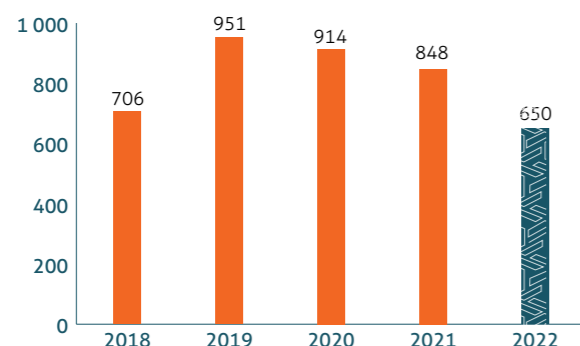


Borrowings and Gearing

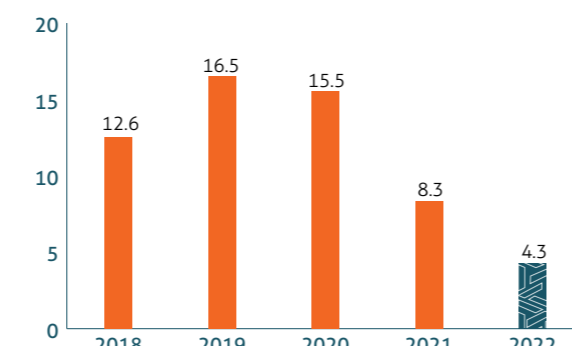
No new long-term bank loans were contracted at Group or Company level during the year as all capital expenditure was financed from operating cash flows. Group borrowings reduced by MUR **120.2** million from MUR **530.6** million to MUR **410.3** million, with Group gearing decreasing from **8.3%** to **4.3%**. The low gearing gives space for the Group for new investment opportunities in line with our strategy of diversifying our geographical reach.

In total **34.1%** of Group gross interest-bearing debt at financial year-end was denominated in Mauritian Rupees and **65.9%** in Euros.

Borrowings – MUR.M



Gearing (%)



Earnings and EBITDA

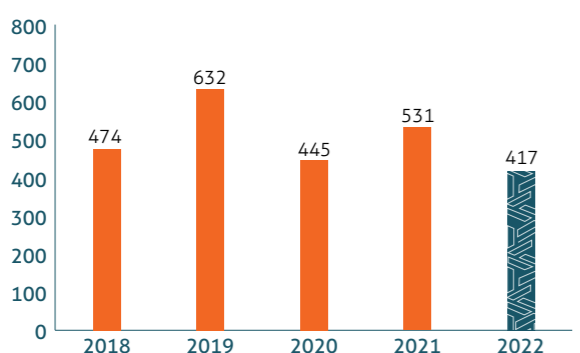
Group net profit for the year decreased by **21.5%** to MUR **416.8** million with our activities in Réunion Island contributing MUR **120.3** million (2021: MUR 75.5 million). The fall in Group profit is mainly attributable to the preliminary expenses incurred for the aborted acquisition of a UK-based company and the impact of the depreciation of the Euro on Phoenix Beverages Overseas Ltd.

Group EBITDA remained in line with last year at MUR **1 071** million (2021: **1 079** million) and EBITDA at Company level increased 16.7% from MUR **783.6** million to MUR **914.4** million.

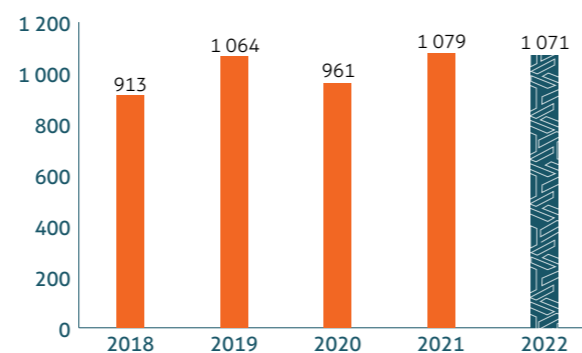
From 2018 to 2022, Group EBITDA increased at a compounded annual growth rate of **4.1%**.

During the year under review, **23.9%** of Group operating profit was derived from our foreign operations.

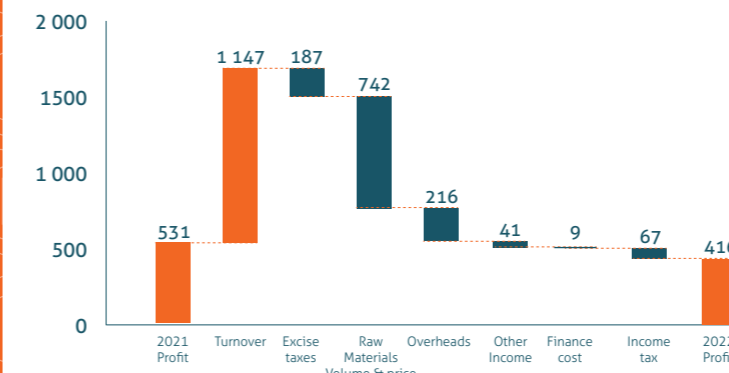
Profit – MUR.M



EBITDA – MUR.M



Net Profit reconciliation – MUR.M

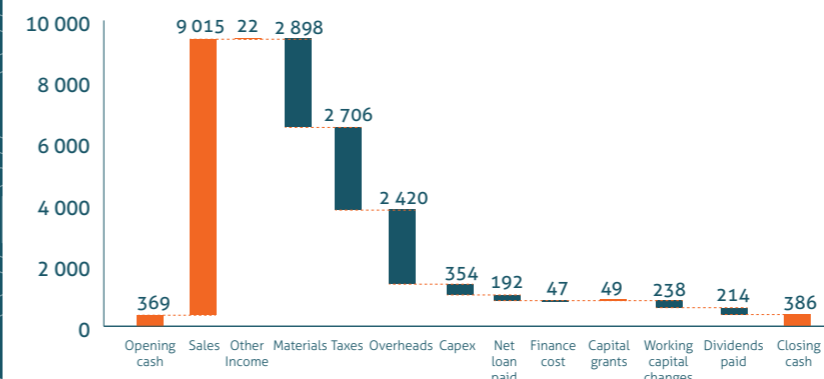


Group net profit

Group net profit was impacted by:

- Preliminary expenses incurred for the aborted acquisition of a beverage company in UK
- Reduced contribution from our subsidiary Phoenix Beverages Overseas Ltd, as a result of exchange rate fluctuations
- Increase cost of raw materials and logistics.

Cash Flow Highlights – MUR.M



Cash flow and cash equivalents

Cash flow from operations at Company level decreased to MUR 738.9 million from MUR **868.8** million in 2021. Cash flow from operations at Group level was MUR **846.0** million (2021: MUR **1 054.3** million). Cash and cash equivalents have increased to MUR **386** million (2021: MUR 369 million).

Capital expenditure and depreciation

The Group invested MUR **351** million in capital expenditure during 2022, which mainly relates to:

- installation costs for the launching of our new Manawa craft beer;
- acquisition of bottles and crates;
- improvements in computer hardware and software.

The substantial capital expenditure in the past five years demonstrates the Group's commitment to further developing its production capabilities in line with our product and regional expansions strategy.

Capital expenditure and depreciation – MUR.M

