



# ANALYSTS PRESENTATION

September 2023

[mutandis.com](https://mutandis.com)



# SIGNIFICANTLY HIGHER EBITDA AND NET INCOME (UP +20% AND UP +28%)

- After an initial phase of lower margins due to worldwide higher raw material prices, Mutandis margins are now improving ;
- Prices and volumes allowed for a satisfactory growth in H1 revenues (+8% vs H1 2022), with preserved market shares;
- EBITDA is up +20% thanks to higher margins and fixed costs control;
- Recurring Net Income growing faster than EBITDA (+21% vs S1 2022) despite higher amortization and financial costs;
- Overall Net Income (including one time events) also growing by +28%.

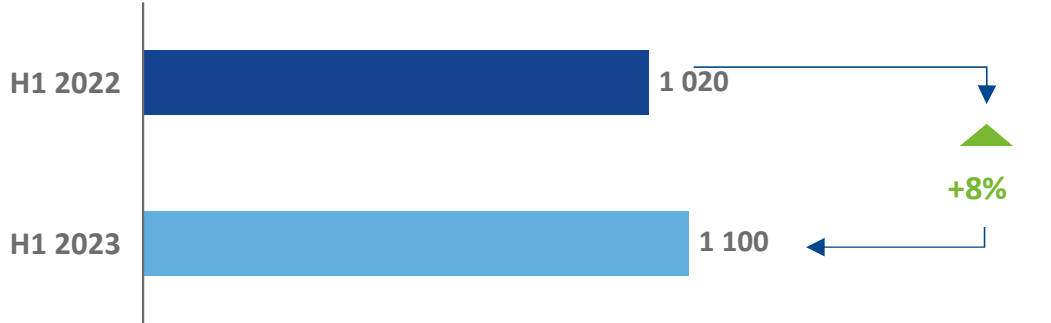


# FINANCIAL INDICATORS

## Revenues focus

### Consolidated revenues

In MAD million



Consolidated revenues up +8% at MAD 1 100 million.

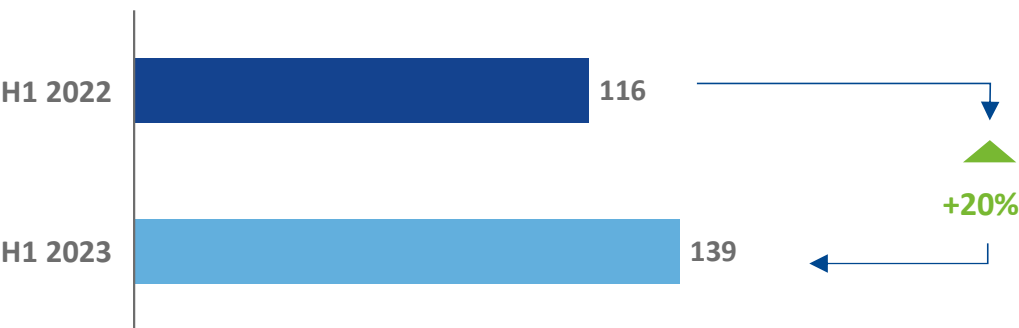
→ Satisfactory growth for revenues in H1 2023, with preserved market shares, despite price hikes.

# FINANCIAL INDICATORS

## EBITDA focus

### Consolidated EBITDA

In MAD million

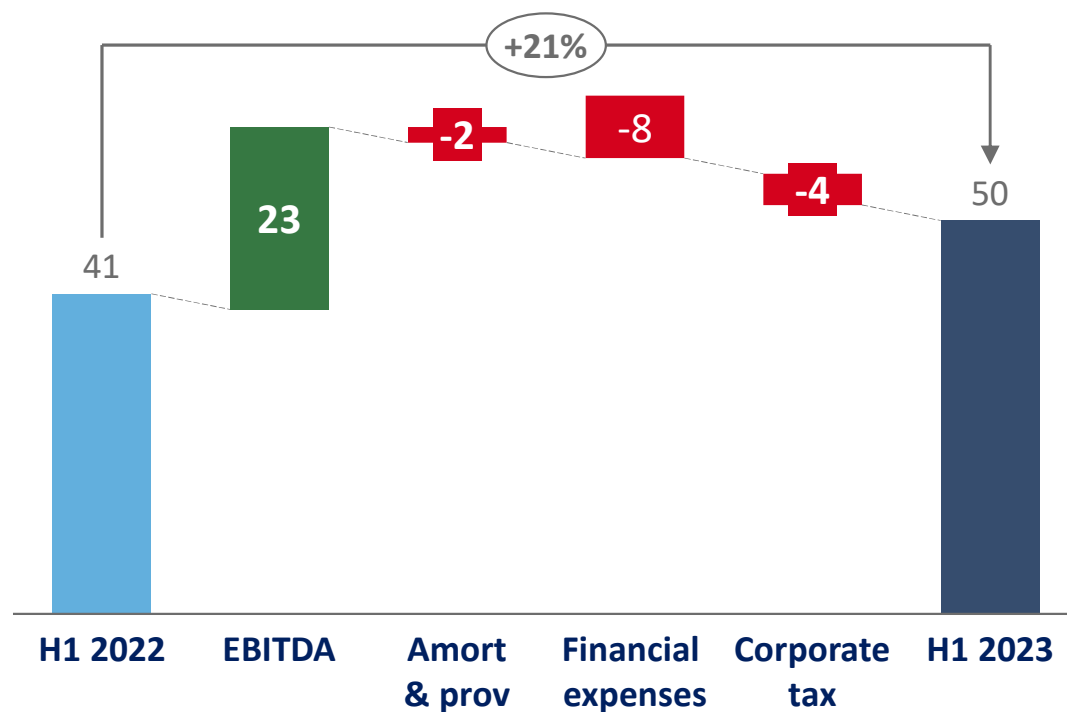


Consolidated EBITDA in H1 2023 is MAD 139 million, up +20% compared to H1 2022 thanks to:

- Higher margins due to stable raw material prices ;
- Full impact of the 2022 gradual price increases on margins
- Good fixed costs control despite the inflationary context.

# FINANCIAL INDICATORS

## Recurring Net Income



Recurring Net Income in H1 2023 at MAD 50 million, up +21% due to :

- Higher EBITDA ;
- Higher Amortization and financial expenses ;
- Total Net Income (including non recurring one time events) up +28%.

# FINANCIAL INDICATORS

## Bridge from Recurring Net Income to Net Income

H1 2023 Net Income is up +28% at MAD 47 million vs H1 2022, non recurring items are below detailed :

*In MAD million*

<b>Recurring Net Income</b>	<b>50</b>
Penalties	-2
Ifric 23	-1
<b>Net Income</b>	<b>47</b>

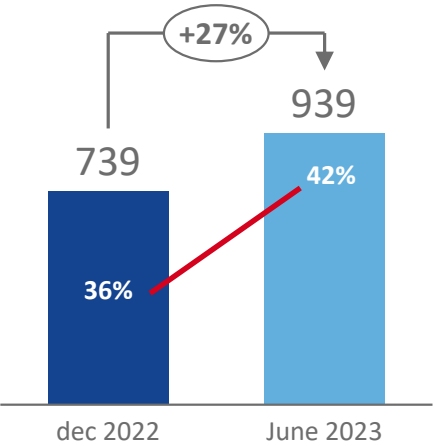


# FINANCIAL INDICATORS

## Balance Sheet indicators

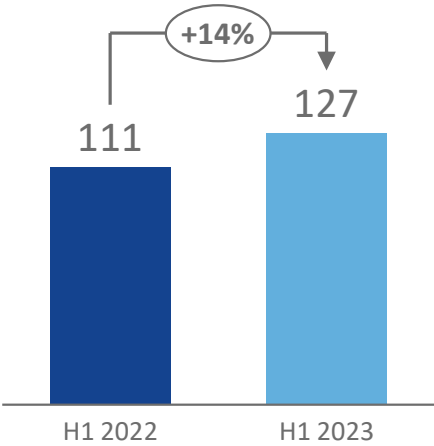
### Bank Net Debt

In MAD million



### CAPEX

In MAD million



## 2023 LAUNCHES PROGRESS

### Fruit juices



In February, nationwide launch of a fruit-based drink in Morocco :

- Soda price point (market of MAD 4 billion);
- Natural claim ;

Objectives :

- ✓ Massify drinks category ;
- ✓ Create synergies with bottled water through distribution specialization.



## 2023 LAUNCHES PROGRESS

### Marine skinless boneless sardines



Since August, nationwide launch of skinless boneless filets of sardines, in 2 flavors :

- Tomato and Vegetable oil ;
- Olive oil in modern trade.

Objectives :

- ✓ Enter the local market with a seafood brand.

## 2023 LAUNCHES PROGRESS

### Fishpaste



The launch was postponed due to :

- Insufficiently conclusive consumer tests ;
- Too many launches in 2023 for our sales force.

## 2023 LAUNCHES PROGRESS

### Personal care



In Q4, launch of a personal care product range in all Channels :

- Range of shampoos;
- Soaps and shower gels (in 2024).

Objectives :

- ✓ Entry to an important growth driver (market of MAD 4 billion) ;
- ✓ Duplicate our successful homecare strategy (gradual market share gain with good quality at lower price).

## 2023 LAUNCHES PROGRESS

### Season



Sardines



Mackerel



Anchovies



Kippers



Launch in 2023 :

- Several new products and offers at Walmart, Wholefood, BJ club to expand our network ;
- Introduction of plain sardines at Costco, in addition to skinless boneless sardines.

Objectives :

- ✓ Season is the skinless boneless leader → Help the category grow
- ✓ Complete the seafood offering
- ✓ Eventually stretch the brand out of seafood



## 2023 LAUNCHES PROGRESS

### Factories



Structural works – 100%

Works completion and ancillary equipments – 100%

Last machines – delivery in progress

- Start of personal care factory: **July 2023.**
- Start of detergents factory : **August 2023**
- Start of juices factory : **October 2023**

## ACQUISITION OF « LES EAUX MINÉRALES D'IFRANE »



- Acquisition closing on July 10, 2023 ;
- Price of acquisition MAD 380 million, fully financed through debt ;
- The acquired business achieved in FY 2022 :
  - ✓ Annual revenues at MAD 240 million ;
  - ✓ Recurring Net Income at about MAD 25 million
- Objectives :
  - ✓ Build a drinks business (beside juices) with revenues of MAD 350 million + ;
  - ✓ Benefit from strong operational synergies between different drink categories.



## 2023 GUIDANCE

- At this stage, we are in line with previously published 2023 guidance (as to EBITDA and Recurring Net Income, both up +12% to +18%).

## MUTANDIS IS ENTERING A NEW PHASE

After 4 years of strong investments to prepare new growth drivers :

- 2 acquisitions in 2 years, Season in 2021 and Ain Ifrane in 2023 ;
- Greenfield investments of MAD 350 million between 2021 and 2024, including 4 new factories for new products.

Mutandis group is gradually entering a new phase :

- Objective n#1: Progressive return to normative CAPEX of MAD 70-80 million ;
- Objective n#2: Focus on Net Income growth.

→ Consequence n#1: return to positive free cash-flow (operating cash-flow –capex) positif.

→ Consequence n#2: gradual deleveraging and higher dividends.

## LONG TERM PERSPECTIVE

Mutandis Consolidated results

<i>In MAD million</i>	2017	2018	2019	2020
Revenues	1.269	1.368	1.462	1.396
EBITDA	165	204	228	225
Recurring Net Income	55	77	93	80

<i>In MAD million</i>	2021	2022	2023 MidPoint	TCAM 17/23
Revenues	1.685	2.329	2.737	14%
EBITDA	224	269	309	11%
Recurring Net Income	77	105	121	14%

## CORPORATE CALENDAR

09  
Nov.

- Q3 2023 Financial results publication
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