Caffè Borbone (60%)

Entry: May 2018

BORR

Caffè Borbone, based in Naples, is the main producer of single-serve coffee ш in Italy in volumes as well as the market leader for capsules compatible with Lavazza® and Nestlé Nespresso® and Nescafé Dolce Gusto® systems* ш

0 Ľ

۵.

Caffè Borbone has achieved an impressive growth thanks to the excellent price / quality ratio and to its focus on coffee capsules and pods, a fastgrowing market that has changed consumer habits

Caffè Borbone has developed a strong brand awareness at a national level with further growth potential in the North of Italy, in the modern trade channel, and abroad, where the company has still a limited presence

*All registered trademarks, product designations or brand names used in this document are not owned by Caffè Borbone nor by any company associated with it



BY PRODUCT	BY COUNTRY
Other 15% Pods 33%	Abroad 8%
Capsules 52%	Italy 92%

Note: 2023 data; unaudited management account

<i>(€ m)</i>	2017	2018	2019	2020	2021	2022	2023
Revenues	93.6	135.2	172.6	219.3	252.9	262.7	300.4
YoY % var.	+30%	+44%	+28%	+27%	+15%	+4%	+14%
EBITDA	20.3	33.7	52.0	75.1	83.1	68.5 ⁽¹⁾	79.7
% margin	22%	25%	30%	34%	33%	26%	27%
Net income	13.7	16.5	34.2	90.5	63.5	38.8	48.0
Dividends			8	20	30	50	30
Net debt (cash)	(27.3)	51.2	31.6	11.8	(8.0)	20.6	(17.1)

Note: FY 2017 drawn up in accordance with Italian accounting standards and from 2018 in accordance with IFRS

(1) Adjusted for non recurring costs for €2.7m

Reduction due to raw materials inflation