceptional work that the Board of Directors has put in.

I wish to send my gratitude to the Management of the LS MFEZ Limited for their tireless effort in ensuring that directives of the Board of Directors are implemented and that strategic activities are prioritized. I know sometimes the team has operated under difficult circumstances surrounding limited capital for infrastructure but would like to urge them to continue looking for new ways of providing services. I extend My gratitude and thanks to the investors within the zone who have become partners in development of the area.

MR. GOMELI H. LITANA
CHAIRPERSON

INVEST TODAY



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

REASONS TO INVEST IN THE LS-MFEZ

ZAMBIA'S PREFERRED INVESTMENT DESTINATION

WITH 99.9% POWER RELIABILITY

MOST AFFORDABLE LAND LEASE PRICES

ONLY STATE OWNED MULTI-PURPOSE ZONE

AGRO-PROCESSING AND CORN STARCH INCENTIVES

0% CORPORATE TAX FOR CHARGE
YEARS 2023 TO 2033

50% RELIEF ON CORPORATE TAX FOR CHARGE
YEARS 2034 TO 2036

25% RELIEF ON CORPORATE INCOME TAX FOR
CHARGE YEARS 2037 TO 2038

MACHINERY AND EQUIPMENT INCENTIVES

0% WITHHOLDING TAX ON DIVIDENDS DECLARED
ON PROFITS FOR CHARGE YEARS 2023 TO 2033

ACCELERATED DEPRECIATION ON CAPITAL
EQUIPMENT AND MACHINERY (FIXED ASSETS)

ZERO PERCENT IMPORT DUTY RATE ON CAPITAL
EQUIPMENT AND MACHINERY FOR FIVE YEARS



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91 Investors

21 Operational 24 Constructing

“

THE YEAR AT A GLANCE

The Zone has attracted a total of 91 investors out of which 21 are operational and 24 are constructing. Currently contributing 3% to Zambia Gross Domestic Product....



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED



THE YEAR AT A GLANCE

This section of the report presents the year in statistics;

PROFITABILITY	Turnover ('000,000)	70.0 (25.1)	EPS	0.02 (0.02)
	Net Sales ('000,000)	29.4 (14.4)	Current Ratio	18 (26)
	Operating Profit ('000,000)	7.1 (4.9)		
BUSINESS	Investment Value	263.73 (309.39M)	Lease Agreements	27 (27)
	Permanent Jobs Created	7,006 (9,360)	Cumulative jobs	28,526 (25,520)
	No. of New Investors	28 (29)		
LAND MANAGEMENT	Allocated in year (Ha)	172 (263)		
	% Of total land	8.2% (12.5%)		
	Cumulative (Ha)	851 (679)		
HUMAN CAPITAL	Head Count	56 (49)		
	Revenues per Capita	1.52M (0.58M)		
	Operating Costs per Capita	0.77M (0.44M)		

Figures in brackets represent 2021 performance

*Cumulative land allocated does not include residential plots and land allocated to service infrastructure

ABOUT US

The Lusaka South Multi-Facility Economic Zone (LS-MFEZ) was declared a Multi-Facility Economic Zone (MFEZ) on 28 June 2010 under Statutory Instrument No. 47 of 2010 by the Government of the Republic of Zambia.

The LS-MFEZ is managed by the Lusaka South Multi-Facility Economic Zone Limited, is a company that was incorporated on 25 June 2012 to promote economic diversification.

OUR MANDATE

The LS-MFEZ Limited is mandated to develop, operate and manage the back bone infrastructure and utility systems which include but are not limited to;

- Power distribution Network
- Water Supply Network
- Road Network
- Sewerage systems
- Storm water drain
- Optic Fibre Network
- Solid waste transfer station
- Solid Waste Management site

The Zone is the driver of Government's agenda to achieve economic development by attracting significant domestic and foreign direct investment (FDI).

PRODUCT MIX

Among its various aims, the Zone seeks to

- be a world class centre of excellence for industrial and business investment,
- be a catalyst for Zambian industrialisation
- act as a place for new business formation and commercialisation of R&D
- promote SMEs and
- promote innovation and incubate newtechnology-oriented businesses.





MANAGING DIRECTORS PERFORMANCE REVIEW

Dear Shareholders

LS MFEZ Limited continues to post strong results borrowing from a refined investment environment created by the New Dawn Government of the Republic of Zambia through improved investments policies. The economic zone was forerunner in the country, region, and Africa and was awarded, “**SME Africa Special Economic Zone of the Year 2022**” by the FDi Intelligence Magazine. This is a global recognition for the efforts and initiatives aimed at accommodating SMEs; this was out of a competition from 67 other SEZs. Another 28 new investments were approved in the year amounting to **USD263.73** million, a reduction of **14.7%** on the previous year. About 17 of the investments are in manufacturing while another 7 in agro processing depicting the dominant sectors of the zone. A total of about **7, 006** jobs would be created once all these investments are operational with an estimated 35, 000 indirect jobs assumed in the entire value chain for these industries.

During the year earnings before taxes (EBTA) increased by **44.3%** on previous year performance in a year when land for industrial development was completely allocated. Similarly, total income increased by **140.9%** owing to residential plot sales which contributed about 50% of total revenues. This follows the sale of about **161** residential plots in the year.

The 2022 detailed performance analysis is in the following chapters of my report.

1. BUSINESS

2022 saw another 28 investments approved out of whom 11 were SMEs. This is testimony of LS MFEZ Limited’s strategic resolve to equitably allocate land to SMEs. As a result, the Zone was awarded as Africa’s best economic zone for SME initiatives. An analysis of the business performance follows below:

1.1. Investments Performance

1.1.1. New Investments

Total investments approved in the year amounted to **USD263.73** million which is **31.86%** above targeted investments for the period. Cumulatively, the LS MFEZ completed the year with a total of about **USD1.176 billion** worth of approved investments representing **5.5%** of GDP for 2021. Similarly, operational investments contributed about USD 0.7 billion towards the gross domestic products for the country, or **3.3%**.

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

The new 24 investments for the year would create about **7, 006** direct jobs to Zambians on a permanent basis. The table below shows investments by sector.

Sector	No. of Companies	Value of Investment (USD' million)	Total Jobs Created
Agro Processing	7	67.53	2,912
Manufacturing	17	152.5	3,180
Packaging	1	15.0	279
Logistics	1	17.7	267
Aviation	1	10.0	53
Diagnostics and Medicines	1	1.0	315
Total	28	263.73	7,006

Additional to the approved investments about 161 residential plots were sold, and these would be paid for in full within **28 months**.

1.1.2. Industries that Commenced Operations

Only one (1) company commenced operations during the year with investment valued at **USD 1.6 million** and employing a minimum of **138** Zambians. The company produces edible oils with exports targeted at the Democratic Republic of Congo. Queens Oil Refinery is one example of successful SMEs plying their trade at the economic zone.

Additionally, the warehouses at Trade Kings were completed and open for use.

1.1.3. Industries that Commenced Construction

About twelve (12) investors commenced construction in the year bringing the total of pipeline investments under construction to 24. The combined investment value for these investments is **USD 78.25 million** and would create about **1, 939** permanent jobs. The new constructions in the year include Queens Oil Refinery, Merctrade, Web International, FAR Properties, Kingsworth, Shreenidhi, Nalikena, Simmer, Great North Petroleum, KEDA Head Office, Akhali Investments and Platinum Packaging

1.1.4. Cumulative Performance Analysis by Sector

After 10 years of the LS MFEZ Limited's existence the table below shows the cumulative position of approved investments at the zone by sector.

Sector	Total Value of Investment (USD)	Total No. of Jobs Created	No. of Investors	Per Capita Investment (USD)
Agricultural & Agro Processing	246, 661, 115.51	6, 314	25	39, 065.75
Construction	87, 878, 744.79	250	2	351, 514.98

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

Diagnostics Services & Other Medical	41, 871, 000.00	1,229	5	38,951.18
Education & Skills Training	2, 600, 000.00	386	1	6, 735.75
Energy	146, 377, 689.94	93	4	1, 573, 953.66
Health	10, 000, 000.00	100	1	100, 000.00
High-Tech	34, 000, 000.00	896	3	37, 946.43
Manufacturing	505, 325, 267.04	16,171	29	31,248.86
Processing of Minerals	32, 978, 000.00	633	3	52, 097.95
Packaging & Printing	18, 000, 000.00	544	3	33, 088.24
Recreation	3, 356, 000.00	123	1	27, 284.55
Transport & Logistics	41, 300, 000.00	1, 637	12	25, 229.08
Total	1, 176, 472, 817.28	28, 526	91	41, 242.12

It can be seen from the table that the zone continues to attract more investors in the manufacturing sector of the economy with a total of 27 companies and creating 16, 171 jobs. This sector contributes **42.9%** of total investments since commencement of operations. This denotes an increase in value addition to Zambia's local raw materials and import substitution.

1.1.5. Status report on Investments

In commemoration of the 10th anniversary of the LS MFEZ Limited, it is only right to report on the status on implementation for the 87 investments on the zone's books. The table below is a summary of implementation status.

Status	Total Value of Investment (USD)	Total No. of Jobs Created	No. of Investors
Approved	250, 300, 000.00	4, 840	28
Operational	532, 588, 558.95	12, 779	21
Construction Stage	244, 411, 115.51	6, 657	24
Change of Land Use	15, 000, 000.00	315	1
Feasibility Study	25, 000, 000.00	15	1
Groundbreaking	20, 125, 000.00	458	2
Pending Termination	4, 992, 142.82	1, 001	5
Reserved Land	10, 000, 000.00	100	1
ZEMA Approval Pending	42, 806, 000.00	1, 847	8
Total	1, 176, 472, 817.28	28, 526	91

Majority of the investments falling under "approved" will be constructing their infrastructure during the following year, while the expectation is that all investments pending ZEMA approval would have been cleared in due course. LS MFEZ Limited is, therefore, excited that the numbers

for investments that are operational continue to increase with 11 of the totals having commenced production during the last two (2) years.

1.2. New Business Initiatives

In line with the 2021/2025 Corporate Strategic Plan the LS MFEZ Limited continued to expand its financial base by embarking on the following initiatives.

1.2.1. Water Tariff Adjustment

The company adjusted the water tariffs upwards in line with the approved water prices for Lusaka Water and Sanitation Company. LS MFEZ Limited buys bulk water from the water utility and compliments the supply with a few water wells. This saw an increase in the average tariff for water from about **ZMW11.36** per cubic meter of water to about **ZMW16.70**. The new tariff was arrived at in consideration of the total production and supply costs. The new tariff is cost reflective but still way below the approved tariffs for the area in recognition of cost cross subsidization at the zone and passing some benefits to the investors.

1.2.2. High-Cost Residential Model

LS MFEZ Limited developed a concept for the selling and development of high-cost residential properties. The concept included LS MFEZ Limited constructing the “**grey shell**” and selling the property in installments financed by the buyers. This would help LS MFEZ Limited make more revenues and profit than from the mere selling of land. The concept was approved by the Board of Directors and implementation is eminent the following year.

1.2.3. Creation of Lusanje Energy Distribution Company

In line with the mandate of power distribution to investors and residents at the zone, LS MFEZ Limited resolved to incorporate a power distribution company in partnership with Serenje Pty of South Africa. Lusanje Energy Distribution will buy and distribute electricity within the zone on behalf of LS MFEZ Limited. The company will also source capital for electricity infrastructure, guarantees and connections. The source of the electricity will be ZESCO and Lusanje Power Limited, a company developing a solar farm at the LS MFEZ.

1.2.4. Commission from processing Debris from Retention Ponds Construction

In a quest to continuing expansion of the LS MFEZ Limited revenue base, Management, during the year, engaged the contractor constructing retention ponds to a partnership where useful debris from excavation would be crushed at the expense of the contractor, for sale. LS MFEZ Limited would then be collecting **4%** of total sales. This brought about an additional revenue line.

1.2.5. Procurement of Elite Pro-Build

Similarly, LS MFEZ Limited obtained approval to procure Elite Pro-Build from the proprietors who expressed intention to sale. Once procured the company would be

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

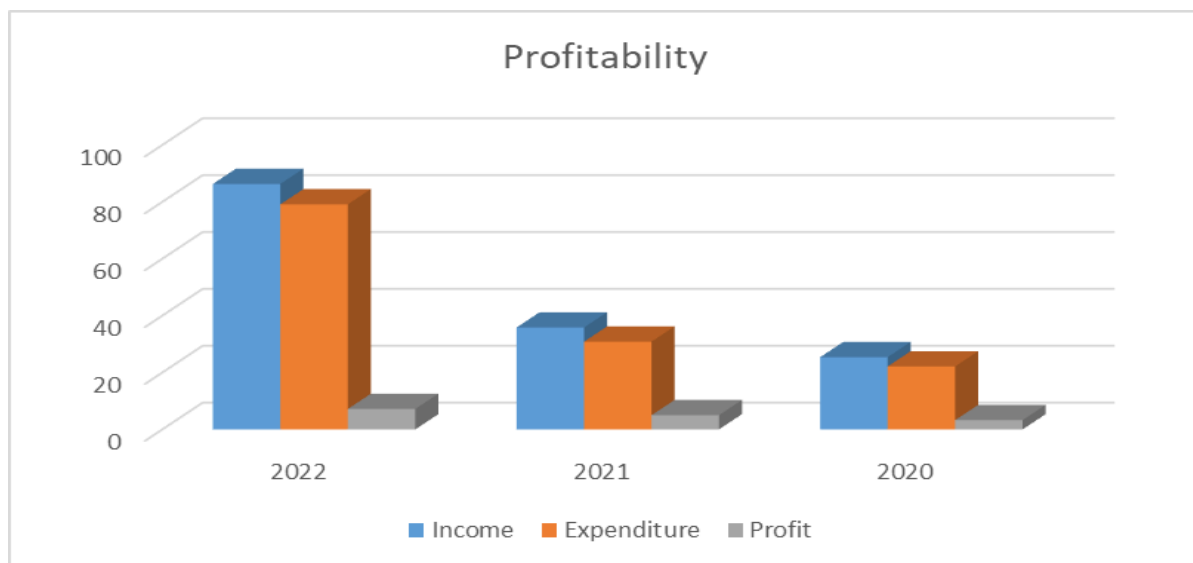
utilized as a shell factory, warehouse while more buildings would be constructed to house additional SMEs. This will add rental revenues to the already growing trends in turnover and provide the much-needed space for a workshop.

2. PROFITABILITY

Corresponding to the LS MFEZ Limited's growth strategies enshrined in the corporate strategic plan the company recorded an increase in both the top and the bottom lines. Total revenues increased by **140.9%** from **ZMW35.746 million** in 2021 to **ZMW86.309 million** this year. This was against a budget of ZMW61.5 million in total revenues. Similarly, a **44.3%** increase in EBTA (earnings before taxes) was recorded with **ZMW7.185 million** profit realized compared to ZMW4.928 million in 2021. Again, this exceeded a budgeted profit of about ZMW6.9 million by **4.13%**. The company saw a rise in return on capital employed from 1.5% previously to 2.5%, a 67% rise in returns.

2.1. Profitability

The company continued to register an increase in profits and over the past three (3) years profit has grown by **147%**. A graphical representation of this progression follows.



The shareholders and public would wish to know that the driver for this turnaround is embedded in the 2021/2025 Corporate Strategic Plan where new ways of expanding the revenue base are emphasized, while cost optimization continued to leverage success.

2.2. Revenue Trends

The year also saw an additional **172** hectares of land allocated to investors increasing the amount collected from leases from ZMW10.61 million to **ZMW16.81 million** representing **58.4%** growth in lease revenues. Likewise, a notable increase in water sales was recorded with **ZMW8.86 million** billed compared to about ZMW5.03 million in 2021. This accounted for an increase of **76%** in water sales.

The trend was similar with other revenue lines with **ZMW43.87** million recorded

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

in the sale of residential plots compared to ZMW9.5 million in 2021, an increase in LS MFEZ access fees from ZMW0.52 million to **ZMW2.08 million**, while all other revenue lines shoot up in comparison to the previous year.

The graph below depicts the revenue and profit trends since commencement of operations in 2013.



For the third year running the company has continued to post a significant rise in revenues coupled with a strong profit position. Both numbers have improved consequent to innovation around new ways of raising money, while bringing the water tariffs closer to cost reflection. My expectation is that this trend shall continue in the following year with greater emphasis on new revenue line to be introduced.

2.3. Taxation and Property Rates

Tax liability on the sale of residential plots increased from ZMW0.47 million in 2021 to **ZMW2.19 million**. The 365.9% rise in property transfer tax increased real loses incurred on the sale of the residential plots which are sold at cost, and this reduced the net profit by ZMW2.1 million. Similarly, taxes on leases increased by 100% from ZMW1.06 million in 2021 to **ZMW2.1 million** in 2022 following the adjustment in the tax rate from 10% the previous year to **12.5%** in 2022. The rise was coupled by the **58.5%** increase in lease revenues.

Meanwhile, **ZMW2.05 million** PAYE arrears from prior years was paid in compliance with the “time to pay” agreement between LS MFEZ and ZRA. The company closed the year without any outstanding statutory obligations.

About **ZMW1.82 million** was provided for as property rates to the Kafue Council following which a ZMW1.0 million was paid. This provision follows protracted engagements with Kafue Council on possible remissions to the property rates to minimize the cost of doing business at the economic zone.

The **ZMW6.09 million** paid in taxes and property rates has impacted the bottom line with net profit reducing by this quantum to **ZMW2.8 million**.

2.4. Intergroup Transactions

The company continued to foster better business relationships with the IDC group of companies. In the reporting period **ZMW5.56 million** worth of business transactions were shared with sister companies. This is a significant rise in transaction value of about 106.6% compared to last year.

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

Inter-group transactions

	2021	2022
IDC	2, 066, 358	3, 051, 514
ZAMTEL	312, 479	588, 132
ZESCO	255, 939	391, 359
Zambia Daily Mail	57, 272	57, 322
ZISC Life		1, 247, 149
Indo-Zambia Bank		3, 607
ZICB		120, 417
ZANACO		62, 552
Infratel		103, 458
	2, 692, 048	5, 562, 958

3. POLICY FORMULATION

In line with the company's ambition to continuous improvement and in conformity with the Management Performance Contract signed with the IDC more policies were drafted and approved. These include:

- 3.1. Debt Management Policy
- 3.2. Performance Measurement Policy
- 3.3. Discount and Waiver Policy
- 3.4. Financial Strategy

The four policies improved our governance environment and made our work to be more systematic. Additionally, revisions were made to both the Motor Vehicle Policy and the Conditions of Service to harmonize some chapters and avoid ambiguities. As a learning organization LS MFEZ Limited shall continue to improve the work environment in line with industrial best practices.

4. INFRASTRUCTURE

The just ended year really tested LS MFEZ's capacity to handle increased investor flows at the zone with all serviced land for industrial development allocated. This meant that new investors were being allocated land, which was not serviced, resulting into some investors pulling out while others commenced construction in the bush.

The need for increased infrastructure capacity continued to pause the biggest risk to the development of the LS MFEZ. This, in turn, affected the economic zone's ambition to achieve its full mandate within the shortest possible time.

- 4.1. At the close of the year only 20 kilometers of asphalt roads existed while about 11

kilometers of gravel roads had been constructed. With increased investor activities and traffic, the said roads infrastructure is insufficient and will result into congestion, road accidents and eventually erosion of the few existing roads. Due to limited financial capacity the LS MFEZ Limited shall continue to open new gravel roads, however, suffice to say that asphalt roads are a necessity and so is the opening of additional exits especially for trucks to decongest the Tokyo Way.

4.2. Similarly, water infrastructure remained way below current demand for the commodity. The current supply of about 4, 500 cubic meters of water per day falls short of demand, which is about 5, 600 cubic meters of water per day. Three (3) more boreholes were constructed to cover the initial deficit but with increased production at industries coupled with reduced water in the aquifer due to effects of climate change, three (3) boreholes dried in the year increasing the water deficit. To improved water security at the zone, LS MFEZ Limited engaged a design consultant to assist design a more robust water system that would also cater for residential areas.

4.3. As for electricity, the LS MFEZ Limited continued with the development of the Lusanje Power in collaboration with Serenje Pty of South Africa. This development is aimed at improving the energy mix at the zone while contributing to the country's energy requirements. Lusanje Power is a photovoltaic power plant to produce a minimum of 25 megawatts to supply to investors at the zone. About **ZAR8.0 million** was sourced as development funds for a full feasibility study which is yet to be completed.

Meanwhile, another consultancy was procured to design the power distribution lines for the zone, covering phase 1 and 2 residential areas. Additionally, the 7-kilometer power distribution line from the substation, being prefinanced by ZamZinc is about 85% completed. It is hoped that once the line is commissioned there would be sufficient power for all new investors some of whom are at construction stage.

5. HUMAN CAPITAL

The company recorded zero staff turnover as no employee left during the year 2022. This is attributable to a better work environment with improved staff morale and work culture. The average age for employees continued to be youthful at 34.1 years to align with the ambition to creating employment for the young population of the country.

5.1. Gender Distribution

At the close of the year a total of fifty-six (56) workers were employed at the LS MFEZ Limited compared to 49 the previous year. This is an increase in employment of 14.3%. About 34% of employees are female. This again is demonstration that the LS MFEZ Limited is an equal opportunity employer. Details of gender dispersion are contained in the table below:

MANAGING DIRECTORS PERFORMANCE REVIEW CONTINUED

DEPARTMENT	MALE	FEMALE	TOTAL
Managing Director's Office	1	1	2
Finance & Administration	6	7	13
Procurement	3	0	3
Commercial & Marketing	3	6	9
Legal & Secretarial	0	2	2
Technical Services	17	1	18
Planning & Compliance	7	1	8
Internal Audit	0	1	1
TOTAL	37	19	56

5.2. Staff Appointments

During the year one permanent employment was made; Ms. Luziya Kambwela was employed as a Civil Engineer in the Technical Department. To ameliorate the staffing in the Finance and Administration Department Ms. Mable Banda was employed on a temporary basis in the finance section. Similarly, the following interns were engaged in various departments to improve efficiency while managing the costs in line with the approved budget:

Ms. Trascilla Mutambo	Procurement
Mr. Themba Nhliziyo	Internal Audit
Mr. Matthew Nyumbu	Human Resources

In recognition of effort from the first half's individual performances two (2) employees were promoted in the Commercial and Marketing Department. These are Ms. Njila Mary Zulu and Ms. Trasy Mulenga, to the positions of Commercial Officer and Commercial Manager respectively. Contracts for employment were yet to be signed as Management awaited clearance from the Emoluments Commission.

5.3. Performance Measurement


The LS MFEZ Limited Board of Directors signed a performance management contract with the Industrial Development Corporation (IDC), where performance benchmarks were agreed. Company performance during 2022 was 89% of the agreed parameters. Notwithstanding, average performance for employees was about 79.6%, with the highest performer recording about 90% while the lowest recorded 64%. All employees of the LS MFEZ Limited were assessed bi-annually during the period, and with this performance employee productivity rose from about ZMW0.51 million per capita to about ZMW1.6 million per capita in 2022.

5.4. 10th Year Anniversary Awards

The year 2022 marked the 10th Anniversary of the LS MFEZ Limited following incorporation in June of 2012. Management celebrated the occasion with a documentary of the progress of the zone since commencement. The occasion of 10 years was also utilized to recognize employees who have contributed to its development for more that 6 years. About 11 employees were awarded for outstanding service in commemoration with the day.

6. CONCLUSION

This summary performance review speaks to highly pertinent matters that defined our year; however, particular attention must be paid to the need for robust infrastructure development at the zone which has a direct correlation with our ability to attract new investors and retaining our current ones. This, in turn, will guarantee the creation of jobs for the people of Zambia and wealth for this country.



Mr. KENNEDY MWILA
MANAGING DIRECTOR

7. BUSINESS

Four areas of potential business in 2023 include:

1.1. Express Bus Services

LS MFEZ Limited will commence the operation of the Express Bus Service between the CBD of Lusaka and the economic zone. The bus will be a prepaid bus service with potential to use GSM to purchase day, weekly and monthly tickets. Financing for the buses has already been secured with Indo-Zambia Bank.

1.2. Electronic Billboards

Another business for 2023 is the operation of electronic billboards. These will be used to advertise investors operating at the LS MFEZ. The adverts will be paid for, and the boards will be placed on busy road intersections for maximum publicity.

1.3. Rental of Warehousing Facility

LS MFEZ Limited commenced the procurement of Elite Pro-Build factory as one of the many ways to expand the revenue base. The procurement would be completed during the following year with revenues expected within the first quarter from renting out warehousing of shell factory space. This again is expected to be concluded during quarter one (1) of the year.

1.4. Lusanje Energy Distribution

Following a resolution by the Board of Directors to incorporate an energy distribution company. The LS MFEZ Limited, in partnership with Serenje Pty, is expected to complete the registration process and licensing of Lusanje Energy Distribution in readiness to commence power distribution to investors at the zone. Currently, this is being done by ZESCO with whom a Bulk Power Supply Agreement is to be signed during the coming year.

1. PROFITABILITY

1.1. Revenues

Total revenues are expected to increase by about 12% the following year owing to the commencement of collecting commission on ZAMTEL sales, the bus revenues, and the commencement of selling high-cost residential properties. Expected, further, is a decline in sales for other plots most of which are now sold out while phase 4 is yet to be opened. Lease rentals, water invoices and utility connection income are all expected to increase.

1.2. Profit

A 25% increase in gross profit margin is expected during the following year. There, will, however, be an increase in direct costs from the sale of high-cost residential

properties as LS MFEZ Limited will be building the “grey shell” thus incurring construction costs.

2. INFRASTRUCTURE

2.1. Road Works

More gravel roads are expected to be constructed so that inaccessible parts of the zone may be opened for investments. Repairs of sinkholes would also continue as lack of a comprehensive drainage system continue to pose a threat to roads infrastructure.

2.2. Water infrastructure

Construction of water reticulation systems in residential areas phase 1 and 2 is anticipated to commence following the commissioning of design consultancies during 2022. This will also include the development of three (3) more boreholes.

2.3. Water Retention Ponds

The construction of water retention ponds shall continue in 2023 once all environmental approvals have been granted. These would be constructed in response to protecting the environment from sinkholes through controlled water percolation underground.

3. OPERATIONS

General operations are expected to be like 2022 with recruitments limited to critical departments which may include security and ICT. Similarly, expected is the drafting of an ICT Strategy and disaster recovery policies for business continuity.

2022 Events



EVENTS

Major events of the year 2022

1. Groundbreaking Ceremony for LS MFEZ Police Station

In September 2022, LS MFEZ Limited, in collaboration with the Ministry of Home Affairs and Internal Security and the Zambia Police officiated at the groundbreaking ceremony for the construction of LS MFEZ Police Station. The occasion was graced by Hon. Jacob J. Mwimbu, Minister of Home Affairs and Internal Security, who was represented by the Permanent Secretary.

2. 10th Year Anniversary Cocktail

In commemoration of LS MFEZ Limited's 10th Anniversary, a cocktail was held at Pamodzi Hotel where investors, both present and prospecting, were invited. The November 2022 event was hosted in honor of Hon. Chipoka Mulenga, Minister of Commerce, Trade, and Industry. The event was also attended by the Board of Directors of the LS MFEZ Limited.

3. Signing of ZNBS MOU

In May on the 24th 2022 LS MFEZ Limited signed a memorandum of understanding (MOU) with Zambia National Building Society. The MOU was premised on collaboration in the sale of residential plots with the financial institution extending mortgages to all eligible buyers of residential plots at the zone.

4. EABA Business Forum

In November 2022 LS MFEZ Limited participated at the Egypt Africa Business Forum in Cairo where Management made a marketing presentation to lure more investors from that economy. The forum was hosted by EABA and ZDA.

5. Other Activities Include

To foster greater publicity of the zone and its activities, LS MFEZ Limited participated at the following events which helped increase investor participation at the economic zone:

- 3.1. **Zambia International Trade Fair**
- 3.2. **PROUDLY Zambian EXPO**
- 3.3. **97th Agriculture and Commercial Show**
- 3.4. **Lusaka Chamber of Commerce and Industry EXPO**
- 3.5. **EU EXPO "Economic Transformation through Green Economy"**
- 3.6. **Land Linked Zambia Conference and Exhibition**
- 3.7. **COP 27 and EABA Business Forum**
- 3.8. **Western Province EXPO**

LS-MFEZ hosted the President of the Republic of Zambia, his Excellency Mr. Hakainde Hichilema at Zambian Expo



We were delighted to have hosted the President of the Republic of Zambia, his Excellency Mr. Hakainde Hichilema at our stand at the proudly Zambian Expo at East park mall on November 16th 2022.



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED



LS MFEZ paid a courtesy call on Her Honour Mrs. Mutale Nalumango - Vice President for the Republic of Zambia.



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

The Lusaka South Multi Facility Economic Zone 10th Year Celebration



LUSAKA SOUTH MFEZ CELEBRATES 10 YEARS



The Lusaka South Multi Facility Economic Zone officially celebrated its 10th year anniversary on Friday 28th October 2022. The event was graced by the Honourable Minister of Commerce, Trade and Industry- Honourable Mr. Chipoka Mulenga, MP.



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

Ground Breaking Ceremony for Police Station



The ceremony was graced by the Minister of Home Affairs and Internal Security Minister Honourable Mr. Jacob Jack Mwimbu represented Permanent Secretary Mr. Joseph Akafumba while Inspector General of Police, Mr. Lemmy Kajoba was represented by the Deputy Inspector General Operations- Mr Milner Muyambango.

The Zone has in its master plan designated a 3-hectare plot for the construction of a police station and staff houses. The Management of the Zone have taken on a proactive approach to deal with security in the upcoming town by activating key services of this nature.



Signing Of Zamtel Commercial Agreement



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED



The Lusaka South Multi Facility Economic Zone participated in the proudly Zambian Sustainability walk hosted by Zambia Association of Manufacturers on 25th June 2022



Lusaka South Mfez Awarded K25,000 To Upcoming Talent

As part of the Lusaka South MFEZ corporate social responsibility and in a bid to encourage local art and creativity, the Lusaka South MFEZ Limited earlier in 2022 ran an artistic competition where young talent was solicited through a mass advertisement to make submissions for designs of a manufacturers park within the facility. This is under a partnership and memorandum of understanding that the Lusaka South MFEZ Limited has with the Zambia Association of Manufacturers. Emerging winner out of a number of submissions was Mr. Mulenga Kayula who was awarded a total sum of K25,000



**LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED**

GOVERNANCE

BOARD OF DIRECTORS



MR. LITANA GOMELI
BOARD CHAIRPERSON



MRS. LYDIAH SIBANDA
BOARD MEMBER



MRS. ROSETA CHABALA
BOARD MEMBER



MR. PETER KANG'OMBE
BOARD MEMBER



MR.. KENNEDY MWILA
MANAGING DIRECTOR

EXECUTIVE MANAGEMENT



KENNEDY MWILA
MANAGING DIRECTOR



INONGE N GONDWE
COMPANY SECRETARY



FREDRICK MUKUKA
HEAD FINANCE &
ADMINISTRATION



MAXWELL ZULU
HEAD PLANNING &
COMPLIANCE



MASAUISO MWENDA
HEAD - COMMERCIAL
& MARKETING



NYAMBE SAASA
EXECUTIVE ASSISTANT
TO THE M.D

MANAGEMENT TEAM



PHILIP MWANSA
MANAGER TECHNICAL SERVICES



ACKIM NG'UNI
MANAGER PROCUREMENT



DORIS YILDRIM
MANAGER HUMAN RESOURCES & ADMIN



JENNIFER C. MBEVE
MANAGER INTERNAL AUDIT



ALICE SCHULTZ
MANAGER CORPORATE AFFAIRS



PHILIMON KAUNDA
MANAGEMENT ACCOUNTANT



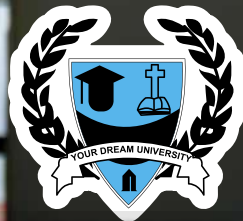
CHILESHE M. MAATA
MANAGER PLANNING & COMPLIANCE



CARLY KOENDERS
FINANCIAL ACCOUNTANT



TRASY MULENGA
MANAGER COMMERCIAL



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SCHOOL OF MEDICINE

- Bachelor of Medicine and Bachelor of surgery(MBChB) – Full Time.
 - Bachelor of science in Environmental Health (Bsc).
 - Bachelor of science in Clinical Medicine(BSc)
1. Direct Entry (Full time).
 2. In-Service (Distance).
- Diploma in Environmental Health.
 - Diploma in Clinical Medicine.

SCHOOL OF PHARMACY

- Bachelor of Pharmacy.
- Diploma in Pharmacy.

SCHOOL OF NATURAL SCIENCE

- Bachelor of Science in Biology
- Bachelor of Science in Chemistry
- Bachelor of Science in Fire Engineering
- Diploma in Fire Technology and Rescue Management.
- Diploma in Science Laboratory Technician.

SCHOOL OF LAW

- Bachelor of Law (LLB).
(Full Time/ Part Time)

SCHOOL OF EDUCATION, HUMANITIES AND SOCIAL SCIENCE

- Bachelor of Arts with Education (BA, Ed)– Secondary.
- Bachelor of Arts with Education –Primary.
- Bachelor of science in Consumer Science– Home Economics.
- Bachelor of ICT.
- Bachelor of ICT and Entrepreneurship.
- Bachelor of Chemistry.
- Bachelor of Biology.
- Bachelor of Arts in Social work.
- Diploma in Secondary Teaching.
- Diploma in Early Childhood Education.
- Diploma in Teaching Methodology.
- Diploma in Social work.

SCHOOL OF NURSING AND MIDWIFERY SCIENCES

- Bachelor of Science in Nursing.
 - Bachelor of Science in Midwifery
1. Direct Entry (Full Time).
 2. In-Service.
- Diploma in Nursing.
 - Diploma in Midwifery
 - Diploma in Public Health Nursing.

SCHOOL OF BUSINESS STUDIES

Bachelor of Science in Business Management Generic or with:

- Purchasing and Supply.
- Accounting and Finance.
- Economics and Finance.
- Marketing.
- Banking and Finance.
- Human Resource Management.
- Logistics, Fleet and Transport Management..



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ESG SUSTAINABILITY REPORT



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

INVEST IN THE LS MFEZ EXPORT PROCESSING PARK (EPP)



Location: North of Aerodrome and close to the inland port

21 properties available with a total of 52 hectares

Set to amplify the production of export-oriented products for the regional and other markets

Industries within this area are expected to export more than 50% of their products.

The proposed sectors:

- Garment manufacturing
- Electrical and electronic products
- Packaging and printing Industries
- Motor assembly
- Gemstone processing
- Leather and Leather Products

Skewed towards low polluting industries to the environmental

Contact Details

Phone: +260211 485 000/1

+260 976 796 887

Email: info@lsmfez.co.zm

aliceschultz@lsmfez.co.zm

Address: Plot 10723 Chifwema Road
Off Leopards Hill Road Lusaka South

ESG SUSTAINABILITY REPORT

The year 2022 was a milestone year in the improvement of LS MFEZ Limited’s environmental, social and governance (ESG) standing. A number of initiatives were embarked on to directly improve the relationship of the company with the operating environment while emphasizing nature conservation, societal reflection, and the way LS MFEZ Limited is governed.

Nature Conservation	Societal Reflection	Internal Governance
<ul style="list-style-type: none"> ✓ 100% Eco-friendly investments ✓ Green city concept plan ✓ 100% renewable energy ✓ 12 environmental approvals obtained. ✓ 2 water retention ponds constructed ✓ Water supply to national park for animals ✓ Repair of sinkholes 	<ul style="list-style-type: none"> ✓ 53% of Management female ✓ 100% employee retention ✓ Tree planting ✓ ZMW20k donation for clinic construction ✓ Police station groundbreaking ✓ CSR Policy in place ✓ ZMW25k youth design competition 	<ul style="list-style-type: none"> ✓ Migration to E-Government Procurement ✓ Outsourced ICT services ✓ 4 new policies approved ✓ Clean financial audit report ✓ 7 internal audits conducted

1. Nature Conservation

LS MFEZ Limited received twelve (12) environmental approvals from the Zambia Environmental Management Agency (ZEMA), for investors wanting to commence construction of their factories. This is minimum criteria in line with the LS MFEZ Master Plan from which environmental strategies are derived. Of the twelve (12), **83%** commenced construction in line with LS MFEZ Limited’s Building Guidelines. The environmental approvals related to the following companies: Senai Investments Limited, Andrew Milau Trading, Movit Products Zambia Limited, Okavango Foods Limited, Kuaisu Auto Services Limited, Sreenhidi Media Limited, KADC, Simmer Investments, Kingsworth Limited, Aussie, Good Nature Agro and Platinum.

Two (2) investors were fined for dumping waste in undesignated spaces of the zone, and about **USD40, 000** was realized in environmental non-compliance and this would be ploughed back to remedying environmental damage caused by their actions. Similarly, in trying to improve environmental protection measures the company invested **ZMW4.5** million in the construction of water retention ponds. The ponds would be used to percolate treated wastewater and storm water into the aquifer to minimize the occurrence of sinkholes. About four (4) sinkholes were repaired last year at a combined cost of **ZMW2.1** million. Occurrence of sinkholes is perpetrated by poor drainage systems at the zone requiring huge sums of money to construct.

The company participated at the official opening of the Elephant Orphanage at the Lusaka National Park, graced by Hon. Rodney Sikumba, Minister of Tourism and Arts. LS MFEZ Limited has continued been a darling of animal preservation with continued water supply

to the national park. A 2-kilometer water line is being constructed to supply reliable water to the entrance of the park while connection industries and residential along the way. Therefore, in line with COP 26, where LS MFEZ Limited was invited, Management embarked on developing a “Green City” concept that will encapsulate integrated city development with emphasis of green technologies and investments to help realize the vision of the company.

2. Social Reflection

The company takes societal views very important and as a result particular attention was paid towards employee relationships and participation in community activities undertaken within the vicinity of the business.

2.1. Employees

I am delighted to report that the company was able to retain 100% of its employees in 2021, a feat that couldn't be achieved with ease in the recent past. This is an indicator of a company that cared for its employee welfare, paying attention to sustainable employment. About 7 employees were trained in various skills while 11 employees were rewarded for continuous service to the company for more than 6 years during the 10th Year Anniversary Celebrations. Additionally, exceptional performance following attainment of KPIs was rewarded twice during the year with two employees earning promotions in due course.

As an equal opportunity employer, LS MFEZ Limited finished the year with 53% of Management being female. The trend was the same at Board level where 40% of the board members are female. Equity is at the helm of the company, and it is hoped that this is sustained in the foreseeable future.

2.2. Community

LS MFEZ Limited actively engaged with the surrounding communities in various undertakings. In 2022, a total of ZMW125, 000 was spent on corporate social responsibility (CSR) activities. During the year a donation of ZMW20, 000 was made in honor of the African Parliamentarians at an event hosted by Her Honor the Vice President of the Republic of Zambia, Mrs Mutale W, K Nalumango. The donation would be channeled towards the construction of a clinic at the zone.

Similarly, the company disbursed about ZMW70, 000 towards the groundbreaking ceremony for the construction of a police station at the LS MFEZ. The police station would go a long way in ameliorating the crime situation that affected both investors and LS MFEZ Limited, with a few service infrastructures vandalized and stolen. The police station, to be constructed in 2023, would provide surveillance and expand its catchment to surrounding communities thus improving their security situations.

And in our quest to promote innovation and creativity amongst the young people, the company ran a design competition to create an artistic impression of the Manufacturers' Park to be constructed at the zone. Winner of the competition,

Mulenga Kayula was presented a cheque for ZMW25, 000.

All the above activities were meant to be an avenue through which LS MFEZ Limited would pay back to the community as we conducted our business.

3. Internal Governance

Continuous improvement of our governance is key to sustaining LS MFEZ Limited's relationship with its stakeholders. During the year the company conducted its business with full support of the Board of Directors and the Shareholders, and several governance issues were considered.

3.1. ICT Governance

During the year 2022 LS MFEZ Limited outsourced the provision of ICT services to Star Labs, a company that is in the provision of such services. Critical to their role is the maintenance of all ICT infrastructure benefiting from their immense team capacities.

3.2. Internal Audit

LS MFEZ Limited has a fully functional internal audit department. In 2022, about 7 audit engagements were undertaken giving rise to noticeable areas of possible improvement. Audits undertaken included revenue audit, planning and compliance, third party engagements, human resources and commercial.

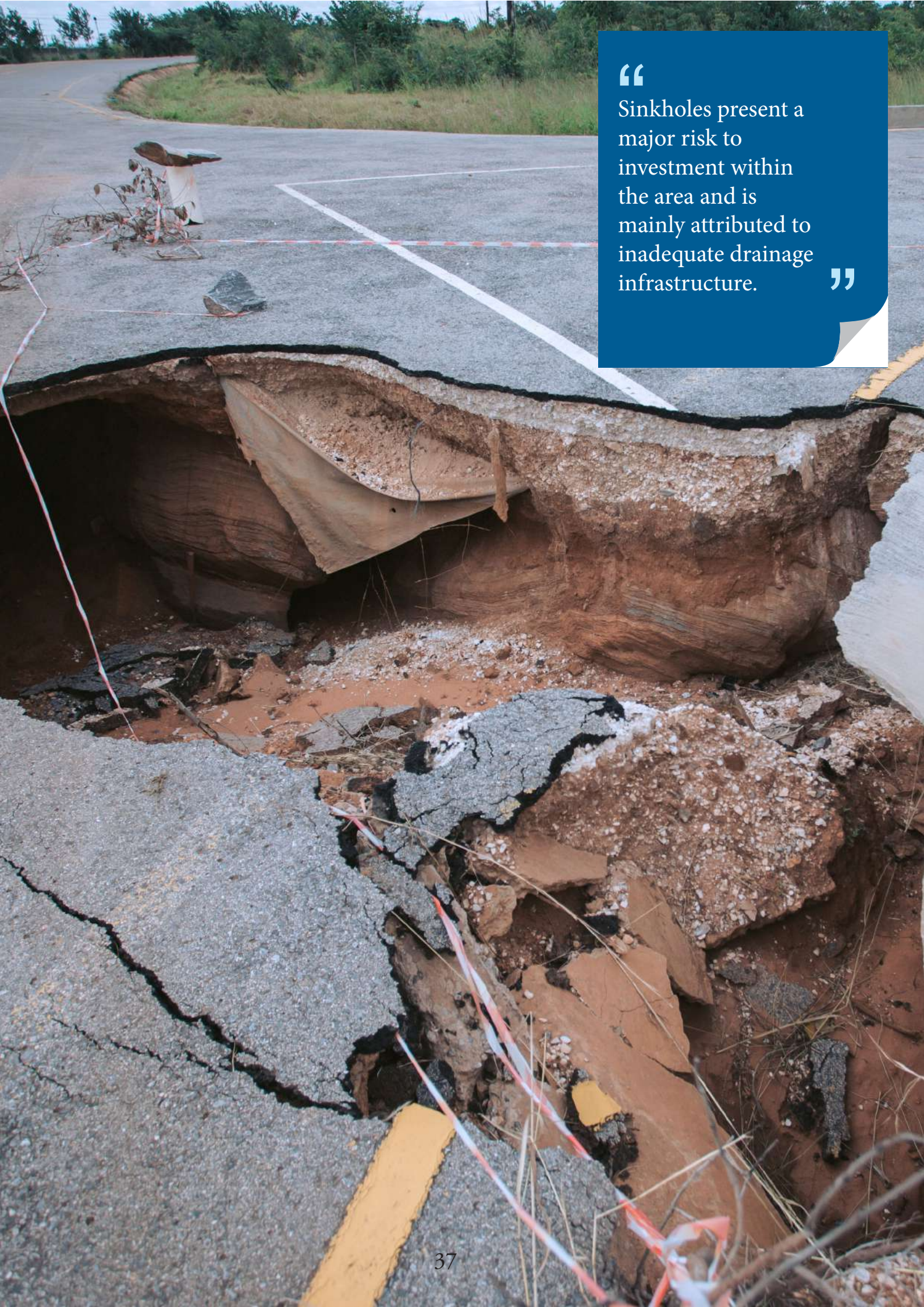
3.3. Migration to E-Government Procurement (EGP)

During 2022 LS MFEZ Limited migrated to electronic government procure platform in conformity with the law. A training seminar was held by the Zambia Public Procurement Agency (ZPPA), where most managers were trained. In addition, an intern was recruited in the procurement department increasing staff capacity at the department making EGP now possible.

3.4. Corporate Strategic Plan Monitoring

Meanwhile, the company continued to monitor the implementation of the corporate strategic plan on a quarterly basis. Further, the monitoring of the strategic plan is embedded in the Management Performance Contract with the IDC. The evaluation of the strategy implementation would be conducted in 2023 during the mid-term review.

All the ESG matters addressed above greatly contributed to the posting of yet another profit by the company as through its activities consideration of the surrounding environment is pinnacle for the sustainable development of the LS MFEZ.



“

Sinkholes present a major risk to investment within the area and is mainly attributed to inadequate drainage infrastructure.

”

CORPORATE GOVERNANCE REPORT



A ZED ICON



Enjoy Responsibly. Not for Sale to Persons Under the Age of 18.



The Lusaka South Multi Facility Economic Zone Limited (“the Company”) considers compliance to be its highest priority and is committed to the strengthening and improvement of corporate governance as an ongoing priority for management. The company’s corporate governance practices are constantly under review to align to the IDC Group and with the dynamics of the business environment.

THE BOARD OF DIRECTORS

The Board currently comprises four (5) directors, four of whom were independent non-executive directors. The Board is mandated in terms of its Charter, which requires that there is an appropriate balance of power and authority on the Board. The Board is responsible for the performance and direction of the Company through approval of strategic objectives, policies, annual audited financial statements as well as monitoring financial performance against the Company’s budget and overseeing asset management.

The Board delegates to Management the day-to-day running of the Company's affairs.

THE BOARD COMPOSITION

At the date of this report, the board comprised the following directors;

Director	Title	Date of Appointment
Gomeli H. Litana	Chairperson	14 th April, 2020
Kennedy Mwila	Managing Director	25 th March, 2021
Lydia M. Sibanda	Independent Non-Executive Director	14 th April, 2020
Roseta M. Chabala	Independent Non-Executive Director	14 th April, 2020
Peter M. Kangombe	Independent Non-Executive Director	14 th April, 2020

BOARD MEETINGS

The LSMFEZ board meets formally every quarter and the Company’s Articles of Association makes provision for decisions to be taken between meetings through written resolutions, where necessary. Written notices of Board meetings, agendas and other management reports were circulated timeously. The minutes of the meetings were appropriately recorded by the Company Secretary, circulated and approved at subsequent meetings.our Board meetings were convened in 2022 and attendance was as shown by the table below;

DIRECTORS' NAME	BOARD MEETING (02/03/2022)	BOARD MEETING (27/05/2022)	BOARD MEETING (30/08/2022)	BOARD MEETING (29/11/2022)
Gomeli H. Litana	x	✓	✓	✓
Kennedy Mwila	✓	✓	✓	✓
Lydia M. Sibanda	✓	✓	✓	✓
Roseta M. Chabala	✓	✓	✓	✓
Peter M. Kangombe	✓	✓	✓	✓

Key**Present** ✓**Absent** X**BOARD COMMITTEES**

To ensure that the mandate of the Board is effectively and efficiently discharged, the Board has established three Board Committees that provide the required leadership. The Board was assisted in the discharge of its responsibilities by these Board Committees namely:

- the Audit and Risk Committee;
- the Finance and Administration Committee; and
- the Technical and Projects Committee.

The Committees operate under approved mandates and terms of reference, which set out clearly their roles, responsibilities, scope of authority and procedures for reporting to the Board.

Each Committee is chaired by a non-executive Director to ensure strict compliance to the principles of good corporate governance practice. Membership of the Board Committees comprise Board Members and co-opted members from relevant professional associations such as the Zambia Institute of Chartered Accountants (ZICA), the Zambia Institute of Architects (ZIA), Engineering Institute of Zambia (EIZ) and the Law Association of Zambia (LAZ) in order to make use of their expertise. Minutes of committee meetings were made available to all directors on a timely basis. Non-executive directors actively participate in all committees.

Additionally, the Company has an Executive Committee of management (EXCO) which meets on a weekly basis. EXCO is headed by the Managing Director and is responsible for the day-to-day management of the Company. EXCO provides the Board with sound information, advice and recommendations on the organisational structure, objectives, strategies, policies and procedure to enable the board make informed decisions. Further the Company's Management meets monthly and serves to assist the Board to co-ordinate, guide and monitor the performance of the Company.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee supported the Board in fulfilling its oversight responsibility with regard to financial reporting, the system of internal controls, processes for monitoring compliance with laws and regulations, reviewing the company's risk philosophy, ensuring compliance with policies, reviewing the adequacy and overall effectiveness of the company's risk management function, ensuring implementation of an on-going process of risk identification, mitigation and management and providing reports to the Board.

The Manager Internal Auditor who heads the Internal Audit function reports to the Audit Committee meetings and has unrestricted access to the Chairperson of the Committee.

During the year under review attendance of Audit and Risk Committee meetings was as follows:

NAME	CATEGORY	24/02/2022	10/05/2022	10/05/2022	9/08/2022	8/11/2022
Peter M. Kango'mbe	Non-Exec. Ind. Director	X	✓	✓	✓	✓
Kennedy Mwila	Managing Director	✓	✓	✓	✓	✓
Roseta M. Chabala	Non-Exec. Ind. Director	✓	✓	✓	✓	✓
Lloyd Chembo	Co-opted Member	✓	✓	✓	✓	✓
Hillard Kabole	Co-opted Member	✓	X	✓	✓	✓

Key

Attended ✓

Absent X

FINANCE AND ADMINISTRATION COMMITTEE

The Finance & Administration Committee is responsible for budget, efficiency, effectiveness and governance of the organisation. Its tasks include providing oversight over the financial status of the Company, remuneration and compensation, review and approval of management strategies and policies. The committee is chaired by an independent non-executive director.

During the year under review, attendance of the Finance and Administration Board Committee meetings was as below:

NAME	CATEGORY	22/02/2022	03/05/2022	27/07/2022	9/09/2022	9/11/ 2022
Lydia M. Sibanda	Non-Exec. Ind. Director	✓	✓	✓	✓	✓
Kennedy Mwila	Managing Director	✓	✓	✓	✓	✓
Maureen M. Ntoshya	Co-opted Member	✓	✓	✓	✓	✓
Anderson Mwape	Co-opted Member	✓	✓	✓	✓	✓

Key

Attended ✓

Absent X

TECHNICAL AND PROJECTS COMMITTEE

The Technical and Projects Committee provided support and guidance to the Board and Management on all technical issues including project implementation and business development. Its tasks include consideration and approval of investor applications for the ratification of the Board, consideration and approval of technical policies and standards for the Company, receiving quarterly reports submitted by management on implementation of projects. The committee is chaired by an independent non-executive director.

During the year under review attendance of Technical and Projects Committee meetings was as below:

NAME	CATEGORY	04/02/2022	06/05/2022	04/08/2022	03/11/2022
Roseta M. Chabala	Non-Exec. Ind. Director	✓	✓	✓	✓
Kennedy Mwila	Managing Director	✓	✓	✓	✓
Abigail L. Chimuka	Co-opted Member	✓	X	✓	✓
Mphangela Nkonge	Co-opted Member	✓	✓	✓	✓
Jilly H. Chiyombwe	Co-opted Member	✓	✓	✓	✓

Key**Attended** ✓**Absent** X**BOARD INDUCTION AND DEVELOPMENT**

Newly appointed members of the board are taken through the Company's Articles of Association, the Board Charter, Terms of Reference of Committee, Code of Conduct, the Master Plan, the Statutory Instrument No. 47 of 2010, the Zambia Development Agency Act of 2006, policies and applicable acts such as Companies Act and Public Finance Management Act. They follow an induction programme facilitated by the Company Secretary which includes a tour of industries operating in the Zone.

BOARD EVALUATION

The Board recognizes the need to evaluate its effectiveness to ensure that its performance meets higher levels for the success of the Company. The Company annually conducts a self-annual assessment of its performance during the year under review. The Board evaluation includes an evaluation of:

The Board's structure and composition;

- The roles and responsibilities of the Board and the role of the Chairperson;
- The composition and effectiveness of Board Committees;
- Board Succession planning;
- Board reporting;
- Ethics and Standards of Conduct
- Board Remuneration

The quality of information provided by Management to the Board and its Committees;

The Board will continue to implement necessary changes to enhance its performance.

BOARD FAMILIARISATION TOURS

The Company believes that a Board which is well informed and familiarised with the Company and its affairs, can contribute significantly to effectively discharge its role in a manner that fulfils stakeholders' aspirations. In pursuit of this, Management through the Company Secretary's office organizes Board Familiarization tours to enable the Directors to familiarise themselves and experience the manufacturing plants of investors operating in the Zone as well as sites of ongoing projects of the Company.

COMPANY SECRETARY

The Company Secretary acts as a focal point for communications on matters of corporate responsibility. The Company Secretary is responsible for implementing and sustaining high levels of corporate governance and keeps abreast of legislation, regulations and corporate governance developments which may impact on the business. All Directors have direct access to the Company Secretary.

INTERNAL AUDIT

The LSMFEZ has an internal audit function designed to add value to the Company and improve operations. The Internal Audit function is headed by the Manager Internal Audit who provides an independent assurance service to the Board, the audit committee and Management. The Internal audit function is formally defined and generally seeks to help the Company accomplish its objectives through identification of deficiencies in internal controls. The Manger Internal Auditor attends the audit committee meetings and has unrestricted access to the Chairperson of the audit committee.

EXTERNAL AUDITORS

External Auditors are appointed by the shareholders and are subject to reappointment at the Annual General Meeting (AGM) in accordance with the Companies Act no. 10 of 2017. The current external auditors of the Company are AMG Global. As a reassurance, the external auditor confirms in a formal report to the Audit Committee that processes to ensure compliance with the policy are in place and that these processes are monitored regularly.

The Company together with External Auditors ensures that quality and independent audits are undertaken. External Auditors are invited to attend Audit Committee meetings and are available to audit committee members. The external Auditors also attended our Annual General Meeting where they were able to answer questions from Shareholders.

DIRECTORS' COMPENSATION

The disclosure of Directors' fees and remunerations is made in financial statements. The Directors do not have any shares in the Company and are not entitled to share options.

RELATIONS WITH STAKEHOLDERS

During the year, the Company continued to promote dialogue with its main stakeholders. The Company ensures timely dissemination of information to its shareholders through various media. The Board considers the AGM key in providing shareholders with the opportunity to have insight of the business performance.



Inonge Noyoo Gondwe

Company Secretary

**FINANCIAL
STATEMENTS
2022**



General insurance
Limited
Solid partners, flexible solutions

Surprisingly **affordable**

House Insurance

VALUE OF PROPERTY	PREMIUM
K500,000	K500
K750,000	K750
K1,000,000	K1,000
K1,500,000	K1,500
K2,000,000	K2,000



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GENERAL INFORMATION

Country of incorporation	Zambia
Nature of business and principal activities	Lusaka South Multi Facility Economic Zone Limited (LSMFEZ/the Company) is a private limited company incorporated to spearhead the development of the Lusaka South Facility Economic Zone.
Registered office	Plot F10723 Chifwema Road Off Leopards Hill Road
Business address	Plot F10723 Chifwema Road Off Leopards Hill Road Private Bag E017 Lusaka
Postal address	Private Bag E017 Lusaka
Bankers	Indo Zambia Bank Manda Hill Branch Lusaka Zambia National Commercial Bank Plc Ministry of Finance Agency Branch Civic Centre Lusaka
Auditors	AMG Global Chartered Accountants (Zambia) No. 6, Lagos Road Rhodes Park P.O Box 37893 Lusaka

STATEMENT OF THE RESPONSIBILITIES OF THE DIRECTORS

The Directors are required, in terms of the Companies Act No. 10 of 2017, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the Company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards (IFRSs). The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with IFRSs and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Directors acknowledge that they are ultimately responsible for the system of internal financial control established by the Company and places considerable importance on maintaining a strong control environment. To enable the Company to meet these responsibilities, the Board sets standards for internal controls aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Company and all employees are required to maintain the highest ethical standards in ensuring the Company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Company is on identifying, assessing, managing and monitoring all known forms of risk across the Company. While operating risk cannot be fully eliminated, the Company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

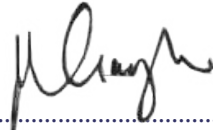
The Directors are of the opinion, based on the information and explanations given by Management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Directors have reviewed the Company's cash flow forecasts for the year ending 31 December 2023 and, in the light of this review and the current financial position, they are satisfied that the Company has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the Company's financial statements. The financial statements have been examined by the Company's external auditors and their report is presented on page 6 to 8.

The financial statements, set out on pages 9 to 31 which have been prepared on the going concern basis, were approved by the Board on 9th March, 2023 and were signed on its behalf by:


.....
DIRECTOR


.....
DIRECTOR

The Directors submit their report together with the audited financial statements for the year ended 31 December 2022, which disclose the state of affairs of the company.

1. PRINCIPAL ACTIVITIES

The Lusaka South Multi-Facility Economic Zone Limited was incorporated on 25th June 2012 under the Companies Act as a private limited liability company to spearhead the development of the Lusaka South Multi-Facility Economic Zone.

The principal activities of the company are to manage, operate and develop the Lusaka South Multi-Facility Economic Zone.

2. SHARE CAPITAL

The authorised, issued and fully paid-up share capital of the company comprises 315 241 989 ordinary shares of K1.00 each. (2021: 315 241 989 ordinary shares)

3. RESULTS AND DIVIDENDS

	2022	2021
	ZMW	ZMW
Total income	85 306 290	35 743 878
Total comprehensive income for the year	<u>2 890,304</u>	<u>3 431 108</u>

During the year, a dividend amounting to ZMW1 200 888 was declared and paid (2021: Nil).

4. NUMBER OF EMPLOYEES AND REMUNERATION

The total remuneration of employees during the year amounted to ZMW13 715 572 (2021: ZMW9 123 520) and the numbers of employees during the year were as follows:

Month	Number	Month	Number
January	49	July	56
February	49	August	56
March	49	September	56
April	50	October	56
May	56	November	56
June	56	December	56

The Company recognises its responsibility regarding the occupational health, safety and welfare of its employees and has put in place measures to safeguard them.

5. GIFTS AND DONATIONS

During the year the Company gave gifts and donations amounting to ZMW18 482. (2021: Nil)

6. EXPORTS

During the year, the company did not export any goods or services from Zambia.

7. PROPERTY AND EQUIPMENT

The Company purchased property and equipment amounting to ZMW3 393 155 during the year (2021:ZMW1 744 738) and there was no disposal of equipment during the year (2021: Nil). In the opinion of the directors, the carrying value of property and equipment is not less than its recoverable amount.

8. RESEARCH AND DEVELOPMENT

During the year, the company did not incur any costs on research and development (2021: Nil).

9. DIRECTORS AND SECRETARY

The Board of Directors are as follows:

Director	Title	Date of appointment
Gomeli H. Litana	Chairperson	14 April 2020
Lydia M. Sibanda	Independent Non-Executive Director	14 April 2020
Rosetta M. Chabala	Independent Non-Executive Director	14 April 2020
Peter M. Kango'mbe	Independent Non-Executive Director	14 April 2020
Kennedy Mwila	Member- Managing Director	25 May 2021

The committees are as follows:

Audit and Risk Committee

Director	Title
Peter M. Kango'mbe	Non-Executive Independent Chairperson
Kennedy Mwila	Member/Managing Director
Rosetta M. Chabala	Non-Executive Independent Director
Lloyd Chembo	Co-opted Member
Hillard Kabole	Co-opted Member

Finance and Administration Committee

Director	Title
Lydia M. Sibanda	Non-Executive Independent Chairperson
Kennedy Mwila	Member/Managing Director
Maureen Mwanza Ntoshya	Co-opted Member
Anderson Mwape	Co-opted Member

Technical and Projects Committee

Director	Title
Rosetta M. Chabala	Non-Executive Independent Chairperson
Kennedy Mwila	Member/Managing Director
Abigail L. Chimuka	Co-opted Member
Mphangela Nkonge	Co-opted Member
Jilly H. Chiyombwe	Co-opted Member

10. SECRETARY

Ms Inonge Noyo

11. LOANS TO DIRECTORS

Loans amounting to ZMW 688 244 were advanced to Executive Director's during the year. (2021:Nil)

12. OTHER MATERIAL FACTS, CIRCUMSTANCES AND EVENTS

The directors are not aware of any material fact, circumstance or event which has occurred between the accounting date and the date of this report which might influence an assessment of the Company's financial position or the results of its operations.

13. CORPORATE GOVERNANCE

The Board of Directors hereby confirms that the Company has complied with all the internal control aspects of the principles of good governance.

The financial statements have been prepared in accordance with International Financial Reporting Standards and its interpretations adopted by the International Accounting Standards Board and the requirements of the Companies Act of Zambia.

14. FINANCIAL STATEMENTS

The financial statements set out on pages 9 to 30 have been approved by the directors.

15. AUDITORS

The auditors, AMG Global Chartered Accountants (Zambia), have indicated their willingness to continue in office in accordance with Section 257 (i) of the Companies Act and a resolution for their reappointment will be proposed at the next annual general meeting,

By order of the Board



Company Secretary
Lusaka

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF LUSAKA SOUTH MULTI FACILITY ECONOMIC ZONE LIMITED

We have audited the accompanying financial statements of Lusaka South Multi Facility Economic Zone Limited, set out on pages 9 to 31, which comprise the statement of financial position as at 31 December 2022, statement of comprehensive income and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Lusaka South Multi Facility Economic Zone Limited as at 31 December 2022 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of Companies Act No. 10 of 2017.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with ethical requirements that are relevant to our audit of the financial statements in Zambia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Inventory valuation and selling price

The key audit matter	How the matter was addressed in the audit
<p>The Company's residential plots were valued by the Government Valuation Department and is the balance sitting in the financial statements as inventories.</p> <p>However, the residential plots are sold by LSMFEZ at a separate valuation that is performed by the LSMFEZ Management and approved by Ministry of Commerce and Trade. This valuation is much lower than the balances stated in the financials under inventories.</p> <p>There is a significant risk that the value of the inventory valued by the Government Valuation Department may be materially overstated and the sales and cost of sales may be materially understated in the financial statements.</p> <p>This matter was considered a key audit matter because of the valuation's significance in determining the sales, cost of sales and inventory of LSMFEZ and the significant risks involved.</p>	<p>We reviewed the Company's approval to sell land at its valuation and the treatment of the sale of land in the financial statements.</p> <p>We also discussed with Management and reviewed the valuation reports and correspondences with the line ministry.</p>

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS and in the manner required by the Companies Act No. 10 of 2017, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management;
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern; and
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events that achieves fair presentation.

We communicate with Those Charged with Governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Those Charged with Governance with a statement that we have complied with the relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF

Report on Other Legal and Regulatory Requirements

In our opinion, the financial statements of the Lusaka South Multi Facility Economic Zone Limited as of 31 December 2022 have been, in all material respects, properly prepared in accordance with the provisions of the Companies Act No. 10 of 2017.

AMG Global

Chartered Accountants



Dr. Friday Nyambe

PARTNER

M/PC No.0001229

DATE: 9th March, 2023

STATEMENT OF COMPREHENSIVE INCOME

The programmes consist of four (4) stages. The first three stages constitute the taught component while the fourth stage is the research/dissertation component. However, Master of Laws and Master of Philosophy in Law have only three (3) stages in which the first two stages are the taught component and the third stage is the research/dissertation component.

ENTRY REQUIREMENTS:

Applicants must have a first degree in a relevant field from a recognized University or full ACCA/CIMA. Applicants of Master of Laws (LLM) must be holders of a Bachelor of Laws degree from a recognized University.

Duration: 18 - 24 months

Mode of Delivery: Part-time & Distance Learning

POSTGRADUATE DIPLOMA PROGRAMMES

- Quality Assurance in Higher Education
- Lecturing/Teaching Methodology for Lecturers
- Supervision & Examination of Students' Research Project, Dissertations & Theses

POSTGRADUATE PROGRAMMES

- Master of Business Administration (General)
- Master of Business Administration (Finance)
- Master of Business Administration (Banking and Finance)
- Executive MBA in Leadership & Wealth Creation
- Master of Arts in Political Science and International Relations
- Master of Arts in Development Studies
- Master of Arts in Educational Administration & Management
- Master of Arts in Public Administration
- Master of Arts in Human Resources Management
- Master of Arts in Peace and Security Studies
- Master of Public Health
- Master of Business Administration in Health Care Management
- Master of Science in Actuarial Science
- Master of Science in Project Management
- Master of Science in Marketing
- Master of Science in Economics and Finance
- Master of Science in Environmental Management
- Master of Science in Finance and Accounting
- Master of Science in Auditing
- Master of Science in Risk Management
- Master of Science in Insurance and Pensions Management
- Master of Science in Transport and Logistics Management
- Master of Science in Public Finance and Taxation
- Master of Science in Procurement, Logistics & Supply Chain Management
- Master of Laws (LLM)
- Master of Laws in Constitutional & Administrative law (Ilm)
- Master of Philosophy in Law (MPhil) with specializations in:
 - Human Rights Law | Labour Law | Commercial & Corporate Law

NOTE:

Specialisations such as Tax Law, International Trade & Investment Law, Environmental Law, International Law, Intellectual Property and Banking & Finance Law do not run on a semester basis but are facilitated either yearly or after a needs-based assessment.

DOCTORAL DEGREE PROGRAMMES

Doctor of Business Administration (DBA)

Doctor of Philosophy (PhD) with specializations in the following:

Business Administration | Management | Entrepreneurship
 Marketing | Finance | Accounting | Education | Economics |
 Human Resources Management | Governance and Leadership |
 International Trade Law | International Law | Human Rights |
 Environmental Law | Intellectual Property | Health Policy |
 Health Care Management | Health Promotion

NOTE: Other areas of specializations can be given consideration by the University Senate.

Academic Qualifications: Applicants must be holders of Master's degree / any other related programs from a recognized University.

Practitioner Experience: Applicants must have management experience of at least three years pre – or – post Masters.

HOW TO APPLY?

Application forms can be downloaded from our website www.unilus.ac.zm or obtained from any of our campuses. Completed forms must be emailed to admissions@unilus.ac.zm. The application forms for postgraduate programmes cost a non-refundable fee of **K250** for local and SADC students, and **\$50** for international students.

ADMISSIONS OFFICE

University of Lusaka, Plot No 37413, Off Alick Nkhata Road, Mass Media.P.O.

Box 36711, Lusaka, Zambia.

Phone: Tel: +260211258505 / +260211258409

Mobile: +260 972 832 671/ +260 976075850

Email: info@unilus.ac.zm/admissions@unilus.ac.zm

Website: www.unilus.ac.zm



STATEMENT OF COMPREHENSIVE INCOME

		2022	2021
	Note	ZMW	ZMW
Revenue	3	70 010 331	25 150 239
Cost of sales		(40 653 331)	(10 702 601)
Gross profit		<u>29 357 000</u>	<u>14 447 638</u>
Other income	4	15 295 959	10 593 639
Expenditure		(38 470 298)	(20 141 166)
Operating profit		<u>6 182 661</u>	<u>4 900 111</u>
Net financing income	5	1 003 121	79 521
Net profit before taxation		<u>7 185 782</u>	<u>4 979 632</u>
Taxation	6.1	(4 295, 478)	(1 548 524)
Total comprehensive income		<u>2 890 304</u>	<u>3 431 108</u>

STATEMENT OF FINANCIAL POSITION



ZAMBIAN FERTILIZERS

CROP ENRICHED | ORGANIC ENRICHED | LIME ENRICHED

LS- MULTI-FACILITY ECONOMIC ZONE, PLOT F10723 CHIFWEMA ROAD
PRIVATE BAG EO17 PO BOX 392, LUSAKA SOUTH ZAMBIA
CONTACT + 260 977 777 743, E-MAIL: SALES@ZAMFERT.COM

The Fertiliser Blending Plant is part of the expansion programme to meet the quantity and quality of blended products for both commercial and small-holder farmers. The production capacity is 135,000 mt of finished products.

THE PLANT HAS THE FOLLOWING SECTIONS:

- (i) Lime Filler Granulation
- (ii) Organic Filler Production with pelletising and crushing
- (iii) Blending Section is the main production section where:
 - Bagging of various sizes from 50kg to 5kgs is done.
 - Down size packing section in sachets of 5kg downwards is done.
 - Finished products include Kynoch plus and Zambian fertilisers brand of blended products.

ZAMFERT BLENDS AVAILABLE THROUGH OUT THE COUNTRY VIA ETG ONE STOP SOLUTION DEPOT

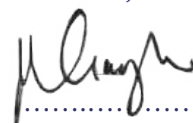


STATEMENT OF FINANCIAL POSITION

	Note	2022 ZMW	2021 ZMW
ASSETS			
Non current assets			
Investment property	7	3 997 698 753	3 985 861 225
Property and equipment	8	315 099 800	312 868 372
Intangible assets	9	178 090	266 345
		4 312 976 643	4 298 995 942
Current assets			
Inventories	10	752 016 500	802 870 700
Amounts due from related parties	16	658 945	851 754
Trade and other receivables	11	51 790 277	18 597 043
Cash and cash equivalents	12	43 235 572	6 185 311
		847 701 294	828 504 808
Total assets		5 160 677 937	5 127 500 750
EQUITY AND LIABILITIES			
Equity attributable to owners			
Share capital	13	315 241 989	315 241 989
Revaluation reserve		231 136 303	248 631 903
Capital grant		194 435 845	161 257 300
Retained earnings		4 371 820 143	4 370 135 214
Total accumulated funds		5 112 634 280	5 095 266 406
Current liabilities			
Deferred income	14	10 812 295	4 835 401
Amounts due to related parties	16	82 096	-
Trade and other payables	15	32 043 720	24 064 567
Taxation payable	6.2	5 105 546	3 334 376
Total liabilities		48 043 657	32 234 344
Total accumulated funds and liabilities		5 160 677 937	5 127 500 750

The financial statements on pages 9 to 31 were approved by the Board on 9th March, 2023 and were signed on their behalf by: -


.....
DIRECTOR


.....
DIRECTOR

STATEMENT OF CHANGES IN EQUITY

STATEMENT OF CHANGES IN EQUITY

	Share capital ZMW	Revaluation reserve ZMW	Capital grant ZMW	Retained earnings ZMW	Total ZMW
Balance as at 31 December 2020	315 241 989	248 631 903	159 008 744	4 366 704 106	5 089 586 742
Additions on Capital Grant	-	-	3 387 528	-	3 387 528
Amortisation of Capital Grant	-	-	(1 138 972)	-	(1 138 972)
Total comprehensive income	-	-	-	3 431 108	3 431 108
Balance as at 31 December 2021	315 241 989	248 631 903	161 257 300	4 370 135 214	5 095 266 406
Transfer from inventory	-	(17 495 600)	-	-	(17 495 600)
Dividends declared in the period	-	-	-	(1 200 888)	(1 200 888)
Additions on Capital Grant	-	-	36 236 355	-	36 236 355
Amortisation of Capital Grant	-	-	(3 057 810)	-	(3 057 810)
Total comprehensive income	-	-	-	2 885 817	2 885 817
Balance as at 31 December 2022	315 241 989	231 136 303	194 435 845	4 371 820 143	5 112 634 280

STATEMENT OF CASH FLOWS

STATEMENT OF CASH FLOWS

		2022	2021
		ZMW	ZMW
	Note		
NET CASH FLOWS FROM OPERATING ACTIVITIES			
Operating cash flows			
Operating profit		6 182 661	4 900 111
Adjustments for items not affecting cash flows:			
Depreciation on property and equipment	8	1 161 727	687 050
Amortisation of capital grant		(3 057 810)	(1 138 972)
Amortisation of intangible assets	9	88 255	188 152
Increase in receivables		(33 193 234)	(8 229 718)
Increase in payables		6 114 049	7 708 522
Decrease in inventory		33 358 600	8 087 500
Net movement on related party balances		274 905	939 381
		<hr/>	<hr/>
Net cash flows from operations		10 654 248	13 142 026
Returns from investments and servicing of finance			
Net financing income		1 003 121	79 521
		<hr/>	<hr/>
Taxation			
Taxation paid		(839 337)	(1 240 459)
		<hr/>	<hr/>
Net cash flow from operating activities		10 818 032	11 981 088
		<hr/>	<hr/>
NET CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of investment property	7	(11 837 528)	(9 646 761)
Purchase of property and equipment	8	(3 393 155)	(1 744 738)
Purchase of intangible asset	9	-	(150 175)
		<hr/>	<hr/>
Net cash used in investing activities		(15 230 683)	(11 541 674)
		<hr/>	<hr/>
NET CASH FLOWS FROM FINANCING ACTIVITIES			
Dividend paid in the year		(1 188 880)	-
Proceeds from capital grant		36 236 355	3 387 528
Net movement on deferred income		5 976 894	1 563 631
		<hr/>	<hr/>
Net cash from financing activities		41 024 369	4 951 159
		<hr/>	<hr/>
Increase in cash and cash equivalents		37 050 261	5 390 573
Cash and cash equivalents at the beginning of the year		6 185 311	794 738
		<hr/>	<hr/>
Cash and cash equivalents at the end of the year	12	43 235 572	6 185 311
		<hr/> <hr/>	<hr/> <hr/>

ACCOUNTING POLICIES

ACCOUNTING POLICIES

1. The principal accounting policies of the Company, which are set out below, are consistently followed in all material respects.

1.1 BASIS OF MEASUREMENT

These financial statements were prepared under the historical cost convention, except for financial assets classified as fair value through profit or loss (FVTPL).

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for, leasing transactions that are within the scope of IAS 17, and measurements that have some similarities to fair value but are not fair value, such as value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The financial statements are presented in Zambia Kwacha (ZMW), which is also the Company's functional currency.

1.2 JUDGEMENT AND ESTIMATES

The preparation of financial statements in compliance with IFRS requires Management to make certain critical accounting estimates. It also requires Management to exercise judgment in applying the Company's accounting policies. The areas involving critical judgments and estimates in applying accounting policies that have the most significant risk of causing material adjustment to the carrying amounts of assets and liabilities recognized in the financial statements are:

(i) Financial Instruments

- The classification of financial assets and liabilities;
- Whether assets are impaired; and
- The classification of financial assets at FVTPL, which includes assessing the business model within which the assets are held and whether the contractual terms of the assets are solely payments of principal and interest on the principal amount outstanding.

ACCOUNTING POLICIES

(ii) Impairment of assets

In making its judgment, management has assessed at each reporting date whether there is any indication that the Company's tangible assets may be impaired. If any such indication exists, the recoverable amount of the asset is assessed in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of fair value less costs to sell and value in use.

(iii) Impairment losses on trade receivables

Impairment losses are based upon historical patterns of losses. In determining whether an impairment loss should be recorded in the income statement, the Company makes judgments as to whether there is any observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of trade receivables before a decrease can be identified with an individual trade receivable in that portfolio. This evidence may include observable data indicating that there has been an adverse change in the payment status of trade receivables in their organisation, or local economic conditions that correlate with defaults on assets in that organisation. Management uses estimates based on historical loss experience for assets with credit risk characteristics and objective evidence of impairment similar to those in the portfolio when scheduling future cash flows. The methodology and assumptions used for estimating both the amount and the timing of future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.

(iv) Property and equipment residual values and useful lives

These assets are written down to their estimated residual values over their anticipated useful lives using the straight line basis. Management reviews the residual values annually considering market conditions and projected disposal values. In assessing useful lives, maintenance programmes and technological innovations are considered. The carrying value of property and equipment is disclosed in Note 18 to the financial statements.

In addition, the disclosures that Management deemed to be immaterial were excluded from the notes to the financial statements. The determination of the relevance and materiality of disclosures involved significant judgment.

REVENUE

Revenue comprises the fair value of the consideration received or receivable for the lease of land and sale of residential plots in the ordinary course of the Company's activities.

Revenue is shown net of value added tax (VAT), rebates and discounts.

The Company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Company and when specific criteria have been met for each of the Company's activities as described below.

The Company bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised as follows:

- a) Lease of land is initially recognised when the lease agreement has been signed and in subsequent years, income is recognised at the same date the lease agreement was signed.
- b) Interest income is recognised on a time proportion basis using the effective interest method.

1.4 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities/(assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit/(tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit/(tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses and unused income tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused income tax credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination.

Current tax and deferred taxes are charged or credited to other comprehensive income if the tax relates to items that are credited or charged, in the same or a different period, to other comprehensive income. Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

1.5 TRANSLATION OF FOREIGN CURRENCIES

Transactions in foreign currencies are translated to the Zambian Kwacha at the foreign exchange rate ruling at the dates of the respective transactions. Monetary assets and liabilities that are denominated in foreign currencies at the reporting date, which are stated at historical cost, are translated at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the statement of comprehensive income. Non-monetary assets and liabilities that are denominated in foreign currencies, which are stated at historical cost, are translated at the foreign exchange rate ruling at the date of the transaction. Non-monetary assets and liabilities denominate

in foreign currencies that are stated at fair value are translated to the reporting currency at the foreign exchange rates ruling at the dates that the values were determined.

1.6 PROPERTY AND EQUIPMENT

All property, plant and equipment are initially stated at historical cost. They are subsequently stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

The immovable assets are revalued every three years by Government Valuers to reflect the market value of the assets.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably.

Land is not depreciated and is shown at fair value, based on periodic valuations by external independent appraisers. All other property and equipment are stated at historical cost less depreciation. Increases in the carrying amount arising on revaluation of land and buildings are credited to the revaluation surplus in the revaluation reserves. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Buildings	2%
Motor vehicles	20%
Furniture & Fittings	20%
Office Equipment	20%
Other assets	20%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount.

A revaluation surplus is recorded in Other Comprehensive Income (OCI) and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation surplus.

1.7 INVENTORY

Inventory relates to land held for outright sale as residential plots to potential investors.

1.8 FINANCIAL INSTRUMENTS

Recognition and derecognition

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all the risks and rewards are transferred.

A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets, other than those designated and effective as hedging instruments, are classified

into the following categories:

- (i) amortised cost;
- (ii) fair value through profit or loss (FVTPL); and
- (iii) fair value through other comprehensive income (FVOCI).

The classification is determined by both:

- (i) the entity's business model for managing the financial asset; and
- (ii) the contractual cash flow characteristics of the financial asset.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows; and
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

This category includes non-derivative financial assets like loans and receivables with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments as well as listed bonds that were previously classified as held-to-maturity under IAS 39.

Financial assets at fair value through profit or loss (FVTPL)

Financial assets that are held within a different business model than 'hold to collect' or 'hold to collect and sell', and financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements apply (see below).

This category also contains equity investments. The equity investments were measured at cost less any impairment losses under IAS 39, as it was deemed that its fair value could not be estimated reliably.

Assets in this category are measured at fair value with gains or losses recognised in profit

or loss. The fair values of financial assets in this category are determined by reference to active market transactions or using a valuation technique where no active market exists.

Financial assets at fair value through other comprehensive income (FVOCI)

The Company accounts for financial assets at FVOCI if the assets meet the following conditions:

- (i) they are held under a business model whose objective it is hold to collect the associated cash flows and sell; and
- (ii) the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Any gains or losses recognised in OCI will be recycled upon derecognition of the asset. This category includes listed securities and debentures, that were previously classified as 'available-for sale'.

Impairment of financial assets

IFRS 9's new impairment requirements use more forward-looking information to recognise expected credit losses – the 'expected credit loss' (ECL) model. This replaces IAS 39's 'incurred loss model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVOCI, trade receivables, contract assets recognised and measured under IFRS 15 and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss.

Recognition of credit losses is no longer dependent on the Comp Instead the Company considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that a any first identifying a credit loss event. ffect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date. However, none of the Company's financial assets fall into this category. '12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category. Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Guidance note: Credit losses are defined as the difference between all the contractual cash flows that are due to an entity and the cash flows that it actually expects to receive ('cash shortfalls'). This difference is discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

Trade and other receivables and contract assets

The Company makes use of a simplified approach in accounting for trade and other receivables as well as contract assets and records the loss allowance as lifetime expected credit losses in accordance with IFRS9. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life

of the financial instrument. In calculating, the Company uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

Financial assets at fair value through other comprehensive income

The Company recognises 12-month expected credit losses for financial assets at FVOCI. As most of these instruments have an outstanding credit rating, the likelihood of default is deemed to be small. However, at each reporting date the Company assesses whether there has been a significant increase in the credit risk of the instrument.

In assessing these risks, the Company relies on readily available information such as the credit ratings issued by the major credit rating agencies for the respective asset. The Company only holds simple financial instruments for which specific credit ratings are usually available. In the unlikely event that there is no or only little information on factors influencing the ratings of the asset available, the Company would aggregate similar instruments into a portfolio to assess on this basis whether there has been a significant increase in credit risk.

In addition, the Company considers other indicators such as adverse changes in business, economic or financial conditions that could affect the borrower's ability to meet its debt obligation or unexpected changes in the borrower's operating results. Should any of these indicators imply a significant increase in the instrument's credit risk, the Company recognises for this instrument or class of instruments the lifetime ECL.

Classification and measurement of financial liabilities

As the accounting for financial liabilities remains largely the same under IFRS 9 compared to IAS 39, the Company's financial liabilities were not impacted by the adoption of IFRS 9. However, for completeness, the accounting policy is disclosed below.

The Company's financial liabilities include borrowings, trade and other payables and derivative financial instruments. Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Company designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss (other than derivative financial instruments that are designated and effective as hedging instruments).

Derivative financial instruments and hedge accounting

The Company applies the new hedge accounting requirements in IFRS 9 prospectively. All hedging relationships that were hedging relationships under IAS 39 at the 31 December 2021 reporting date meet the IFRS 9's criteria for hedge accounting at 1 January 2022 and are therefore regarded as continuing hedging relationships. Derivative financial instruments are accounted for at FVTPL except for derivatives designated as hedging instruments in cash flow hedge relationships, which require a specific accounting treatment.

To qualify for hedge accounting, the hedging relationship must meet all of the following requirements:

- there is an economic relationship between the hedged item and the hedging instrument;
- the effect of credit risk does not dominate the value changes that result from that economic relationship; and
- the hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the entity actually hedges and the quantity of the hedging instrument that the entity actually uses to hedge that quantity of hedged item.

For the reporting periods under review, the Company did not have any hedging investments.

All derivative financial instruments used for hedge accounting are recognised initially at fair value and reported subsequently at fair value in the statement of financial position.

To the extent that the hedge is effective, changes in the fair value of derivatives designated as hedging instruments in cash flow hedges are recognised in other comprehensive income and included within the cash flow hedge reserve in equity. Any ineffectiveness in the hedge relationship is recognised immediately in profit or loss.

At the time the hedged item affects profit or loss, any gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and presented as a reclassification adjustment within other comprehensive income. However, if a non-financial asset or liability is recognised as a result of the hedged transaction, the gains and losses previously recognised in other comprehensive income are included in the initial measurement of the hedged item.

If a forecast transaction is no longer expected to occur, any related gain or loss recognised in other comprehensive income is transferred immediately to profit or loss. If the hedging relationship ceases to meet the effectiveness conditions, hedge accounting is discontinued and the related gain or loss is held in the equity reserve until the forecast transaction occurs.

1.9 PROVISIONS

A provision is recognised in the balance sheet when the Company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

1.10 NET FINANCING INCOME/COSTS

Net financing income/costs comprise interest payable on borrowings calculated using the effective interest rate method, bank interest receivable, foreign exchange gains and losses that are recognised in the statement of comprehensive income.

1.11 EMPLOYEE BENEFITS

Defined Contribution Schemes

A defined contribution scheme is a pension plan under which the Company pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior years. The

Company's contribution to the defined contribution schemes are charged to the statement of comprehensive income in the year to which they relate. The Company has no further obligation once the contributions have been paid.

The Company makes contributions to the state defined contribution pension scheme, National Pension Scheme Authority, "NAPSA", on behalf of the employees.

Retirement benefits

Certain of the Company's employees are entitled to statutory retirement benefits. Provision is made for past service on the basis of present conditions and earnings in accordance with local labour laws.

The Company operates a defined contributory scheme for certain of its employees which requires contributions to be made to a separately administered fund.

The benefits are determined using the following bases:

Permanent employees	3 months' pay for each year served.
Contract staff	35% of annual basic salary for every year of services

NOTES TO THE FINANCIAL STATEMENTS

1.12 NEW STANDARDS AND INTERPRETATIONS

A number of new standards, amendments to standards and interpretations are mandatory for the year ended 31 December 2022, and have been adopted by the Company where relevant to the Company's operations.

1.13 NEW RELEVANT STANDARDS ISSUED NOT YET EFFECTIVE

A number of new standards and amendments to standards are effective for annual periods beginning after 1 January 2023 and earlier application is permitted, however, the Company has not early adopted them in preparing these financial statements.

Of those standards that are not yet effective, there are no standards which are expected to have a significant impact on the Company's financial statements in the period of initial application.

2 STATUS AND ACTIVITIES

Lusaka South Multi Facility Economic Zone Limited (LSMFEZ/the Company) is domiciled in Zambia and its principle activities are to manage, operate and develop the Lusaka South Multi Facility Economic Zone.

	2022	2021
	ZMW	ZMW
3 TURNOVER		
Lease fees	16 813 900	10 618 318
Sales of residential plots	43 874 814	9 500 700
Water sales	8 863 617	5 031 221
Power connections	458 000	-
	<u>70 010 331</u>	<u>25 150 239</u>
4 OTHER INCOME		
Amortisation of capital grant	3 057 810	1 138 972
Government grant	8 000 000	6 412 472
Rent	3 000	59 850
Application from sales	44 407	22 173
Survey income	10 000	17 000
Sale of stones	171 539	98 000
Road tolls	2 084 425	518 723
Penalties	937 776	640 000
PAYE liability written off (Note 4.1)	-	1 362 949
Other income	987 002	323 500
	<u>15 295 959</u>	<u>10 593 639</u>

4.1 The liability write off was due to reconciliations done with ZRA on actual balances owed to date and legacy payments from prior years which were not being passed through the PAYE liability account. The reconciliation resulted in the reduction of the PAYE liability by ZMW1 362 949.

5 NET FINANCING INCOME

Staff loan interest	28 132	-
Interest received	974 989	79 521
	<u>1 003 121</u>	<u>79 521</u>

	2022	2021
6 TAXATION		
6.1 Charge for the year		
Income tax (Note 6.2)	-	-
Rental Tax @12.5 %(2021: @10%)	2 101 737	1 061 832
Property transfer tax @ 5%	2 193 741	486 692
	<hr/>	<hr/>
Total taxation charge for the year	4 295 478	1 548 524
	<hr/>	<hr/>
6.2 Reconciliation of tax charge		
Notional tax charge based on profit for the year	2 155 735	1 142 374
Additional taxation resulting from:		
Permanent differences	(3 575 666)	37 152
	<hr/>	<hr/>
Total taxation charge for the year	(1 419 931)	1 179 526
Change in tax rate	552 383	-
Total taxation for the Year (change in tax rate)	867 548	(1 179 526)
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>
6.3 Taxation payable		
Opening balance	3 334 376	3 026 311
Charge for the year (Note 6.1)	2 101 737	1 061 832
Payments during the year	(515 187)	(753 767)
	<hr/>	<hr/>
	4 920 926	3 334 376
	<hr/>	<hr/>

7. DEFERRED TAXATION

7.1 The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:

Deferred tax liability	-	-
	<hr/>	<hr/>

7.2 Deferred income tax assets and liabilities and deferred income tax charge not recognised in the financial statements are attributed to the following items:

	2021	Charge/(credit) to profit and loss	2022
	ZMW	ZMW	ZMW
Deferred tax liabilities			
Accelerated tax depreciation	345 297	30 295	375 592
	<u> </u>	<u> </u>	<u> </u>
Deferred tax assets			
Provisions	(651 259)	(272 829)	(924 088)
Tax losses	(3 560 718)	(625 014)	(4 185 732)
	<u> </u>	<u> </u>	<u> </u>
	(4 211 977)	(879 843)	(5 109 820)
	<u> </u>	<u> </u>	<u> </u>
Net deferred tax asset	(3 866 680)	(867 548)	(4 734 228)
	<u> </u>	<u> </u>	<u> </u>

7.3 The deferred tax asset of ZMW5 523 266(2021: ZMW3 866 680) has not been recognised in the financial statements in accordance with the accounting policy on taxation.

7.4 At 31 December 2022, estimated tax losses available to the company amounted to ZMW13 952 439(2021:ZMW10 173 480). In future years, at present rates, the estimated tax losses will provide the company with current income tax relief amounting to ZMW4 185 732(2021: ZMW3 052 044). The tax relief is subject to the company earning sufficient taxable income to utilise the losses within five years of the losses arising.

8 INVESTMENT PROPERTY

8.1 Analysis

Balance at the beginning of the year	3 985 861 225	3 976 214 464
Change in fair value	-	-
Work in progress additions	11 837 528	9 646 761
	<u> </u>	<u> </u>
Balance at end of year	3 997 698 753	3 985 861 225
	<u> </u>	<u> </u>

8.2 Measurement of fair value

(i) Fair value hierarchy

The fair value of investment property was determined on 8 January 2018 and 20 September 2018 by external, independent property valuers, the Government valuation department, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

(ii) Valuation technique and key assumptions are noted below

The method used in valuing investment property under development is the capital value basis. The valuer uses the amount payable for similar areas. The fair value of investment property under development has been classified as level 3 based on the inputs to the valuation technique used. The key assumptions are as follows:

- a) Prevailing market conditions and likely future trends;
- b) Factors affecting values for similar properties in the same or similar locations;

PROPERTY AND EQUIPMENT

	Land and buildings ZMW	Work in progress ZMW	Motor vehicles ZMW	Computer equipment ZMW	Technical equipment ZMW	Furniture and fittings ZMW	Other ZMW	Total ZMW
8.1 Cost/valuation								
At 31 December 2021	312 594 037	-	3 377 843	1 766 635	251 089	1 027 478	227 777	319 244 859
Additions	785 951	20 000	1 538 100	701 591	-	204 727	142 786	3 393 155
At 31 December 2022	<u>313 379 988</u>	<u>20 000</u>	<u>4 915 943</u>	<u>2 468 226</u>	<u>251 089</u>	<u>1 232 205</u>	<u>370 563</u>	<u>322 638 014</u>
8.2 Depreciation								
At 31 December 2021	1 445 167	-	2 445 432	1 173 043	251 088	876 303	185 454	6 376 487
Charge for the year	209 562	-	466 917	309 806	-	145 161	30 281	1 161 727
At 31 December 2022	<u>1 654 729</u>	<u>-</u>	<u>2 912 349</u>	<u>1 482 849</u>	<u>251 088</u>	<u>1 021 464</u>	<u>215 735</u>	<u>7 538 214</u>
8.3 Net book amount								
At 31 December 2022	<u>311 725 259</u>	<u>20 000</u>	<u>2 003 594</u>	<u>985 377</u>	<u>1</u>	<u>210 741</u>	<u>154 828</u>	<u>315 099 800</u>
At 31 December 2021	<u>311 148 870</u>	<u>-</u>	<u>932 411</u>	<u>593 592</u>	<u>1</u>	<u>151 175</u>	<u>42 323</u>	<u>312 868 372</u>

8.4 The register showing the details of property, as required by Section 278 of the Zambian Companies Act, is available during business hours at the registered office of the company. Building and roads are situated on land, the title of which rests with the Government of the Republic of Zambia.

	2022 ZMW	2021 ZMW
9 INTANGIBLE ASSETS		
9.1 Analysis		
At the start of the year	266 345	304 322
Additions	-	150 175
Amortisation for the year	(88 255)	(188 152)
	<hr/>	<hr/>
At the end of the year	178 090	266 345
	<hr/> <hr/>	<hr/> <hr/>
9.2 The intangible assets represent the cost of consultancy work on strategic planning that are amortised over the useful life of the assets that is at 20% per year on straight line including software procured during the year.		
10 INVENTORIES		
Residential (Mixed Density)	459 403 878	510 258 078
Residential (Low Density)	292 612 622	292 612 622
	<hr/>	<hr/>
	752 016 500	802 870 700
	<hr/> <hr/>	<hr/> <hr/>
11 ACCOUNTS RECEIVABLES		
Lease receivables	5 407 457	3 428 978
Land rates receivable	9 679 331	-
Water receivables	610 902	696 002
Residential receivables	32 133 102	14 892 608
Staff receivables	4 977 269	515 994
Other receivables	2 062 508	924 202
	<hr/>	<hr/>
	54 870 569	20 457 784
Less: Provision for Expected Credit Losses	(3 080 292)	(1 860 741)
	<hr/>	<hr/>
	51 790 277	18 597 043
	<hr/> <hr/>	<hr/> <hr/>
12 CASH AND CASH EQUIVALENTS		
12.1 Analysis		
Zambia National Commercial Bank – Current Account	764 219	738 218
Zambia National Commercial Bank – Road User Account	499 824	365 646
Zambia National Commercial Bank – Gratuity Account	37 618	-
Indo Zambia Bank – Current Account	38 346 711	336 551
Indo Zambia Bank – Residential Properties Account	3 572 200	1 662 304
Short term investments	-	3 067 592
Cash on hand	15 000	15 000
	<hr/>	<hr/>
	43 235 572	6 185 311
	<hr/> <hr/>	<hr/> <hr/>

12.2 For the purpose of the cash flow statement, cash and cash equivalents comprise cash in hand, deposits held at call with banks net of bank overdraft.

	2022	2021
	ZMW	ZMW
13 SHARE CAPITAL		
Authorised		
315 241 989 ordinary shares of ZMW1.00 each	315 241 989	315 241 989
	<hr/>	<hr/>
Issued and fully paid		
315 241 989 ordinary shares of ZMW1.00 each	315 241 989	315 241 989
	<hr/>	<hr/>
14 DEFERRED INCOME		
At start of the year	4 835 401	3 271 770
Prepaid lease fees – current year	10 812 295	4 835 401
Prepaid lease fees – prior year	(4 835 401)	(3 271 770)
	<hr/>	<hr/>
	10 812 295	4 835 401
	<hr/>	<hr/>
15 ACCOUNTS PAYABLES		
15.1 Analysis		
Trade payables	26 141 604	19 357 458
Property transfer tax	2 639 498	774 394
Employee related payables	95 685	53 211
NAPSA	170 409	162 790
PAYE	474 576	1 930 688
Audit fees	198 973	164 473
Provision for gratuity	1 965 707	1 316 817
Provision for leave	357 268	304 736
	<hr/>	<hr/>
	32 043 720	24 064 567
	<hr/>	<hr/>

15.2 The carrying amount of the payables and accrued expenses approximate their fair values.

16 RELATED PARTY TRANSACTIONS

16.1 The company is controlled by Industrial Development Corporation Limited incorporated in Zambia. There are other companies that are related to Lusaka South Multi Facility Economic Zone Limited through common shareholding.

	2022	2021
	ZMW	ZMW

The following transactions were carried out with related parties:

i) Sale of goods and services

Industrial Development Corporation Limited	2 066 358	2 029 017
--	-----------	-----------

ii) Purchase of goods and services

ZAMTEL	588 132	305 741
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ZESCO	391 359	287 034
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ZISC	1 247 149	-
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Zambia Daily Mail	57 322	57 322
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Industrial Development Corporation Limited	985 156	985 156
--	---------	---------

Infratel	103 458	-
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	3 372 576	1 635 253
--	-----------	-----------

iii) Directors' remuneration

Fees for services as a Director	593 740	265 287
---------------------------------	---------	---------

iv) Key management compensation

Key management includes directors (executive and non-executive) and members of senior management.

The compensation paid or payable to key management for employee services is shown below:

Salaries and other short term employment benefits	7 612 348	4 013 784
---	-----------	-----------

v) Outstanding balances arising from purchase of goods and services payable to related parties:

Industrial Development Corporation Limited	82 096	-
--	--------	---

vi) Outstanding balances arising from sales of goods and services receivable from related parties:

Industrial Development Corporation Limited-Leases	490 820	851 754
---	---------	---------

Industrial Development Corporation Limited-dividends	168 125	-
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	658 945	851 754
--	---------	---------

17 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities

Fair values

The management assessed that cash and short-term deposits, trade receivables, trade payables and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments. The fair value of the financial assets and liabilities is included at the amounts at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair values:

Long-term fixed-rate and variable-rate receivables/borrowings are evaluated by the Company based on parameters such as interest rates, specific country risk factors, individual creditworthiness of the customer and the risk characteristics of the financed project. Based on this evaluation, allowances are taken into account for the expected losses of these receivables. As at 31 December 2022, the carrying amounts of such receivables, net of allowances, were not materially different from their calculated fair values.

Fair value of the quoted notes and bonds is based on price quotations at the reporting date. The fair value of unquoted instruments, loans from banks and other financial liabilities, obligations under finance leases, as well as other non-current financial liabilities is estimated by discounting future cash flows using rates currently available for debt on similar terms, credit risk and remaining maturities.

Risk management

Risk is inherent in the Company's activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Company's continuing viable operations.

Exposure to currency, interest rate, credit, market, operational and liquidity risk arises in the normal course of the Company's business.

(i) Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument defaults on its contractual obligations. The Company is subject to credit risk through its trading and investing activities. The Company's primary exposure to credit risk arises through its investment securities, cash deposits, account receivables and cash equivalents. The Company evaluates counterparties for credit worthiness where credit risk arises and there are no credit ratings readily available. The counterparties for investment securities and cash equivalents are Bank of Zambia (BOZ) and commercial banks licensed by Bank of Zambia.

The Company does not hold any collateral to cover its credit risk associated with accounts receivables in respect of staff loans and advances except that the credit risk is mitigated by ensuring that staff loans and advances do not exceed the terminal benefits payable to employees.

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2022	2021
	ZMW	ZMW
Related party balances	658 945	851 754
Accounts receivables	51 790 277	18 597 043
Cash and cash equivalents	43 235 572	6 185 311
	<hr/>	<hr/>
	95 684 794	25 634 108
	<hr/> <hr/>	<hr/> <hr/>

(ii) Interest rate risk

This is the risk arising from the adverse movement in the value of future interest receipts or commitments resulting from movements in interest rates.

The interest rates for both interest receivable and payable from/to local financial institutions are generally pegged against the Bank of Zambia bank rate. The Company finances its operations through leasing and selling of land.

The Company is exposed to interest rate risk to the extent of the balances of the bank accounts. The Company manages its assets and liabilities within its sensitivity to the interest rate changes.

(iii) Market risk

The principal amounts of all financial assets and financial liabilities are fixed and not subject to market related value adjustment.

(iv) Liquidity and cash flow risk

Liquidity risk arises in the general funding of the Company's operations and in the management of positions. It includes both the risk of being unable to fund financial liabilities when they mature and the risk of being unable to liquidate financial assets at close to their fair value. The Company manages liquidity risk by monitoring adequacy of reserves, monitoring forecasts and actual cash flows and matching the maturity profiles of financial assets and liabilities. A maturity analyses of the Company's instruments as at 31 December 2022 is as follows:

	On demand ZMW	Due within 3 months ZMW	Due between 3 – 12 months ZMW	Due more than 12 months ZMW	Total ZMW
Financial assets as at 31 December 2022					
Accounts receivables	-	-	51 790 277	-	51 790 277
Cash and cash equivalents	43 235 572	-	-	-	43 235 572
Related party balances	-	-	658 945	-	685 945
	<u>43 235 572</u>	<u>-</u>	<u>52 449 222</u>	<u>-</u>	<u>95 684 794</u>
Financial liabilities as 31 December 2022					
Account payables	-	-	32 043 720	-	32 043 720
Tax payable	-	-	5 105 546	-	5 105 546
Related party balances	-	-	82 096	-	82 096
	<u>-</u>	<u>-</u>	<u>37 231 362</u>	<u>-</u>	<u>37 231 362</u>
Liquidity gap	<u>43 235 572</u>	<u>-</u>	<u>15 217 860</u>	<u>-</u>	<u>58 453 435</u>
Financial assets as at 31 December 2021					
Accounts receivables	-	-	18 597 043	-	18 597 043
Cash and cash equivalents	6 185 311	-	-	-	6 185 311
Related party balances	-	-	851 754	-	851 754
	<u>6 185 311</u>	<u>-</u>	<u>19 448 797</u>	<u>-</u>	<u>25 634 108</u>
Financial liabilities as 31 December 2021					
Account payables	-	-	24 064 567	-	24 064 567
Tax payable	-	-	3 334 376	-	3 334 376
	<u>-</u>	<u>-</u>	<u>27 398 943</u>	<u>-</u>	<u>27 398 943</u>
Liquidity gap	<u>6 185 311</u>	<u>-</u>	<u>(7 950 146)</u>	<u>-</u>	<u>(1 764 835)</u>

(v) Currency risk

This is the risk that the Company is exposed to unfavourable exchange rate movements on mismatched spot or forward positions in a foreign currency deal.

The Company incurs foreign currency risk on capital contribution receivables and purchases that are denominated in a currency other than the Zambian Kwacha. The currency giving rise to this risk is principally the United States Dollar.

Currency risk is, however, managed by ensuring, as far as possible, that available foreign currency denominated liquid assets are reserved for payment of foreign currency denominated liabilities.

18 COMMITMENTS

The Company had capital commitments amounting to ZMW 25,215,000 as at 31st December 2022. (2021: Nil)

19 CONTINGENT LIABILITIES

There were no contingent liabilities as at 31 December 2022. (2021:Nil)

20 COMPARATIVE FIGURES

Comparative figures are restated where necessary to afford a reasonable comparison.

21 EVENTS SUBSEQUENT TO THE STATEMENT OF FINANCIAL POSITION DATE

There has not arisen since the end of the financial year any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors, to affect substantially the operations of the Company, the results of those operations or the state of affairs of the Company in subsequent financial years.

DETAILED STATEMENT OF COMPREHENSIVE INCOME

		ZMW	ZMW
	Note		
Turnover	3	70 010 331	25 150 239
Cost of sales		(40 653 331)	(10 702 601)
Gross profit		<u>29 357 000</u>	<u>14 447 638</u>
Other Income:			
GRZ grant		8 000 000	6 412 472
Amortisation of capital grant		3 057 810	1 138 972
Rent		3 000	59 850
Disposal of property, plant and equipment			-
Application from sales		44 407	22 173
Survey income		10 000	17 000
Sale of stones		171 539	98 000
Toll fees		2 084 425	518 723
Penalties		937 776	640 000
PAYE liability written off		-	1 362 949
Other income		987 002	323 500
	4	<u>15 295 959</u>	<u>10 593 639</u>
Total income		<u>44 652 959</u>	<u>25 041 277</u>
Operating expenses			
Administrative expenses		1 009 896	271 204
Advertising and promotions		2 436 881	1 275 522
Amortisation of intangible assets	9	88 255	188 152
Audit fees		165 000	145 000
Bank charges		88 600	42 326
Board expenses		526 378	346 471
Cleaning and sanitation		384 962	169 177
Commemoration and events		765 688	70 140
Consultancy		165 505	159 225
Depreciation	8	1 161 727	687 050
Electricity and water		401 359	287 034
Entertainment		-	33 741
Fuel and lubricants		699 815	564 801
Gifts and donations		18 482	-
Gratuity provision		1 626 170	1 183 566
Land Rates		1 816 969	15 916
Leave days provision		621 873	531 436
(Decrease)/increase in provision for expected credit losses		1 219 551	(360 106)
Insurance and licences		823 098	525 646
Legal fees		180 000	226 679
Management fees		985 156	985 156
Medical expenses		154 213	155 169
NAPSA		402 378	273 236
Office expenses		30 496	26 174
PAYE liability		909 476	-
Penalties		2 050 039	-
Printing and stationery		431 835	253 877
Procurement expenses		96 150	48 200
Repairs and maintenance		1 890 072	756 869
Salaries and wages		13 715 572	9 123 520
Security expenses		1 031 440	1 028 917
Staff training		318 776	117 387
Staff welfare		194 656	43 760
Telephone and internet		705 483	312 479
Workshop and conferences		1 316 108	618 235
Workers' compensation		38 239	35 207
Total expenses		<u>38 470 298</u>	<u>20 141 166</u>
Operating profit		<u>6 182 661</u>	<u>4 900 111</u>
Net financing income	8	1 003 121	79 521
Profit before taxation		<u>7 185 782</u>	<u>4 979 632</u>

TAX COMPUTATION

Tax computation for Lease Fees

	2022 ZMW
Lease fees	16 813 900
Tax charge @ 12.5%	<u>2 101 737</u>
Tax computation for Property Transfer Tax Sale of land	<u>43 874 814</u>
Property transfer @ 5%	<u>2 193 741</u>

	2022 ZMW	2022 ZMW
Profit as per financial statements		7 185 782
Less: Lease Fees		<u>(16 813 900)</u>
Adjusted Loss		<u>(9 628 118)</u>

Add: Amortisation of intangible assets	88 255	
Depreciation	1 161 727	
Donations	14 786	
Staff welfare	155 725	
20% allocation of expenses to leases	7 694 060	
Provision for expected credit losses	1 219 551	
	<u>10 334 104</u>	

		<u>705 986</u>
Less: Capital allowances	1 427 135	
Amortisation of Capital Grant	3 057 810	
	<u>(4 484 945)</u>	

Computed tax losses		<u>(3 778 959)</u>
Add: Computed tax losses brought forward		<u>(10 173 480)</u>
Accumulated tax losses		<u>(13 952 439)</u>

	Year of Purchase	Rate	Cost ZMW	ITV at 31/12/2021 ZMW	Wear and tear ZMW	ITV at 31/12/22 ZMW
Buildings	2013	2%	9 446 376	7 916 135	188 927	7 727 208
Buildings	2022	2%	785 951	-	15 719	770 232
Office equipment	2019	25%	239 504	59 876	59 876	-
Office equipment	2020	25%	384 021	192 010	96 005	96 005
Office equipment	2021	25%	420 501	315 376	105 125	210 251
Office equipment	2022	25%	844 377	-	211 094	633 283
Non-commercial vehicles	2019	20%	225 884	90 354	45 177	45 177
Non-commercial vehicles	2021	20%	1 077 528	862 022	215 506	646 516
Non-commercial vehicles	2022	20%	1 538 100	-	307 620	1 230 480
Furniture and fittings	2019	25%	16 451	4 113	4 113	-
Furniture and fittings	2020	25%	330 546	165 274	82 637	82 637
Furniture and fittings	2021	25%	176 618	132 463	44 154	88 309
Furniture and fittings	2022	25%	204 727	-	51 182	153 545
			<u>15 690 584</u>	<u>9 737 623</u>	<u>1 427 135</u>	<u>11 683 643</u>
			<u><u>15 690 584</u></u>	<u><u>9 737 623</u></u>	<u><u>1 427 135</u></u>	<u><u>11 683 643</u></u>



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NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 3rd Annual General Meeting (AGM) of the members of the Lusaka South Multi Facility Economic Zone Limited will be held on Friday, the 31st of March 2023 commencing at 10:00 hours in the Board Room at the LSMEZ Offices to transact the following business:

1. Call to order, tabling of proxies and announcement regarding quorum.

2. Adoption of Minutes

To consider, confirm, adopt and sign the minutes of the 2nd Annual General Meeting held on 25th March 2022.

3. Presentation by the Managing Director

To receive a report from the Managing Director on 2022 Financial year performance and future outlook.

4. Resolutions:

4.1. Resolution 1

Adoption of the Director's Report and Financial Statements

To receive, adopt and approve the Company's Audited Financial Statements for the year ended 31st December 2022, together with the Report of the Chairperson, Directors and Auditors.

4.2. Resolution 2

Dividend

To consider the recommendation of the Board of Directors that a dividend be paid for the year ended 31st December 2022.

4.3. Resolution 3

Appointment of Auditors

Pursuant to section 257 of the Companies Act: To appoint Messers AGM Global Chartered

Accountants as the independent auditors of the company and authorise the directors to determine the auditor's fees.

5. To transact such other business as may properly be transacted at an Annual General Meeting.

A shareholder entitled to attend and vote at the meeting may appoint a proxy to attend and participate in the proceedings of the Meeting. The appointed proxy may also vote on behalf of that shareholder. The proxy need not be a shareholder. To appoint a proxy, a shareholder must fill in and sign a proxy form accordingly.

Proxy forms are available from the Company Secretary and must be lodged at the front desk/reception of the LSMFEZ Offices Chifwema Road, Lusaka.

By order of the Board



I.N. Gondwe
Company Secretary

**MINUTES OF THE 2ND ANNUAL GENERAL MEETING OF MEMBERS HELD ON
25TH MARCH 2022 IN THE MAIN BOARDROOM AT THE LSMFEZ OFFICES STARTING
AT 10:00HRS**

1. PRESENT

MEMBERS/PROXIES

Mr. Samson Longwe - Proxy for the Industrial Development Corporation (IDC)

Mr. Bwalya Lukonde- Proxy for the Industrial Development Corporation (IDC)

Ms. Nakapoko Nalugwe- Proxy for the Secretary to the Treasury

Ms. Sandra Munalula - Proxy for the Secretary to the Treasury

DIRECTORATE

Mr. Gomeli H. Litana -Chairperson

Mr. Kennedy Mwila - Managing Director

Mrs. Lydia M. Sibanda - Non-Executive Director Mrs. Roseta M. Chabala -

Non -Executive Director Mr. Peter M. Kang'ombe - Non-Executive Director

IN ATTENDANCE

Mr. Radderford Mandaza- AMG Global Chartered Accountants

Mr. M. Mwenda - Head Commercial & Marketing

Mr. F. Mukuka - Head Finance & Administration

SECRETARY:

Mrs. Inonge N. Gondwe

2 CALL TO ORDER / QUORUM

A quorum having been met, the meeting was called to order at 10:03 hours.

3 APOLOGIES FOR ABSENCE

No apologies for absence were recorded.

4 AGENDA

The notice and agenda were adopted as presented.

5 PRESENTATION BY THE MANAGING DIRECTOR

The Managing Director, Mr Kennedy Mwila made a presentation on the 2021 performance of the Company.

The meeting deliberated on the Managing Director's presentation.

**MINUTES OF THE 2ND ANNUAL GENERAL MEETING OF MEMBERS HELD ON
25TH MARCH 2022 IN THE MAIN BOARDROOM AT THE LSMFEZ OFFICES STARTING
AT 10:00HRS**

**6 ADOPTION OF THE DIRECTOR'S REPORT AND
FINANCIAL STATEMENTS**

The Directors' Report and Annual Financial Statements for the year ended 31 December 2021 were presented. It was resolved that the Directors' Report and Financial Statements for the year ended 31 December 2021 be approved and adopted and that all matters undertaken and discharged by the Directors on behalf of the Company be confirmed.

7 DECLARATION OF DIVIDEND

It was resolved that the recommendation of the Board of Directors regarding the payment of a dividend of ZMW1,200,887.80 for the year ended 31st December 2021 be and was hereby approved.

8 APPOINTMENT OF AUDITORS

It was resolved that Messrs AMG Global Chartered Accountants, be re-appointed as auditors of the Company until the conclusion of the next Annual General Meeting and that the Board of Directors be authorised to agree their fees.

9 ANY OTHER BUSINESS

Mr. Samson Longwe on behalf of the shareholders noted that only one board meeting was fully attended by all members of the Board in 2021 and stated that it was the expectation of the shareholders to see full attendance at all board meetings.

Mr. Longwe noted that the Company was moving in the right direction as evidenced by the 2021 record breaking performance and encouraged the Board and Management to continue on the same positive trajectory.

There being no further business to transact, the Chairperson thanked the Shareholders for their participation, the Board of Directors and Management for their attendance and the Secretary for organizing the meeting.

The meeting closed at 10:53 hours.

CHAIRPERSON

SECRETARY

Dated this _____ day of _____ 2023

FORM OF PROXY

I/WE _____

(Name/s in block letters)

of _____

being a member of Lusaka South Multi Facility Economic Zone Limited and entitled to vote; hereby

appoint _____

of _____

or, in his absence _____

of _____

as my proxy to vote for me/us on my/our behalf at the 3rd Annual General Meeting (AGM) of the Company to be held on Friday, the 31st March 2023 at 10:00 hours at the Lusaka South Multi Facility Economic Zone Limited Offices and at any adjournment of that meeting.

Signed by me/us this _____ day of _____ 2023

Signature of Member _____

NOTES:

1. A member entitled to attend and vote at the meeting is entitled to appoint one or more proxies to attend, speak and vote in his/her stead. A proxy need not be a member of the Company.
2. The authority of a person signing a proxy in a representative capacity must be attached to the proxy unless the Company has already recorded that authority.
3. In order to be effective, proxy forms must reach the registered office of the Company 48 hours before the appointed time of the meeting.

Lusaka South MFEZ donates paint and assorted items to shantumbu primary school



As part of the institution’s corporate social responsibility, the Lusaka South MFEZ Limited donated paint and assorted items costing K13,482 for ongoing works on a new classroom block recently constructed at Shantumbu Primary School.



LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

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**LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED**

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ANNUAL REPORT

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LUSAKA SOUTH
MULTI-FACILITY
ECONOMIC ZONE
LIMITED

CONTACT US



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