



COPEINCA

2011

Director's Report



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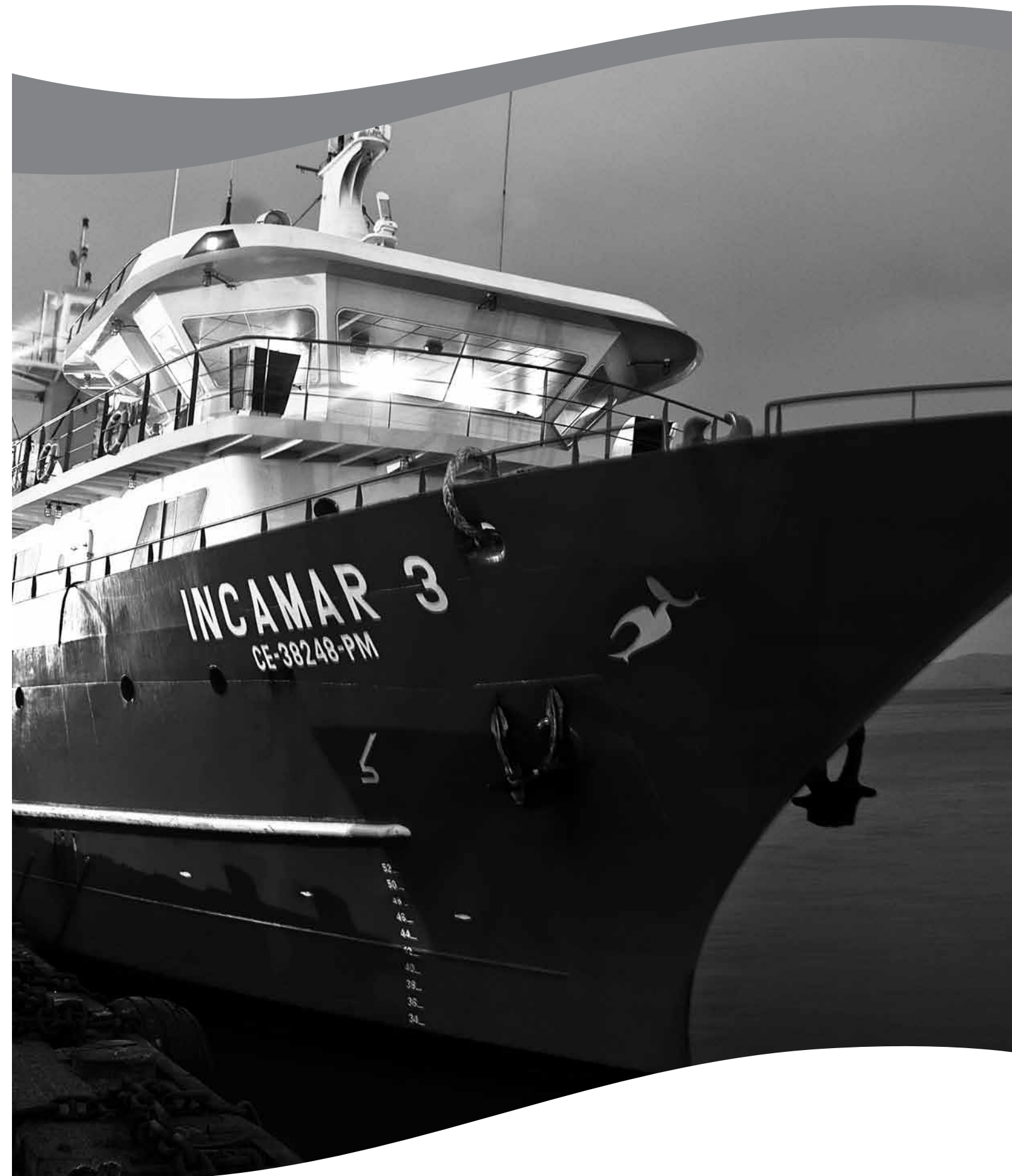
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COPEINCA ASA

Board of Directors Report





SUMMARY OF THE YEAR

2011 meant a lot of achievements for the Company, as well as some important changes.

The Company's former COO and Deputy CEO Pablo Trapunsky, was appointed CEO in June 2011 whereas former CEO Samuel Dyer Coriat was appointed Chairman of the Board. Another important change in the structure of the Company was the creation of the Controlling area led by Mr. Carlos Cipra.

The CAPEX plan commenced in 2010 was completed in 2011 and for the first time the Company produced only Steam Dried fishmeal. As a consequence of these plant upgrade investments as well as investments on the fleet side, 70% of the Company's fishmeal production in 2011 was Super Prime and Prime grades, which in turn led to an average price on the Top 3 list of prices obtained in the Peruvian sector.

At the end of the year, the Company obtained an EBITDA of USD 100 million, slightly below of what was expected. This was mainly due to a drop in prices for Q3 and Q4, resulting in revenues of USD 254 million for roughly 184,000 MT of sold products.

The year started with unusual low inventories, due to the abrupt interruption of the second fishing season in 2010. This made prices very volatile, and we faced figures as high as USD 2,000 FOB per MT for super prime grades on Q2 and Q3, and as low as USD 1,150 FOB per MT for the same grades on Q4. The price fluctuations of almost 40% were the result of speculation on the demand side due to the uncertainty on the biomass situation, and projections of a new Government elected in Peru in July 2011.

This year's fishing seasons were more "typical", especially the second season which started in November. The fishing zones were closer to our plants, good shoals of fish, and no presence of juveniles. After the two IMARPE cruises, the authorities decided to allow a larger catch than expected: 3,675,000 MT for the first season and 2,500,000 MT for the second, resulting in a year of more than 6,000,000 MT, without counting the south of the country quota (10% increase).

The above mentioned factors resulted in increased stocks, compared to the previous year where the stock levels were low due to the natural events.

The 3 new vessels, Incamar I, II and III were operative from May and have performed well with great speed (up to 15 knots), stability, 700 MT of refrigerated fish at 1°C, and fuel consumption below 4 gallons per MT.

In 2009 and 2011, two plants were shut down. However, the capacity of the remaining plants was increased. We now

hold the largest plant in Peru in terms of installed capacity (Chimbote with 250 MT/h).

As part of our operative model we applied the concept of processing the fish as soon as possible in the most efficient way, resulting in fresher input and higher quality output. This strategy requires massive use of RSW on board (refrigeration system), and this method is now used for 75% of our raw material. The remaining 25% of our raw material has a rigorous quality control carefully performed.

In addition to the above mentioned facts all the processing plants of the Company have the same process type. As such, the characteristics and quality of the fishmeal are the same, regardless of which plants the fish meal has been processed in. This is an important achievement.

During 2011, we also started to catch both mackerel and jack mackerel, ending the year with almost 10,000 MT caught and sales of USD 4.6 million. This catch was sold in port to the fresh and canning markets. The company is evaluating how to maximize this catch in the future and increase its value.

OPERATIONS

The operations of COPEINCA ASA are carried out by its subsidiary Corporación Pesquera Inca S.A.C. (the COPEINCA group of companies hereinafter referred to as COPEINCA, the Company or the Group).

COPEINCA focuses on producing fishmeal and fish oil and covers the entire fishmeal and fish oil value chain from harvesting to distribution. The Company operates fishing vessels catching anchovy off the coast of Peru, and are able (some of them) to catch Human Consumption species in the off season.

The anchovy catches, along with the volume acquired from third parties and administrated fleet, are then processed into fishmeal and fish oil in the plants owned by COPEINCA. Over 99% of the Company's finished products are exported throughout the world.

COPEINCA is currently the second largest fishing company in Peru, holding 10.7% of the total allowable catch quota and having 13.7% of market share (22% of total processed fish comes from third parties).

The operating fleet is now comprised of 30 vessels, and 20 of them have refrigeration systems (RSW) representing approximately 70% of the installed capacity.

The Company now operates 4 plants in the centre-north area and 1 in the south. The capacity of these plants has been increased up to 840 MT/h in total, and all of them produce only Steam Dried fishmeal.



COPEINCA ASA AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF INCOME

	Note	For the year ended 31 December	
		2011 US\$000	2010 US\$000
Sales	19	254,478	233,042
Cost of goods sold	20	(143,085)	(151,037)
Gross profit		111,393	82,005
Selling expenses	21	(12,596)	(9,971)
Administrative expenses	22	(13,780)	(12,311)
Other income	23	9,138	12,017
Other expenses	23	(19,896)	(73,280)
Operating profit (loss)		74,259	(1,540)
Finance income	26	608	502
Finance costs	26	(21,007)	(23,457)
Exchange difference, net	3	10,375	7,370
Profit (loss) before income tax		64,235	(17,125)
Income tax expense	29	(16,466)	10,632
Profit (loss) for the year		47,769	(6,493)
Attributable to:			
Equity holders of the company		47,769	(6,493)
Earnings (losses) per share attributable to the equity holders of the company during the year (US\$ per share):			
Basic earnings per share	30	0.8187	(0.1110)
Diluted earnings per share	30	0.8097	(0.1110)

The notes on pages from 11 - 61 are an integral part of these consolidated financial statements.

COPEINCA ASA AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Note	For the year ended 31 December	
		2011 US\$000	2010 US\$000
Profit (loss) for the year		47,769	(6,493)
Currency translation adjustment with no tax effect	15	11,511	9,285
Total comprehensive income for the year		59,280	2,792
Attributable to:			
Equity holders of the company		59,280	2,792

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COPEINCA ASA AND SUBSIDIARIES

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2011 AND 31 DECEMBER 2010**

	Note	Share capital US\$000	Share premium US\$000	Cumulative translation adjustment US\$000	Retained earnings US\$000	Non- controlling interest US\$000	Total equity US\$000
Balances as of 1 January 2010							
Cumulative translation adjustment	15	55,717	304,990	(19,727)	37,345	91	378,416
Dividends distribution related to 2009 profits	15	-	-	9,285	-	-	9,285
Transactions with non-controlling interest		-	-	-	(50,000)	-	(50,000)
Value of employee services	14	-	-	-	-	(91)	(91)
Loss for the year		-	-	-	620	-	620
Appropriation of share premium to cover accumulated losses		-	-	-	(6,493)	-	(6,493)
Balances as of 31 December 2010	15 14-15	- 55,717	(18,528) 286,462	- (10,442)	18,528 -	-	- 331,737
Balances as of 1 January 2011							
Cumulative translation adjustment	15	55,717	286,462	(10,442)	-	-	331,737
Value of employee services payable		-	-	11,511	-	-	11,511
Reclassification to liabilities		-	-	-	217	-	217
Share buy-back program	14	-	(814)	-	(1,649)	-	(1,649)
Profit for the year		-	-	-	-	-	(942)
Balances as of 31 December 2011	14-15	- 55,589	- 285,648	- 1,069	47,769 46,337	-	47,769 388,643

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COPEINCA ASA AND SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	For the year ended 31 December	
		2011 US\$000	2010 US\$000
Cash from operations	27	25,942	81,851
Interest paid		(14,022)	(16,760)
Income tax paid		(2,251)	(7,711)
Net cash generated from operating activities		9,669	57,380
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(36,353)	(60,483)
Proceeds from sale of PPE	27	3,677	4,991
Purchase of intangible assets	7	(347)	(2,544)
Net cash used in investing activities		(33,023)	(58,036)
Cash flows from financing activities			

