



# ANALYSTS PRESENTATION

February 2024

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



# HIGHLIGHTS

- Finalization of a 5-year investment program of MAD 1 500 million by :
  - Completion of the 3 new factories construction program in Berrechid (MAD 283 million) and collection of the investment subsidy of MAD 21 million ;
  - Acquisition of Ain Ifrane (bottled spring water) in July 10 2023 for MAD 372 million, partially consolidated in 2023.
- Sale of our PET bottles business to Dislog group, for an amount of MAD 330 million.

## STRONG GROWTH FOR EBITDA AT +24% AND RECURRING NET INCOME AT +18%

- Stable raw material prices combined with the full year impact of price increases, enabled to a return to 2019 normative margins ;
- Lower volumes for many categories : Consumers reduced their purchases following 2022 prices increases ;
- Satisfactory year for the Season brand in the USA, with good growth outside of Costco.





# 2024 STRATEGIC PRIORITIES

Favorable perspectives for Mutandis in 2024, with 3 key challenges :

- Integration of Ain Ifrane in the group's sales and logistics system ;
- Successful launch of the new personal care brand, Vitaïa ;
- Creation of a new drink business unit with a dedicated distribution.



## CONSOLIDATED INCOME STATEMENT

<i>In MAD million</i>	2022	2023	%var 22/23
<b>Revenues</b>	<b>2.329</b>	<b>2.442</b>	<b>5%</b>
<b>EBITDA</b>	<b>269</b>	<b>335</b>	<b>24%</b>
<b>Amortization</b>	<b>-90</b>	<b>-102</b>	<b>14%</b>
Allowances	-1	-3	
Other products and operating expenses	-3	-2	-25%
<b>Financial Income</b>	<b>-30</b>	<b>-60</b>	<b>100%</b>
<b>Income taxes</b>	<b>-40</b>	<b>-43</b>	<b>8%</b>
<b>Recurring Net Income (1)</b>	<b>105</b>	<b>125</b>	<b>18%</b>

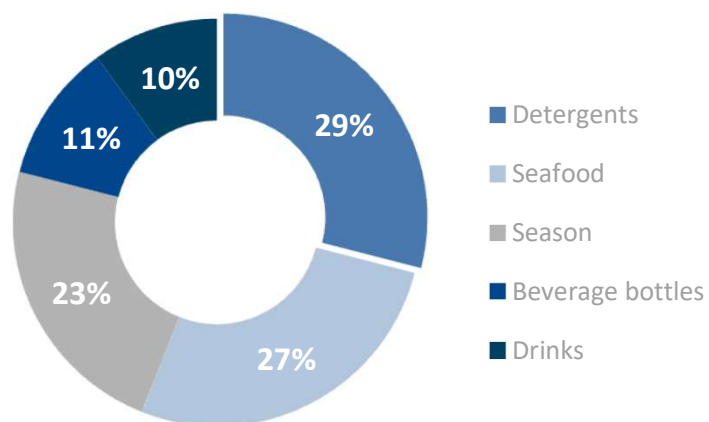
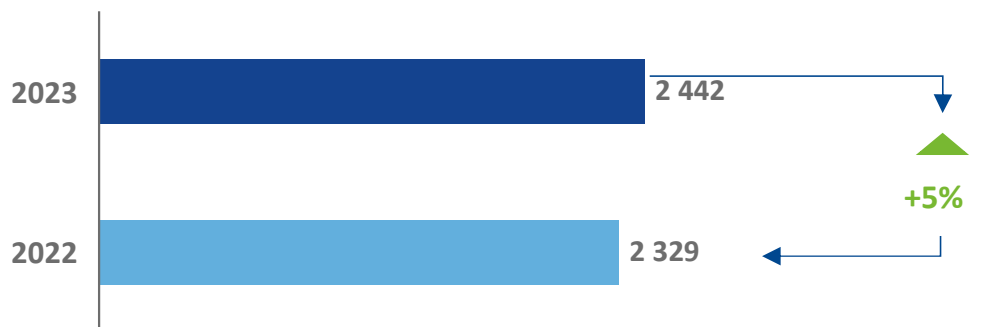
(1) Net income excluding non recurring items

# 2023 FINANCIAL INDICATORS

## Revenues focus

### Consolidated revenues

In MAD million



Higher consolidated revenues, up +5% at MAD 2 442 million, pulled by :

- Lower volumes for almost all categories, due to prices increase started in 2022 ;

Compensated by :

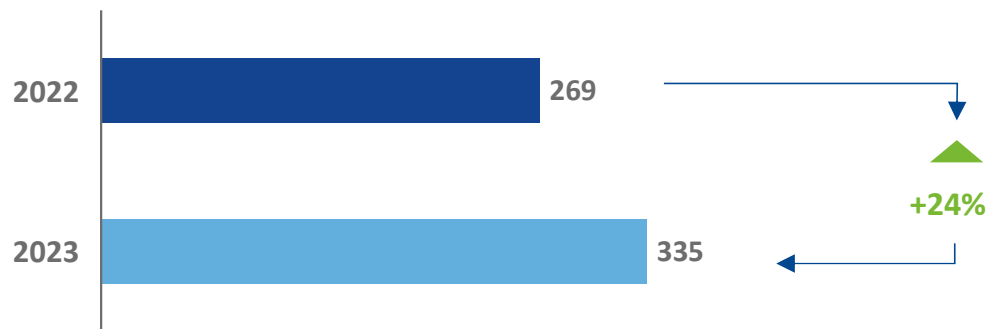
- Full year impact of price increases for almost all categories ;
- Bottled water business partial consolidation.

# 2023 FINANCIAL INDICATORS

## EBITDA focus

### Consolidated EBITDA

In MAD million

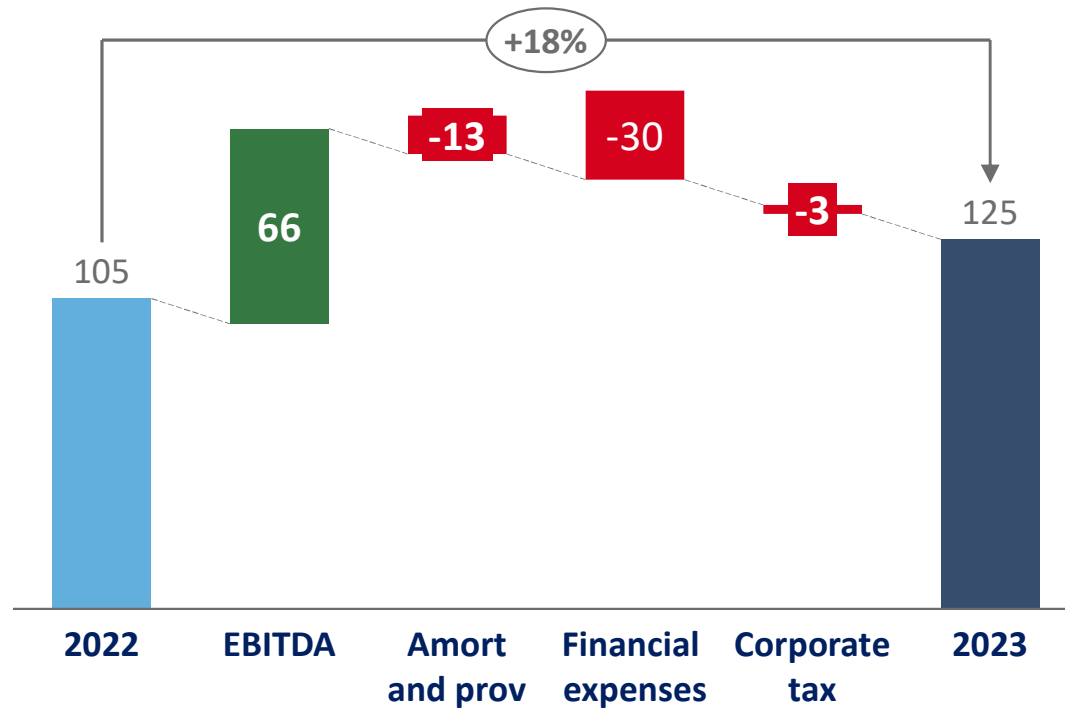


Strong growth for 2023 consolidated EBITDA at MAD 335 million, up +24% compared to 2022 thanks to :

- Higher margins due to stable raw material prices ;
- Feeling in 2023 the full impact of 2022 gradual price increases on margins ;
- Good fixed costs control despite the inflationary context.

## 2023 FINANCIAL INDICATORS

### Recurring Net Income



2023 Recurring Net Income at MAD 125 million, up +18% due to :

- Higher EBITDA ;
- But higher amortization and financial expenses ;
- Higher Total Net Income (including one time events), up +13%.



## 2023 FINANCIAL INDICATORS

### Bridge from Recurring Net Income to Net Income

2023 Net Income is MAD 113 million, up +13% vs 2022, non recurring items are below detailed :

*In MAD million*

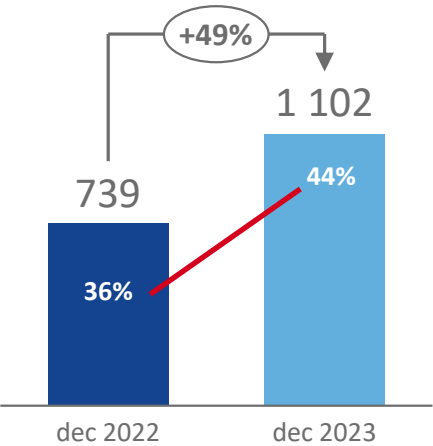
<b>Recurring Net Income</b>	<b>125</b>
Donations to seism fund	-3
Fines and penalties	-4
Inventory loss	-2
Cyber Fraud	-2
Ifric 23	-1
<b>Net Income</b>	<b>113</b>

# 2023 FINANCIAL INDICATORS

## Balance sheet indicators

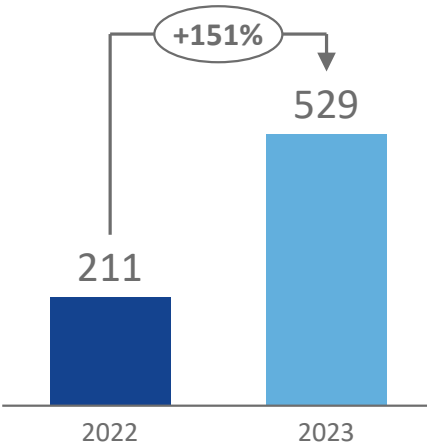
### Bank Net Debt

In MAD million



### CAPEX

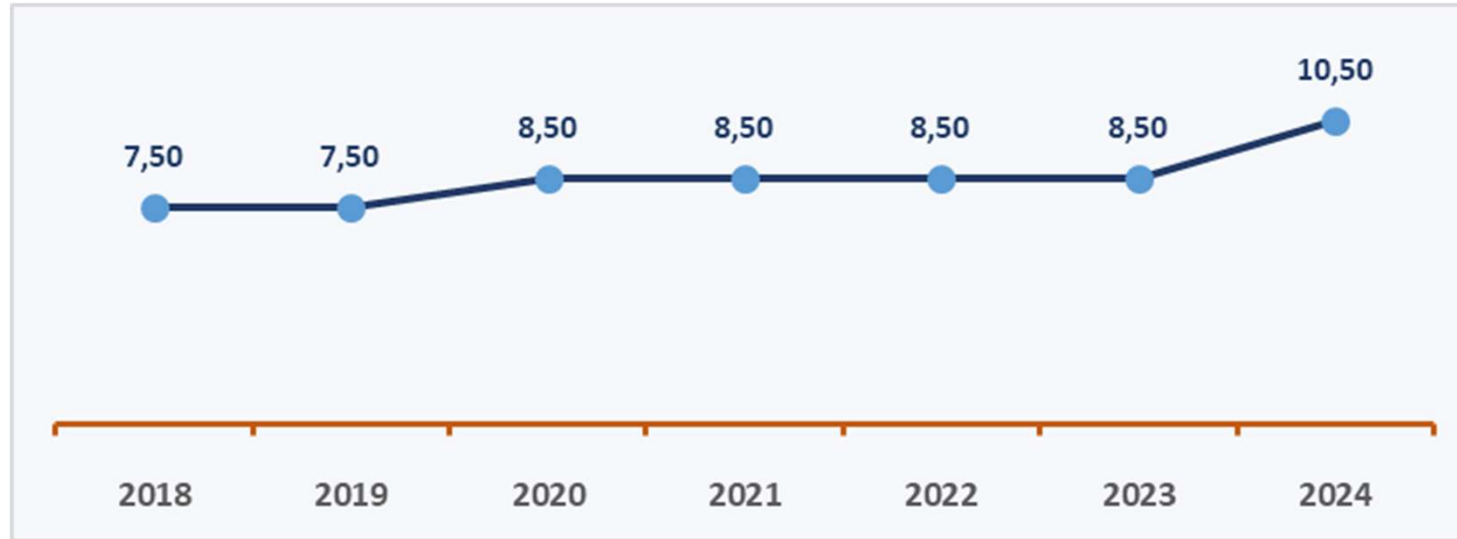
In MAD million



## 2024 : CMB (PET BOTTLES) SALE IMPACT

- Instant group's debt reduction following CMB sale, enabled to return to a comfortable debt level (~MAD763 million, i.e. 2.3 x 2024 EBITDA) ;
- Will allow us to allocate almost total future operating cashflows to Capex and dividends ;
- End of the investment phase and return to normative capex of MAD 70 million starting 2025 (+ potential swap of one fishing boat) ;

## 2024 : MANAGEMENT PROPOSAL TO THE GENERAL MEETING



- Increase the dividend by +23% at MAD 10.5/ share, i.e. MAD 97 million ;
- Current stock price ~ MAD 270 => dividend yield at ~3.9%.

## 2023 CASHFLOW STATEMENT

<i>In MAD million</i>	2022	2023
Cashflow from operations	-13	250
CAPEX	-218	-529
<b>FREE CASH FLOW</b>	<b>-231</b>	<b>-279</b>
Dividends paid to shareholders	-79	-79
Capital increase/decrease	293	0
<b>Financing cashflow</b>	<b>214</b>	<b>-79</b>
Currency translation impact	-6	-5
<b>Bank Net Debt change</b>	<b>24</b>	<b>363</b>



# DIVIDEND SUSTAINABILITY

- Target cashflow statement from 2025 :

<i>In MAD million</i>	<b>TFT CIBLE</b>
Cash earnings	250
WCR change	-30
<b>Cashflow from operations</b>	<b>220</b>
<b>CAPEX</b>	<b>-70</b>
<b>Dividends ~ MAD 11/share</b>	<b>-100</b>
Bank Net Debt change	- 50

# 2024 INITIATIVES : STATUS



Frut : Launch of new flavors/formats ;



Ain Ifrane : New drilling for additional capacity (?) ;



Magix & Maxis' : Focus on machine liquid : large size and semi-automatic product ;



Personal Care: launch of body soap (?)

# 2024 INITIATIVES : STATUS



Factories : Construction of hydrolysates factory at Dakhla (MAD 120 million), ready in Q4 2024 ;



Marine: Launch of Marine fish paste (?) ;

## 2024 GUIDANCE

- 2024 guidance excludes beverage bottles business from both fiscal years 2023 and 2024 (sale transaction anticipated in Q1 2024) :
  - 2024 revenues : ~+5%
  - 2024 EBITDA : +10% to +15%
  - 2024 Recurring Net Income : +10% to +15%
- Total Net Income (including one time events) will include the capital gain from our beverage bottles business sale and therefore, will not reflect Mutandis recurring profitability.
- The guidance will be maintained or revised in every quarterly release.

## 2024 AGENDA

27  
Fev.

- FY 2023 results release
- 

28  
Fev.

- Analysts conference
- 

03  
Avr.

- General Meeting
- 

06  
Mai.

- Q1 2024 financial results release
- 

08  
Juil.

- Dividend payment
- 

05  
Aug.

- Q2 2024 financial results release
- 

06  
Sept.

- H1 2024 financial results release and analysts conference
- 

04  
Nov.

- Q3 2024 financial results release
-



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