

Manufacturing facilities

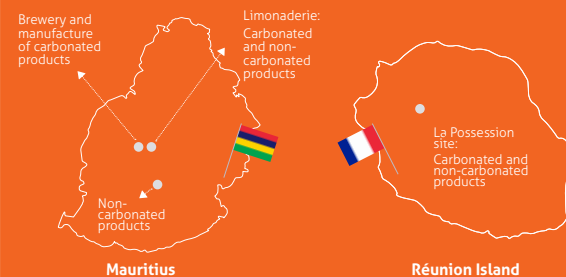
Our ongoing investment in maintaining and modernising our manufacturing facilities ensures that we can continue to produce beverages that meet the needs of our customers, maintain international quality standards, create financial value and strengthen our competitive position.

Implementing new technologies, equipment and systems improves the performance and efficiency of the brewing and packaging processes, supports employee well-being and reduces our environmental footprint.



Manufactured capital inputs

- Three production sites in Mauritius and one on Réunion Island
- +140 distribution fleet trucks
- 16 bottling lines
- 44 000 m³ warehouse capacity



Preserving and sustaining value

- Continued to optimise production efficiencies and product quality while improving energy and water efficiency
- Installed new labellers in the Brewery and Limonaderie
- Installed overall equipment effectiveness (OEE) analysers to enable improved production monitoring
- Trialled washable labels and upgraded measurement of dissolved oxygen in brewery process water and finished product
- We are installing water chillers to improve water seals and reduce water use
- Started producing beer in the craft brewery in February 2022.

Capital outcomes in 2022

- MUR 351 million invested in capital expenditure (2021: MUR 275 million)
- Production volumes increased 2.9% at the brewery and 7.8% at the non-alcohol operations

MUR 465 million in depreciation and amortisation (2021: MUR 438 million)

SDG targets

- Improve facilities to increase efficiency, productivity, employee well-being and reduce environmental footprint.
- Implement a new enterprise resource planning (ERP) system for all our operations
- Implement new technologies, equipment and systems to improve the performance and efficiency of the brewing and packaging processes



Maintaining facilities and process efficiencies

We continue to invest in modernising our facilities and implement lean and efficient manufacturing processes, logistics and warehousing to improve operational efficiency and achieve world-class execution. Improving process efficiencies reduces production costs and reduces the amount of resources we use, such as water and energy.

New labellers were installed in the brewery glass line 2 and in Limonaderie line 4. Production started in the craft beer plant and we launched our Manawa craft beer line in January 2022. Overall equipment effectiveness (OEE) analysers were installed on three production lines in the brewery to enable real time centralised monitoring of production and help to identify areas for improvement. We trialled washable labels in the brewery to improve the efficiency of reusing returnable glass bottles and will switch to these labels in the year ahead.

New equipment was installed to upgrade inline measurement of dissolved oxygen in brewery process water and finished product. Water chillers are being installed on the brewery glass line 2 to improve the water seal on filling and will reduce water use on the filling machines by 20%. At the Edena facility, we completed the automation of line 3 and upgraded the labeller and blower on the SACMI equipment to increase efficiency.

Planned certification of the brewery in terms of ISO 9001, ISO 14001 and ISO 45001 under an integrated management system audit was rescheduled for the second half of 2022.

Capital projects for 2023 include an upgraded cleaning station for the brewery and new fermenters for the craft plant to support increased production necessary to meet demand. The Limonaderie will install a sugar decolourisation unit to improve sugar yield.



IT infrastructure

PhoenixBev's information technology (IT) infrastructure and solutions help to improve efficiencies, reduce costs, increase flexibility, and mitigate the risk of cyberattacks. Production at the Nouvelle France site is controlled by a central computerised system that has been an important contributor to the success of the facility and its products.

We are in the process of migrating our business systems to an integrated business platform, Microsoft Dynamics AX, to improve productivity and collaboration, and help us to proactively provide better service to our customers. The project is being implemented with an international supplier and has been delayed by Covid-19. Development of the system is under way with go-live projected for the 2023 financial year, dependent on the Covid-19 situation in both Mauritius and the supplier's country.



Focus for 2023

As always, our focus remains on optimising production efficiencies and product quality, and successfully implementing the planned capital projects. Improving energy and water use efficiencies will continue to be a significant focus in the year ahead.