

SIMONDS FARSONS CISK PLC  
**ANNUAL REPORT**  
**2019/20**

FOR THE YEAR ENDED 31 JANUARY 2020



FARSONS GROUP

**Farsons**

# VISION & MISSION

OUR STRATEGY IS BASED ON:

- CREATING AND NURTURING WORLD-CLASS BRANDS WHICH INSPIRE THE TRUST AND LOYALTY OF CONSUMERS;
- CHAMPIONING CUSTOMER RELATIONSHIPS AND BUILDING MEANINGFUL PARTNERSHIPS;
- ENGAGING TALENT AND EMPOWERING EMPLOYEES TO DELIVER SUSTAINABLE AND QUALITY DRIVEN OPERATIONS;
- CONNECTING WITH THE COMMUNITY AND EMBRACING OUR SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES;
- PROVIDING A FAIR RETURN TO SHAREHOLDERS TO ENSURE LONG-TERM INVESTMENT AND PROFITABLE GROWTH.

THUS, WE SHALL ACCOMPLISH OUR VISION OF GROWING OUR LOCAL AND INTERNATIONAL BUSINESS TO ESTABLISH THE FARSONS GROUP AS A REGIONAL PLAYER WITHIN THE FOOD AND BEVERAGE SECTOR.



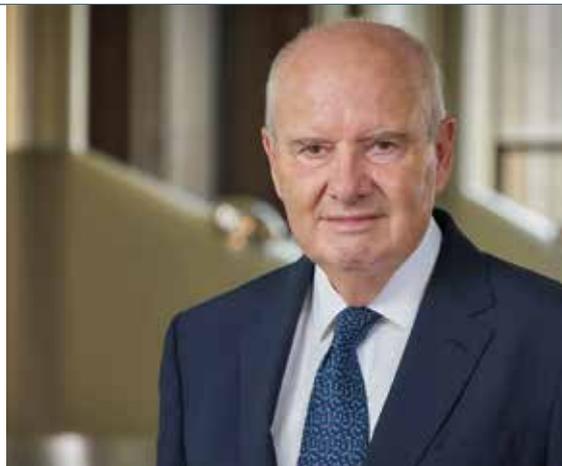
Simonds Farsons Cisk plc

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ended 31 January 2020

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# CHAIRMAN'S STATEMENT



92 years after the launch of Farsons beers in 1928, representatives and descendants of the Miceli-Farrugia, Scicluna and Farrugia families are still very active in the governance and direction of the Group. These family interests are an important contributor to the success of the Group. The management philosophy of the Group has grown and developed into a highly committed culture of quality standards and good governance, and have been inspired by the leadership provided by these family interests over the years – particularly by the founder partners, the late Marquis John Scicluna and my late father Lewis V Farrugia – who were ably followed by the late Anthony Miceli-Farrugia. This commitment to a culture of excellence has been matched by a strong element of professionalism and modern management practices. In my opinion adherence to this combination should continue to be the guiding light for the Board of Directors in years to come.

This Annual report covers the financial year ending 31st January 2020 (FY 2020). As we all are aware, the year ended just as the Coronavirus epidemic reached Europe, and it was on 11 March 2020 that the World Health Organisation (WHO) declared COVID-19 to be a global pandemic. In Malta the authorities moved quickly and introduced measures that included the imposition of quarantine, self-isolation and travel restrictions, the closure of schools, universities and the closure of bars and restaurants – and Malta International Airport was ordered to close on 21 March. The impact of the pandemic on the Group and our response thereto are comprehensively covered in the Directors' Report, and I shall discuss this matter in greater detail after reviewing our performance of this past financial year.

Our CEO Norman Aquilina has provided a very comprehensive account of the performance of the Group during FY 2020. In brief summary, we reached a record Group Turnover of €103.5 million which represents an increase of 3.7% on €99.8 million for the previous year. Sales growth of 4.5% came from our beer and beverages sector, and a strong 9.5% growth from the franchised food retailing business was registered, driven by a record tourist season in 2019. Revenue from the importation of food, wines, spirits and beverages remained relatively flat year on year.

Despite the increase in Group Turnover, operating profit decreased from €15.3 million to €13.7 million – a decrease of 10.7%. The Directors' Report and our CEO review

documents the main reasons for this decrease. From the autumn of 2019 the business environment in Malta turned cautious and the Group witnessed a gradual slowdown in customer payment patterns which has deteriorated further since the financial year end. Applying the requirements of the International Financial Reporting Standard (IFRS 9) to the trade debtor receivable balances has resulted in an increase in the impairment provision of €668,000. This compares with a reduction in the same provision of €762,000 in FY 2019, representing a negative swing factor amounting to €1.4 million.

Our brewery and beverage operations were also affected by wage increases awarded as result of a tighter labour market. Depreciation charges on newly acquired plant increased by €448,000. In line with the strong sales growth from the franchised food restaurants, we achieved a 62% increase in this segment's result which amounted to €1.6 million. Decreases in profitability were registered in the brewery and beverage operations and imported sectors of €2.3 million. As a result of the above, Group profit before taxation decreased from €14.1 million to €12.3 million.

Earnings before interest, tax, depreciation, and amortisation (EBITDA) amounted to €22.7 million as compared to €23.2 million in FY 2019. The Group's net cash borrowings increased by €1 million, principally as a result of slower collections and investments undertaken during the year. Our gearing ratio increased from 23.42% to 25.86% reflecting the increased cash borrowings and the implementation of IFRS16 relating to lease liabilities.

It is important that shareholders are aware that the Farsons Group has entered the COVID-19 crisis from a position of strength, following many years of significant capital investment and record profits being recorded every year for the last ten years or so. Today Farsons can boast that it has state of the art production and distribution facilities and a portfolio of highly acclaimed products and world class brands. For the various reasons outlined above, FY 2020 saw a levelling off in Group profits but at €12.3 million before taxation these profits remain impressive, and at the end of FY2020 the Group has a strong balance sheet with shareholder equity exceeding €116 million.

## WHAT OF THE FUTURE?

In March 2020 we were faced with the very sudden closure of the Malta International Airport as well as the closure of

all hotels, bars and restaurants. In effect, Malta's tourist sector – one of the mainstays of the local economy for many years – and on which the Farsons Group so much depends, was shut for business. On 22 May the authorities allowed restaurants to open under strict new rules of 'social distancing' in an effort to help restart the leisure economy. No plan to open the Malta airport has yet been announced at the time of writing this statement. Uncertainty on exactly how the local economy will perform as a result of the 'shock measures' prevails within the local business community and commercial organisations.

Immediately the Government measures were announced in March, the Board and management moved rapidly to implement important operational and cost saving initiatives. These actions included strict cost containment, the curbing of certain discretionary and marketing spend, and lower production runs. In agreement with the Unions, a number of shut down days for the months of April to June have been introduced which will result in a 10% reduction in payroll costs for all employees including Directors and all management.

Moreover, in situations of this nature cash conservation measures are imperative. Therefore, early steps were taken by the deferral of certain capital expenditure projects and more robust working capital controls were introduced. Application was made for temporary capital moratoria on several bank loans and additional focus was brought to bear on inventory levels and the collection of trade receivables.

The Board has been examining various scenarios as to how the current crisis will affect the Group's business during the current FY2021 and beyond. Management's working assumptions in its forward planning scenarios include a slow and incremental lifting of restrictions, and our expectation is that even when the airport is reopened, tourist pick up will be slow and very gradual. It may take several years before the tourist market is restored to 2019 levels. The Board has concluded that as a result of a) the existing strength of the Group's financial position and its core product range and b) the measures being taken by management, the Farsons Group will be able to sustain its operations in a manner that is cash flow positive into the foreseeable future. The Board will continue to keep the situation under close review and will respond appropriately to any material change in circumstances.

As you will read in this Annual Report, progress on the restoration and the transformation of 'the old brewhouse' into an office and leisure centre which will include a Visitors attraction featuring the Farsons story, a brew pub, a brand store, caféteria, and a 'Cisk Sky bar' has been most impressive. This project has been planned alongside the Trident Business Park campus being undertaken by Trident Estates plc – a company that was spun off from the Farsons Group in January 2018. The two projects have been long planned and complement each other and are indeed very substantial. It is unfortunate that the timing of the launching of these two projects is scheduled for the second quarter

of 2021, by which time a vaccine to counter the COVID-19 pandemic may still not have been found. The fact remains that the projects are planned as long-term investments and shareholders should bear this in mind.

Shareholders are one of the vitally important stakeholders in any business. They provide millions of Euros of capital to corporations, without which it would not be possible for any business to expand and operate. Shareholders are compensated for the capital that they invest in a business through the periodic distribution of dividends. Any decision to defer or suspend the declaration of regular dividends is therefore only taken after the most careful consideration and with great reluctance. Because of COVID-19, we are all living at a time of great uncertainty and there is a lack of visibility as to what the future holds for us. At times such as this, the Board of Directors believes that the prudent course of action is to conserve cash and capital, reduce costs, and to be alert and agile in responding to any change in circumstances.

The Board had declared an interim dividend of €1 million which was paid to shareholders on 16 October 2019. In the normal course of events the Board would propose the payment of a final dividend for consideration at the forthcoming Annual General Meeting. However, in the environment described in this report, the Board has reluctantly concluded that in the long-term interest of the business it would not be prudent at this time to propose such a dividend. Our performance and prospects ahead will be kept under careful review and shareholders can rest assured that dividend distributions will be resumed immediately it is judged prudent to do so.

I would like to acknowledge and sincerely thank all our employees for the understanding and cooperation afforded to management and the company at this most difficult time for them and their families. I have been impressed at the way our workforce has faced these past difficult months of stress and anxiety. In particular, I would like to thank Norman Aquilina and his strong management team for the results achieved, for the leadership shown in handling the response to the COVID-19 pandemic. This is undoubtedly the greatest challenge our Group will have faced since the Second World War. I am confident that with goodwill, hard work and good team-work we can overcome these challenges. I wish to thank my colleague Directors who have been most supportive these past months, having to attend to difficult decisions because of the COVID-19 and who chair important Board Committees to ensure that we comply with new regulations which we note are becoming more onerous as the years go by.

A word of thanks also to Mamo TCV and PricewaterhouseCoopers for their constant good counsel and professionalism.



**Louis A. Farrugia**

Chairman

27 May 2020

# BOARD OF DIRECTORS



Louis A. Farrugia  
*Chairman*



Marcantonio Stagno  
d'Alcontres  
*Vice-Chairman*



Roderick Chalmers



Michael Farrugia



Dr Max Ganado



Marina Hogg



Baroness Christiane  
Ramsay Pergola



Marquis Marcus John  
Scicluna Marshall



Antoinette Caruana  
*Company Secretary*

# BOARD COMMITTEES

## Corporate Governance Committee

Marcantonio Stagno d'Alcontres - *Chairman*  
Dr Max Ganado  
Marina Hogg  
Marquis Marcus John Scicluna Marshall

## Related Party Transactions Committee

Dr Max Ganado - *Chairman*  
Roderick Chalmers  
Baroness Christiane Ramsay Pergola  
Marquis Marcus John Scicluna Marshall  
Marcantonio Stagno d'Alcontres

## New Ventures/Acquisitions/Mergers Committee

Dr Max Ganado - *Chairman*  
Michael Farrugia  
Marina Hogg  
Marquis Marcus John Scicluna Marshall

## Board Performance Evaluation Committee

Marquis Marcus John Scicluna Marshall - *Chairman*  
Michael Farrugia  
Dr Max Ganado  
Marina Hogg

## Remuneration Committee

Marcantonio Stagno d'Alcontres - *Chairman*  
Roderick Chalmers  
Marquis Marcus John Scicluna Marshall

## Nomination Committee

Louis A. Farrugia - *Chairman*  
Dr Max Ganado  
Marquis Marcus John Scicluna Marshall  
Marcantonio Stagno d'Alcontres

## Audit and Risk Committee

Roderick Chalmers - *Chairman*  
Marina Hogg  
Marquis Marcus John Scicluna Marshall

## The Farsons Foundation Board of Administrators

Bryan A. Gera - *Chairman*  
Antoinette Caruana  
Michael Farrugia  
Franco Masini  
Mark Miceli-Farrugia  
Arthur Muscat  
Kenneth C. Pullicino - *Secretary*

# SENIOR MANAGEMENT BOARD

Norman Aquilina - *Chairman*  
John Bonello Ghio - *Group Head of Food Business*  
Chris Borg Cardona - *Head of Logistics & EcoPure Limited*  
Antoinette Caruana - *Company Secretary and Group HR Manager*  
Eugenio Caruana - *Chief Operating Officer*  
Michael Farrugia - *Executive Director - Operations & Business Development*  
Philip Farrugia - *Head of IT and Business Services*  
Pierre Stafrace - *General Manager FBIC*  
Anne Marie Tabone - *Group Chief Financial Officer*  
Susan Weenink Camilleri - *Head of Sales & Marketing*

# THE OLD BREWHOUSE PROJECT

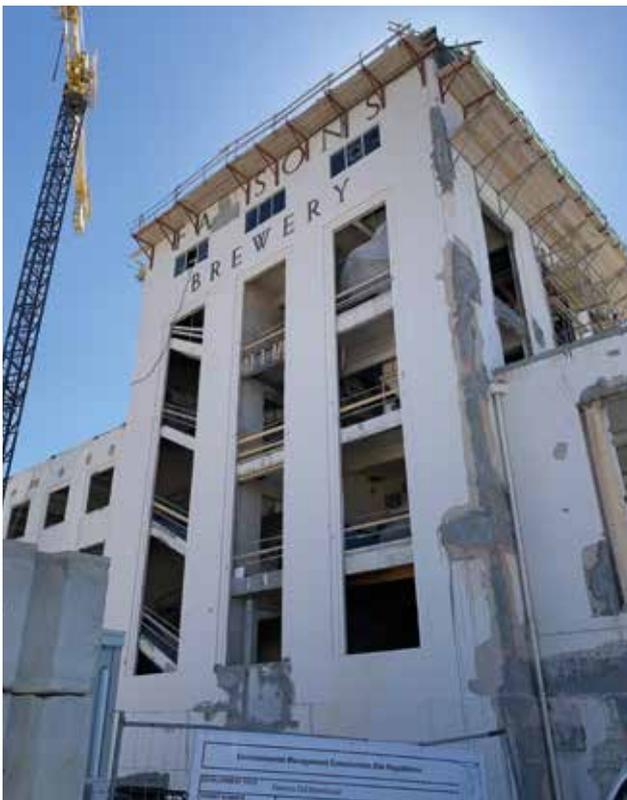


Civil works on the conversion and rehabilitation of the former Farsons brewery in Mriehel have continued throughout the year with good progress being registered, in line with projected budget and timeframes.

Major works have involved the concrete repair and replacement of large swathes of the 70-year old building, which has been transformed by two very large atria, which have penetrated through the building to allow for a flood of light to enter the floors beneath. Large geometric shapes have been also introduced into the concrete dividing walls at all levels to enhance the lighting and ventilation throughout the building, while adding to the unique ambience of this special building. Equally transformative has been the restoration and conversion of the former brewery's open fermentation vats, which have been designed to cater for inspiring work and play spaces.

The civil works contract was awarded to AX Construction, while the MEP contract has been awarded to Panta Lesco, both of which are being overseen by an experienced Farsons project management team. The finishes contract is in its final stage of approval, while in parallel, following an expression of interest, contracts with food and beverage operators were also concluded during the year, as well as contracts with specialized design teams and agencies overseeing the very diverse mix of offerings.

Designed by world renowned Ian Ritchie Architects Ltd. and supported by TBA Periti, The Brewhouse rehabilitation will mark the first local conversion of such a large scale and listed industrial space. Covering over 7,000 square metres of industrial space, the project aims to deliver a unique and inspiring work and play environment, which includes food and beverage outlets, a Farsons brewery visitor experience and brand store, a brew pub and microbrewery, exhibition and event spaces, flexible workspace and the island's very first Cisk bar and home.



Works in progress



Flanked by the Trident Park redevelopment, which is being undertaken by Trident Estates plc., The Brewhouse is projected to open its doors in 2021 and has been designed to not only be an important showpiece for the Farsons brewery and brands and a key driver for the Trident Business Park, but also an architectural celebration of one of Malta's most iconic buildings.

**"THE BREWHOUSE REHABILITATION WILL MARK THE FIRST LOCAL CONVERSION OF SUCH A LARGE SCALE AND LISTED INDUSTRIAL SPACE."**



*Artist's Impressions - Old Brewhouse Interior*



*Artist's Impression of the Old Brewhouse - Cross Section*

# GROUP CHIEF EXECUTIVE'S REVIEW



**WE HAVE ENDED ANOTHER YEAR WITHIN THE CONFINES OF A VERY DYNAMIC AND EVER DEMANDING MARKET ENVIRONMENT. IT HAS BEEN A YEAR DURING WHICH WE HAVE CONTINUED TO UNDERTAKE VARIOUS STRUCTURAL CHANGES AND CORRECTIVE ACTIONS THAT WILL HAVE TO COME ABOUT AS A RESULT OF THE OUTBREAK OF COVID-19.**

Writing this review in the middle of the COVID-19 virus pandemic makes the current global scenario seem even more surreal and challenging. As various economies grind to a halt in an attempt to stall or slow down the spread of the virus, a new reality and way of living has slowly taken root within many countries and communities, and it is within this context that this review takes a look at what may now seem a distant past, but in fact relate to a financial year that closed just 4 months ago.

As a result of our ongoing investments over these past years, we today have a Group which is more robust, better organised and better equipped to respond to the ongoing competitive challenges. Though we are actively responding and placing tighter focus on our priorities, most notably on innovation, and strategic strengths, mainly coming about from our extended, yet well-balanced Group, there is no denying that the going will get tougher. We have maintained our year on year record growth in turnover, and even if this did not similarly translate into a continued record bottom line, we nevertheless have good reason to be satisfied with the results achieved.

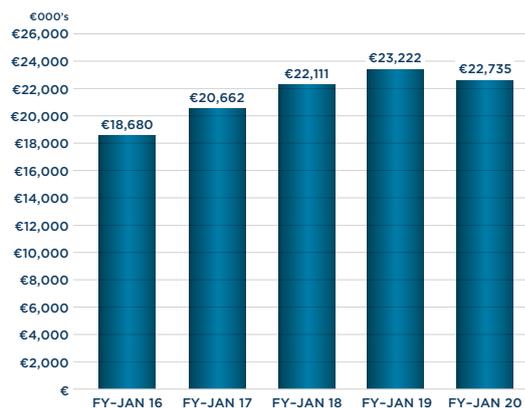
## GROUP PROFITABILITY BEFORE TAX FROM CONTINUING OPERATIONS



Turnover increased from €99.8 million to €103.5 million an increase of 3.7% over the previous year. In spite of this turnover growth, we have seen a decline of 12.6% in our pre-tax profit level, from €14 million last year to €12.3 million this year. The decrease in profitability has mainly resulted from an increase in the impairment provision on debtor receivable balances maintained in accordance with International Financial Reporting Standards. The movement in this provision has impacted the comparative profit by €1.4 million and results from cautious market conditions, particularly experienced during the last quarter of the financial year. Operationally, the profitability for the year was also negatively impacted through compressed profit margins and increased payroll cost, particularly propelled by the tight labour market conditions. Reflecting the drop in profitability, EBITDA decreased marginally by 2% to €22.7 million.

In the light of the inevitable post COVID-19 downturn in our economy and market, it remains critical for us to focus on restructuring our business model by focussing on our productivity and competitiveness in response to the changing market conditions. Our corporate, commercial and operational cost structures across the Group, along with our ability to optimise on all our investments and value-added activity, need to be kept under constant review to ensure we maintain the most productive and cost efficient set-up possible. In our search for the operational excellence to which we aspire, we have continued to take steps to ensure that all our businesses strategically increase their ability and capacity to better satisfy market opportunities, while always strengthening our commercial and competitive positions.

## GROUP EBITDA FROM CONTINUING OPERATIONS



## "WE HAVE CONTINUED TO TAKE STEPS TO ENSURE THAT ALL OUR BUSINESSES INCREASE THEIR ABILITY AND CAPACITY TO BETTER SATISFY MARKET OPPORTUNITIES"

During the past financial year we have continued to respond well towards transforming our set-up into a more flexible cost structure to adapt and more efficiently satisfy seasonal and varying market demands.

### MARKET TRENDS AND DEVELOPMENTS

The main markers and economic trends which underlined and impacted Malta's economy throughout 2018 continued well into 2019, with some variations in the relative impact of each. For example, tourism continued to increase and post record month on month numbers, however at a more modest rate of 5% increase over the year before, versus the high double digit increase registered in 2018. Inflation remained well contained, whilst on the employment front, 2019 will be remembered for a lack of employable persons with a number of companies and entities having to resort to importation of labour in order to run their businesses. The active ex-pat community continued to increase in size and was estimated by Eurostat to lie at about the 67,000 mark on average during the year under review, with almost 40,000 coming from within the EU.

Weather conditions throughout 2019 were not remarkable in any pronounced way, however it is pertinent to note that the first five months of the year were in fact cooler than the same months of the previous year, and this did have a negative impact on beverage consumption, particularly beer consumption, which is sensitive to changes in ambient

temperatures. The relatively higher temperatures then registered in the all-important summer months allowed us to recover some of the lower volumes in the first half of the year.

Many of the trends and developments highlighted in last year's report continue to shape today's consumer, influencing their lifestyles on many fronts, not least food and beverage consumption. Sustainability, a circular economy, health and wellness, sugar reduction, premiumness, alcohol abstinence from the younger generations, convenience, 'on the go' consumption and blurring category lines demand of all brand owners that they fully embrace such trends and shape their portfolio accordingly. The potential success of any innovation and new product launches is highly dependent on a thorough understanding of these developments.

A few words about shoppers and shopping trends and developments. Once again, the current reality we are living in COVID times differs significantly from that of a few months ago and this must be taken into context when reading this review. For many shoppers, time is the new currency. With many of us juggling full time careers with parenthood or other care-responsibilities, time has become a very precious and limited resource. Therefore it is not surprising to learn that, on average, the time dedicated to a grocery shopping trip has halved over the last 10 years.

Many shoppers run on auto-pilot when inside a store, often going from aisle to aisle without noticing the promotional offers or displays placed there by various suppliers. This makes it critical for brand owners to really understand the shopper's decision-making process which leads them to picking one item off a shelf from the many other brands that are there.

All of the above demand of us that we remain informed and updated and formulate marketing and selling strategies which are aligned with such trends and developments in order to retain or regain market leadership.

### GROUP TURNOVER FROM CONTINUING OPERATIONS



### KEY GROUP PERFORMANCE HIGHLIGHTS FROM CONTINUING OPERATIONS

#### ACTUAL VS LAST YEAR VS FIVE YEAR COMPARATIVES

	FY Jan 2020 €'000	Improvement vs FY Jan 2019	Improvement vs FY Jan 2016
Turnover	€103,491	4%	20%
Operating Profit	€13,690	-11%	21%
Pre-tax Profit	€12,320	-13%	22%
Post-tax Profit	€11,869	-22%	6%
EBITDA	€22,735	-2%	22%
Earnings per Ordinary share	€0.396	-22%	6%
Return on Average Capital Employed	9.4%	-1.2pp	0.7pp
Gearing	25.9%	2.4pp	7.6pp

## OPERATIONS

Apart from ongoing efforts to improve our productivity and related quality standards, we undertook a number of investment projects.

This included the replacement of the beer processing control system with a more modern system which can now address the more stringent demands of process control. This process control system monitors and controls every stage in batch production. As a result of this investment it is not only possible to produce products of a consistently high quality but also to use equipment, raw materials, and energy far more efficiently.

We upgraded the monitoring of our PET line with a new Efficiency Improvement Tool (EIT) which collects and categorises stoppage and process data to provide operational insight for measuring, analysing and improving the production processes.

We replaced the software which manages our pallet labelling. This software stores an up to date local copy of the product database from ERP, to obtain important information such as SKU code, BBE, Product Description and pallet SSCC Number. The software also manages the warehouse destination of the pallets.

We also installed two new steam boilers, giving us a far more efficient supply of steam, along with the installation of a new chiller, thereby improving the overall efficiency of our centralised cooling plant.

We once again agreed to partner with Kaizen Institute to embark on another comprehensive round and programme of Lean Methodology and Operational Excellence, building on the encouraging results of the previous year. This was another considerable investment by the Company with the primary aim to achieve operational excellence and maintain the drive to continue investing in our people and teams.

With the intention of moving from a food safety standard to a broader reaching food safety culture, a survey amongst employees was undertaken. The result of this survey has helped us better determine our behaviour, attitude, priorities and planning. The emphasis on a culture, as opposed to a standard, is intended to drive forward the establishment of the correct mindset of 'what is to happen even when no one is looking' across all employees.



*Operational excellence remains a primary aim.*

## LOGISTICS

The Logistics Department registered significant improvements in its performance. Even though faced with increased demand along with higher service levels, thanks to the investment projects made in the last 3 years, such as the construction of the warehouse extension, the new loading bays and new truck depot, together with investments in human resources, the Logistics Department managed to increase efficiencies, contain costs and improve customer service. The Logistics Department continued with its drive to improve its processes and eliminate waste by focusing on key areas of its operations, such as order fulfilment, efficiencies in order picking and warehouse movements. Specific KPIs and objectives have been set and results have been satisfactory.

The new Logistics Control Room has brought together the warehousing and distribution functions of Farsons, FBIC and Ecopure. The combined activities performed in this newly centralised Logistics Control Room have contributed to increased efficiencies by having better controls of all the activities, introducing the standardisation of processes, greater flexibility in the organisation structure and an optimised utilisation of resources.

Farsons continued with the modernising plan of its truck fleet by awarding a tender for the replacement of 22 trucks, part of which was delivered in late 2019 and the remaining in early 2020. These trucks have been specifically designed to meet today's ever-increasing urban challenges in the most efficient manner, whilst considering the safety of our delivery personnel and that of other road users together with reduced emissions making the transportation of our products greener and less polluting to the environment.



*Quality audits remain a priority as we promote a broader food safety culture.*

"THE COMBINED ACTIVITIES PERFORMED IN THIS NEWLY CENTRALISED LOGISTICS CONTROL ROOM HAVE CONTRIBUTED TO INCREASED EFFICIENCIES"



*Our Warehouse Management System is supporting and optimising our warehouse functionality and distribution management.*



*Our newly centralised Logistics Control Room.*

#### INFORMATION TECHNOLOGY

The IT function continued working on new initiatives within various corporate functions mainly involving further automation, streamlining of ways of working and increased collaboration tools, besides other procedures, to ensure better efficiency and value added from business processes while adhering to standard industry practices.

Such initiatives involved exploiting functions within existing enterprise systems such as Enterprise Resource Planning (ERP) and the Warehouse Management System (WMS). The major enterprise agreement and partnership with Microsoft was renewed with added functionality and benefits for all corporate users.

The implementation of new and updated POS hardware and software systems across all Food Chain restaurants, together with FarsonsDirect, were also completed.

The IT project team also successfully terminated the first phase of the major Business Intelligence (BI)/Analytics upgrade which will continue onto the next year with further planned implementation phases to ensure real-time data availability in various facets across all functions.

Besides specific project and other hardware/systems initiatives, the Group IT cybersecurity and infrastructure renewal and upgrade programme remained well underway with continued and further investment in various cybersecurity layers across corporate networks and systems.



## OUR PEOPLE

Our employees remain a pivotal asset as they have continued to enhance our business in a number of ways. Empowering and enabling employees to deliver efficient, sustainable and quality operations, within a results-driven mindset, remains key to the Group's vision.

As we continue to move forward, it is critical that every employee is aware of, and aligned with our business objectives. Our PEAK process which is our performance appraisal process is a key component in communicating and engaging employees with the Group's objectives as well as reviewing individual performance to appreciate how everyone's contribution supports the realisation of the Group's objectives along with discussing development opportunities.

Throughout the past year, we have continued to foster a solid company culture, regularly reinforcing internal values as well as emphasising the way we do things at Farsons. Key examples of this are our annual employee engagement workshops attended by over 600 employees over some 8 days where our teams are not only briefed about developments over the past year but most importantly, engaged in our plans for the forthcoming financial year.

Our HR team has also organised various recognition and team building events, including our annual Cause for Applause awards which recognises employees nominated by Management from across the Group; our suggestion scheme AIM (All Ideas Matter) and long service awards, all with the aim of supporting our teams to remain motivated and focused. During 2019, the HR team also launched an attractive and friendly HR manual which outlines policies and procedures of direct interest to Group employees.



### FARSONS EMPLOYEE SUGGESTION SCHEME



all ideas matter



*Specialised training sessions implemented across all employee categories.*

## "EMPOWERING AND ENABLING EMPLOYEES TO DELIVER EFFICIENT, SUSTAINABLE AND QUALITY OPERATIONS, WITHIN A RESULTS-DRIVEN MINDSET, REMAINS KEY TO THE GROUP'S VISION."

Total training hours organised by the HR department totalled 13,380 for nearly 2000 participants across all categories with the aim of continuously improving employee performance as well as exploring how working processes and methods can continue to be enhanced. An Advanced Leadership Programme was conducted with the support of Leeds University Business School for 20 potential leaders throughout the Group.

Throughout 2019, recruitment remained a major challenge in the complex and dynamic labour market where unemployment was at a record low and diversity continued to increase and enrich the Group. The Farsons Group has become even more diverse, with more women, more



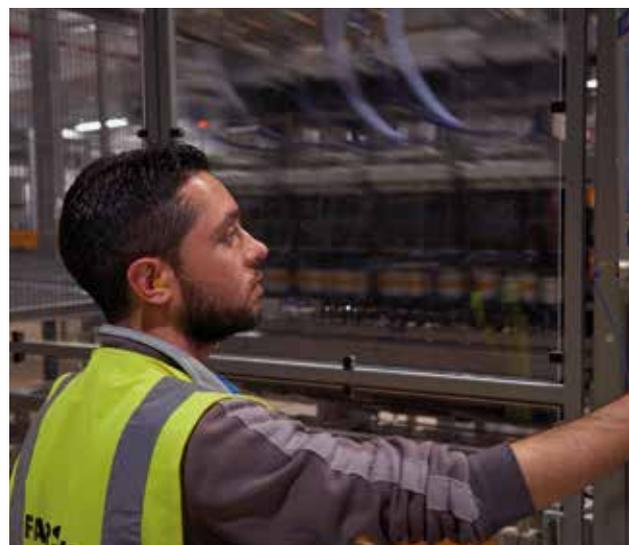
persons with special needs and more people of different nationalities engaged within the business. The Equality Mark awarded by the National Commission for the Promotion of Equality acknowledges our ongoing efforts to ensure pay equity as well as to encourage inclusion and diversity.

The Farsons Group continued to strengthen its reputation as a 'destination employer' for both current and potential employees through its various events and activities throughout the financial year. An HR social media page (<https://www.facebook.com/farsonsgroup/>) was introduced and has received a very encouraging following.

The H&S and security function of the Group continued to enhance measures already in place, introducing actions following ongoing risk assessments and meetings with

H&S Representatives, fire wardens and first aiders whilst contributing actively to the various projects being carried out by the Farsons Group.

During 2019, a four-year collective agreement between the General Workers' Union and EcoPure was finalised. This agreement enhanced the compensation and benefits package for the EcoPure team, and generally provided for more favourable working conditions as well as more efficient ways of working – aimed to better motivate the team and to improve productivity levels. Generally, the opportunity to provide improved conditions to our teams is a result of the ongoing positive performance achieved by the Farsons Group.



*A number of initiatives, programmes and activities were organised to enable employees to continuously improve their own performance and explore methods for improving work processes.*

## OUR COMMITMENT TOWARDS A BETTER ENVIRONMENT

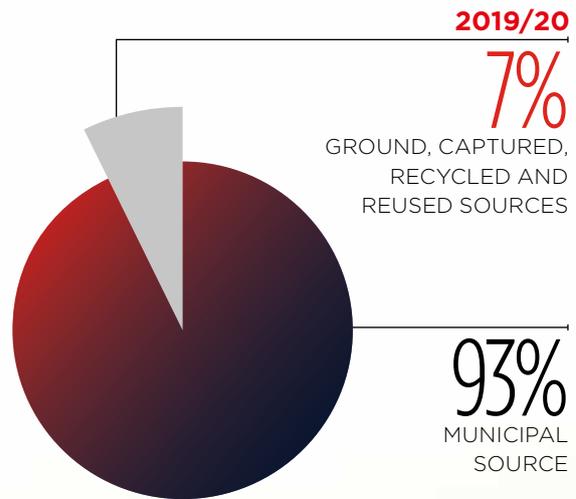
Embracing our social and environmental responsibilities are an intrinsic part of our ethos. We firmly believe that strong environmental awareness combined with employee engagement is the best approach in favour of promoting environmentally friendly measures, and while legal compliance is always a driver, we continuously strive to give added meaning to our responsibilities.

## ENVIRONMENT & RESOURCE MANAGEMENT FORUM

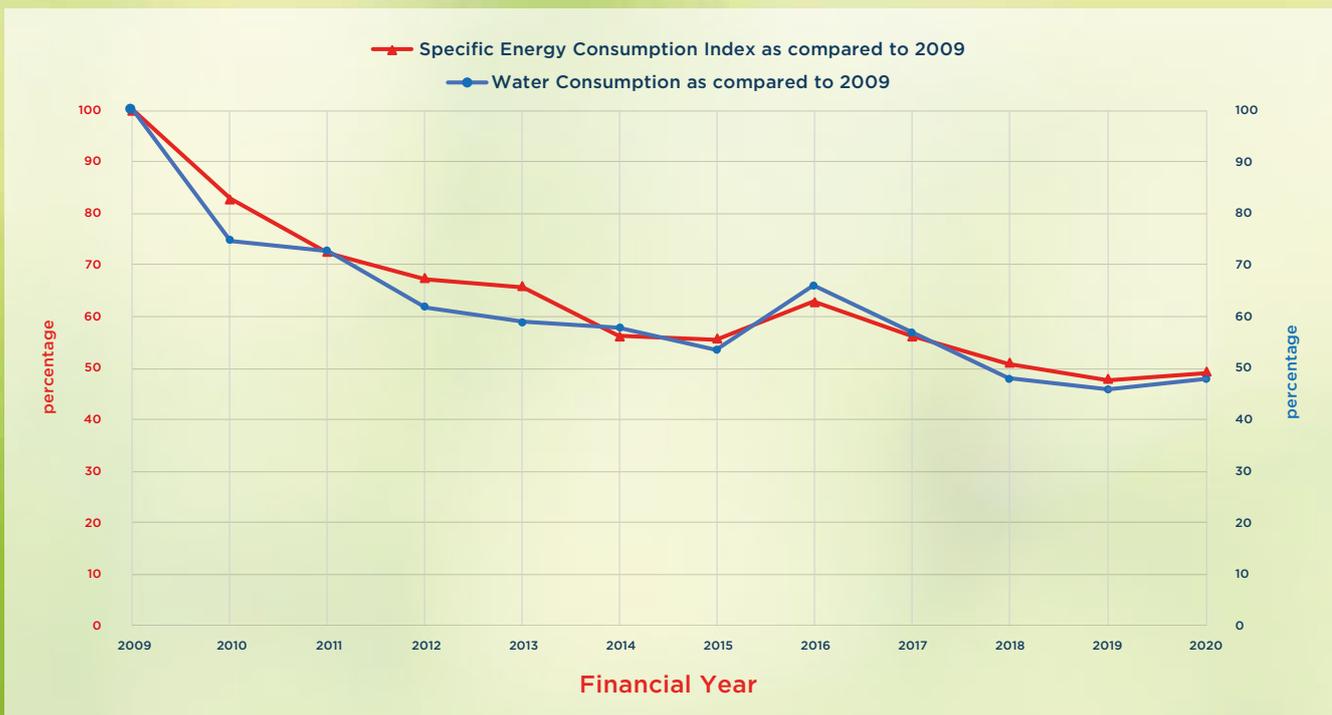
Through our Environment & Resource Management Forum, which encompasses all round management representation, we have continued to put in place an internal framework which is structured to systematically pursue Corporate Environmental Responsibility practice across the Group.

With a view to incorporating environmental issues into all our business operations, we ongoingly give focus to ensure that our energy usage and utilised resources, along with all generated waste, are managed in the most effective and efficient manner in order to reduce our environmental impact and also, wherever possible, financial costs.

Whenever given the opportunity, we also actively contribute and support the relevant government authorities with respect to the implementation of the relevant environmental regulations and policies aimed at driving forward a greener and more circular economy.



**"WE HAVE CONTINUED TO PUT IN PLACE AN INTERNAL FRAMEWORK WHICH IS STRUCTURED TO SYSTEMATICALLY PURSUE CORPORATE ENVIRONMENTAL RESPONSIBILITY PRACTICE ACROSS THE GROUP."**



*While volumes produced have continued to increase, we have nonetheless managed to half our energy consumption and water usage over a span of 11 years.*



*Much of our beer continues to be supplied in re-usable bottles.*

## PROMOTING A CIRCULAR ECONOMY

We continue to move away from a linear to a more circular approach. This is basically being done by out-structuring or reducing any form of waste and pollution, keeping products and materials in use and reuse to the extent that is feasibly possible. Throughout the year we continued to place emphasis on ensuring all relevant waste was properly channelled to targeted transformation processes ensuring it is re-utilised as a useful resource within various production cycles. Such an approach is also taken into consideration when selecting our service providers and suppliers, along with the sourcing of our materials. Here, preference is given to those that are clearly aligned with such values.

Single-use beverage containers remains by far the main source of market supply packaging. Nonetheless, we have continued to supply our beer to the hotels, bars and restaurants segment (HoReCa) with mainly returnable/reusable glass bottles and steel kegs. This retained practice of producing and supplying a sizeable part of the market with our beer in reusable beverage containers has helped keep excessive amounts of packaging waste ending up in our waste stream.

Collecting and transporting reusable glass bottles and steel kegs requires significantly more storage and labour, and also involves some input from the HoReCa operators,

which sometimes complicates the process. But it is a system that has generally found acceptance by the majority of HoReCa operators given our ongoing efforts to render the use and collection of such reusable containers as efficient as possible. We therefore remain committed to retaining the supply of reusable containers, a practice which is fully aligned with the country's much needed circular economy.

## BEVERAGE CONTAINER REFUND SCHEME

The preparation for the introduction of the Beverage Container Refund Scheme (BCRS) is at an advanced stage and though no formal date has yet been set for the commencement of this system, it is expected to commence late 2021 / beginning 2022.

Farsons is at the forefront as a key stakeholder working together with the responsible Government agency, the Resource Recovery & Recycling Agency (RRRA) along with all other stakeholders involved. In fact, we are one of the founding members of the Bottlers Association, being one of the three owning associations of BCRS Co. Ltd., a purposely setup private company which is currently in the process of being formally established.

We fully endorse the drive towards a circular economy, especially on a national level, through this important environmental initiative that will ensure a structured, determined and measurable drive for the collection and recycling of beverage containers. This system will result in the compulsory introduction of a deposit charged on all the relevant one-way beverage containers in either PET, cans or glass bottles.



*The Beverage Container Refund Scheme will ensure a structured and measurable drive for the collection and recycling of beverage containers.*

## WATER RESOURCE MANAGEMENT

We have consistently given due importance to water resource management, focusing on continuous improvements in efficient water usage. This also includes increasing our capacity for capturing and conservation by recuperation along with the recycling, wherever possible, of all processes.

Town water directly sourced from the Water Services Corporation remains our main source of supply. This adds up to 93%, and while we constantly monitor and measure our water usage, which features as one of our key performance indicators, we likewise regularly gauge the quality of the water received, and in this respect, retain a close level of communication with the Water Services Corporation. Furthermore, apart from ensuring we receive the right quality of water, we also process it through our water treatment plants to ensure the highest possible quality levels.

As a result, our reliance on ground, captured and recycled, along with reused, water sources, stands at 7% of our total output. Further improvements will continue to be driven by sustainable and efficient methodologies incorporated in our production set-up and this in line with our commitment to water conservation and sustainability efforts.

During the year, we actively participated in various meetings and contributed towards a number of studies in relation to water demand management technologies as well as new 'energy' ideas, coordinated by Government's Energy and Water Agency.

## CLEANER AND MORE EFFICIENT ENERGY USE

We continue to adopt a measurable holistic approach in our energy consumption and conservation policy. As expected, given brewing volumes increased, so did our fuel consumption within the brewing process. However, we have here mitigated the resultant greenhouse gas emissions through the investment in our new boilers with the use of lighter fuel oil. Meanwhile, our improved refrigeration plant chillers along with an efficiently planned plant use, both contributed to some reduction in our electricity consumption.

We have continued to make use of our investment in renewable sources of energy. Here, our photovoltaic panel installations are working at maximum output and whilst we have utilised 90% of their capacity, the remaining 10% that represent non-engaged times have been destined to the national grid.



*Our Euro 6 standard distribution trucks.*

## TRANSPORT LOGISTICS

We have maintained our commitment to improve our efficiency and environmental awareness across our logistical set-up. Our commitment included key decisions to replace the majority of our fleet, with a mix of new upgraded trucks with high environmental standards along with the introduction of electric cars. In fact, the target to ensure 80% of our commercial vehicles are upgraded to 'Euro 6' standard progressed throughout 2019 with completion expected within the second quarter of 2020. Furthermore, 14% of our cars are now fully electric.

With such investments, along with our delivery truck re-routing improvements aimed at reducing our distribution drive time, we continued to contain our fuel consumption volumes and reduce our carbon footprint.

## ENVIRONMENTAL PERMIT

Our environmental permit, which is an essential watermark for our business, and a legal requirement under the Environment Protection Act, is being duly renewed, as we have successfully fulfilled all criteria demanded under the environmental permit regulations for us to operate our production facilities. Our permit was up for renewal towards the end of the financial year in review. The renewed permit will be highlighting and updating all the additional improvements and investments.

Besides constantly aiming for more efficient and sustainable operations, we remain fully committed towards satisfying all the new and stricter environmental permit criteria requirements set out by the Environment and Resources Authority.

## "WE REMAIN COMMITTED TO MORE EFFICIENT PROCESSES AND FURTHER ENVIRONMENT-FRIENDLY INVESTMENTS."

### MANAGING OUR 'WASTE STREAMS'

Throughout the year, we continued to strengthen our drive towards improving our waste resource management. This was mainly directed towards improved efficiencies related to sustainable solutions for waste reduction and elimination, along with the re-direction of linear landfill waste fractions to circular recycling/repurposing resources among our operational priorities. We continue to fulfil our obligations for the recovery and separation of the packaging waste we place on the market through our membership with GreenPak, one of the licensed waste recovery scheme operators. Furthermore, following our investment in on-site crushing equipment, used for end-of-life glass bottles, we are supporting the glass recycling process.

Any end-of-life electrical and electronic equipment is sent for recycling as per our WEEE (Waste Electrical & Electronic Equipment) compliance agreement. Also, our participation in other waste collection initiatives, such as GreenPak's Batee scheme, specifically intended for the recycling of batteries, extends and serves as a collection point for both employees and their households, via our dedicated office bins.

On an annual basis, we are now also collecting waste oils for recuperation and regeneration by waste oil collection compliant service providers.

### OUR CONTINUED COMMITMENT

Business, but manufacturing is particular, is full of operational challenges. Our collective efforts are helping us to raise the bar with a more pronounced level of employee engagement and environmental awareness to further change our mindset in favour of more sustainable drives.

We remain committed towards more efficient processes and further environment-friendly investments. Our overall reduction of waste and ongoing support towards waste management, focused water usage and conservation programmes, cleaner and more efficient energy usage across our operations along within our logistical set-up, all together are translating into encouraging results. We are convinced that the future will provide more opportunities, even if interestingly more challenging for us to further strengthen our commitment towards a better environment.



*As members of GreenPak, we contribute towards the recovery of the packaging waste along with end of life electrical and electronic equipment we place on the market.*



## THE BEER MARKET

The beer market remains of strategic importance to the Farsons Group and this continues to develop and offer both opportunities and challenges as consumer demand and brand preferences continue to be fickle and evolve. Over the years we have made constant reference to the development of the craft and speciality beers which have proliferated both in terms of numbers and variety. This has contributed to an increase in the number of people choosing to drink beer over other beverage types, at a time when we are also witnessing a general decline in overall alcohol volumes. The increase in the availability of low- or no-alcohol beer brands is also a reflection of how brewers have successfully responded to changing consumer demands.

Locally there continues to be a shift from consumption in on premise locations such as pubs, bars, clubs etc to more

consumption in our homes or residences. This is in line with an increase in home entertainment as consumers choose to open up their homes to friends and families for socialising and entertainment. This is also evidenced in changes in package preferences where the convenience of cans over bottles for home consumption is very evident. In the on trade, the continued focus on second to none quality-driven service in the draught beer segment has resulted in the achievement of good results for Farsons' draught beer portfolio.

We are very proud to report another good year of results for our beer portfolio. Spear-headed by the award winning Cisk Lager, it is gratifying to report a positive performance for most brands and package formats across all market segments.

**Cisk Lager turns 90 years! The Cisk portfolio**, spear-headed by award-winning brand **Cisk Lager**, remains key to the Company's overall performance and posted a strong set of results for the year under review. The 90-year celebrations kicked off early in the year and culminated in a star-studded final celebration on its actual birth 'date' which coincidentally coincided with the last night of the much-anticipated Farsons Beer Festival at Ta' Qali grounds on 3 August 2019.



*Cisk's 90-year final celebrations on the last night of the Farsons Beer Festival on 3 August 2019.*

# CREATE **NEW** TRADITIONS



LET'S **START**  
[ **SOMETHING** ]

Besides limited edition packaging and back to back events and celebrations throughout the year, the Cisk family was also backed by a new multi-dimensional campaign underpinned by the tagline - Let's Start Something - which for the first time successfully show-cased the full Cisk portfolio across traditional, outdoor and social media platforms. Cisk's 90th birthday celebrations ended on a high note with the brand being awarded yet another prestigious accolade to add to the collection - Cisk Lager was awarded a silver medal in the Pale Lager (European/American Lager) Category of the 2019 edition of the World Beer Idol competition which is held in the Czech Republic.

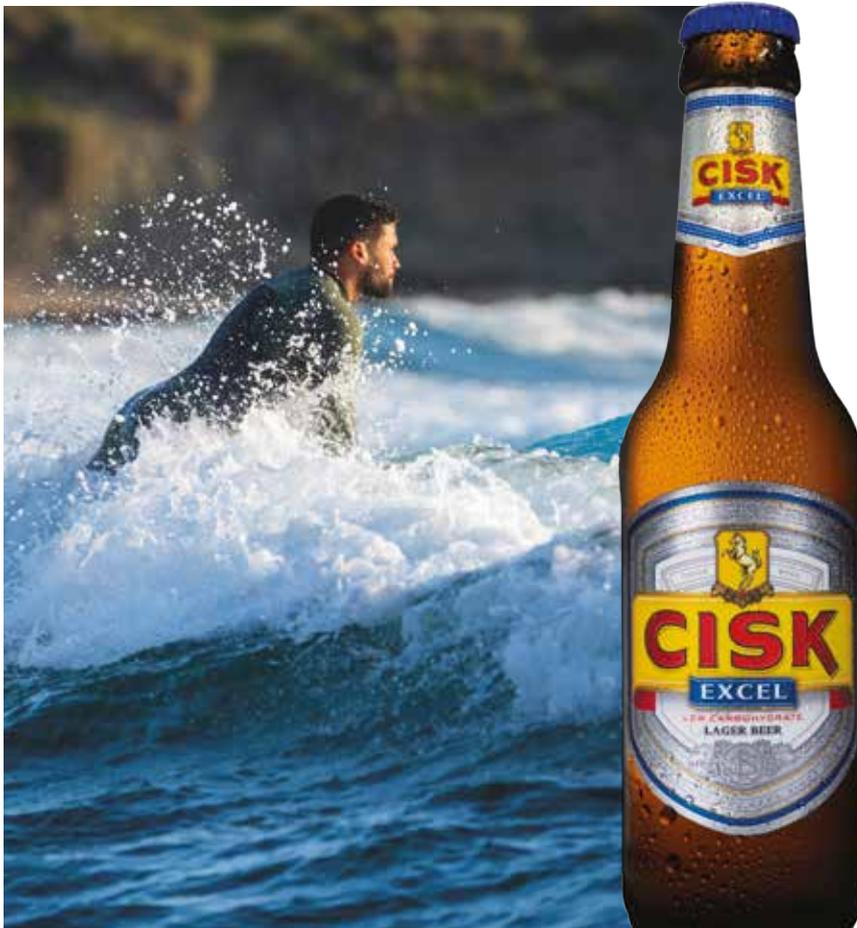


*Cisk Lager once again recognised as a top quality brew, winning a silver medal in the Pale Lager Category of the World Beer Idol competition.*

**Cisk Excel**, Malta's first, and to date, only low-carbohydrate beer launched in 2007, continues to perform well ahead of the curve, once again registering increases in volumes at a higher rate than the rest of the beer market during the year under review. Indeed, Cisk Excel is proving to be the preferred brand variant for a growing number of beer consumers, who are attracted by the beer's consistent high quality and smooth taste and characteristics, under-pinned by the better-for-you low carbohydrate content when compared to other beers on the market.

**The Cisk 'Specials' - i.e. Cisk Pilsner, Cisk Strong and Cisk Export** - continue to increase market presence during the year under review. With a number of international accolades now awarded to these brands, this is a reaffirmation of the talent and high quality standards of our team of brewers coupled with the overall high-quality standards which pervade throughout the Farsons Brewery site.

The annual launch of the full **Cisk Chill** range every summer is one which follows a period of high level of anticipation by both consumers and trade clients alike. Now available in three refreshing flavours - Lemon, Berry and from last year, Ginger and Lime, both in returnable bottles and also in 33 centilitre cans, it is very evident that these variants are the perfect go-to choice for today's GenZ consumers who are known to look out for fun in flavours and lower-alcohol beverages.



**START  
SMALL.  
DREAM  
BIG.**

**LET'S START  
SOMETHING**

*Cisk Excel continues to perform well ahead of the curve.*



**TURN GOOD  
INTENTIONS  
INTO ACTIONS**

**LET'S START  
SOMETHING**

*Brewed with*  
**PASSION**  
*Crafted with*  
**PRIDE**



I'M  
FEELING  
**BLUE**  
IN A GOOD  
WAY



Performance of the now well-established **Farsons Classic Brews** is underpinned by the strong performance of popular Blue Label Amber Ale - widely available across all market channels. In particular, the 'Smooth and Creamy' variants available on draught and also in 440 millilitre 'Nitro' cans, are highly sought after and continue to add volume and value to this Ale portfolio. This increasing popularity was behind the 2018 successful launch of **Farsons Double Red Strong Ale** also in a nitrogenated Smooth and Creamy version in 440 millilitre cans, targeted at the Take Home market, and it is indeed gratifying to report a strong performance of the new product during the year under review. In 2019, Farsons Double Red Strong Ale, similarly to Cisk Lager, was also awarded a Silver Medal in the **Irish Red Ale** Category of the 2019 edition of the World Beer Idol competition.



*Farsons Double Red Strong Ale strikes silver in the Irish Red Ale Category of the World Beer Idol competition.*

*As smooth as it gets! Double Red Nitro Smooth & Creamy available in a can with an inbuilt widget allowing consumers to enjoy this special ale from the comfort of one's home.*



*Farsons' Classic Brews continue gaining traction on the local market*

"OUR BEER PORTFOLIO ALSO INCLUDES A NUMBER OF GLOBAL BRANDS WHICH WE EITHER BREW OR PACKAGE UNDER LICENCE AT FARSONS BREWERY."

Besides Farsons 'own' brands, our beer portfolio also includes a number of global brands which we either brew or package under licence at Farsons Brewery. You will recall that in 2018 Farsons commemorated 40 years since acquiring the license to brew, market and sell **Carlsberg** beer locally. Carlsberg underwent a major rebranding exercise in the first part of 2019 which was simultaneously rolled out across over 180 countries across the globe, emphasising its Danish provenance, underpinned by the now infamous 'Probably the best beer in the world' tagline.

**Skol**, also brewed, in collaboration with Carlsberg International, at Farsons Brewery, retains its leadership position in the 'value for money', lower price segment of the beer market and continues widely available across Malta and Gozo.

**Budweiser**, the flagship brand of global brewing giants – AB-Inbev, has been part of the Farsons beer portfolio for a number of years. Known and loved for its iconic American roots and smooth beer characteristics, the brand kept its position in the local beer market, establishing itself in the local 'clubbing' scene.



*Budweiser calls on soccer fans to honour Kings of the Game.*

# Better shared with friends? Probably.



PROBABLY THE BEST  BEER IN THE WORLD

[drinkcarlsberg.com](http://drinkcarlsberg.com)  
For the full story

 **PROBABLY  
THE BEST BEER  
IN THE WORLD**

  
COPENHAGEN  
**DENMARK**  
1847 ONWARDS

## SOFT DRINKS AND WATER

With pressures mounting from the relentless anti-sugar lobby, the highly publicised and debated environmental impact resulting from unrecycled plastic, consumer preference for more natural ingredients and an overall shift towards better-for-you products and brands, the consumption of soft drinks locally remains at best, quite flat. A number of brands are experiencing reduced demand in this category, as consumers are exiting it altogether to seek out healthier alternatives. Other brands are focusing on innovation and new product or package launches as they jostle to keep their place on supermarket shelves and in chillers and fridges.

Our commitment to reduce, by 10%, added sugar in our soft drinks' portfolio by 2020, as announced in 2017, remains on track. Like many soft drinks' producers globally, we are managing to achieve this by continuing to pursue a coordinated programme of reformulation, innovation, education and promotion, and also through the increased availability and marketing of smaller packs. We look forward to reporting the completed milestone in next year's report.

Despite these challenges and on-going debates, we are pleased to report another successful year for most brands and packages in our soft drinks' portfolio.

Following the completion and launch of a major rebranding exercise for **Kinnie** in the summer of 2018, we are proud to report a strong set of results for the Kinnie portfolio, with the brand clearly punching well above its weight. In line with the Company's pledge to reduce sugar content by offering alternatives and smaller packages, during the year under review we have focused on improving the availability of the newly-launched 1 litre bottle and even more recently launched Kinnie Zest, the 'youngest' of Kinnie variants which is sugar-free and offers an enhanced zesty orange flavour, in an attractive and eye-catching 33 centilitre sleek can.

With more and more investment in advertising shifting from traditional to digital media, **Kinnie** commands a strong presence on popular social media platforms and has seen significant increases in engagement levels over the years, thereby reinforcing the strong emotional connection between the brand and its increasing numbers of loyal consumers.



*Kinnie Zest with less than 1 calorie per 100 millilitre is now also available in convenient 330 millilitre cans.*

# The taste that brings us together



THE MEDITERRANEAN CLASSIC *Since 1952*



Our partnership with **Pepsi-Cola** International has now surpassed the 40-year mark and its brand portfolio, which comprises Pepsi-Cola, 7-Up, Mirinda, Lipton Ice Tea and Gatorade, has gone from strength to strength over these years. 2019 was an eventful and positive year, with back to back campaigns, promotions and marketing initiatives strongly backing selling strategies and trade promotions thereby maximising the strong synergies arising from tight sales and marketing coordination. **Pepsi-Cola** was once again confirmed as an official sponsor of the widely followed UEFA Champions League (UCL), and this allowed us to roll-out a successful 'on-pack' promotion.

For the second year running, the popular Pepsi Taste Challenge was organised in the summer months, during which individuals were invited to test their taste buds and choose their preferred cola taste. Following the 63% preference registered in 2018, we are happy to report a repeated success in 2019 this year with 65% of the almost 6000 participants selecting the taste of Pepsi-Cola as their favourite. As consumers continue to favour low or no sugar variants, **Pepsi Max** remains well-positioned to continue to grow within this segment, registering a high double-digit % growth in the year under review.

Despite strong competition from the colas, the lemon-lime segment in Malta remains relatively large when compared to that in other soft drink markets. The re-introduction of the much-loved **7-Up** mascot, Fido Dido, gave us the opportunity to implement a collection of marketing campaigns and promotions focused on this loveable character, thereby re-igniting the brands' emotional connection with long-standing loyal consumers and also allowing for interplay with a younger set of GenZ and millennials.

As more and more consumers are exiting the soft drinks category in search of less indulgence and better for you choices, the water category is poised to take the lead as the 'go to' alternative and innovation in this category is key to longer term profitability in an otherwise relatively low-profit segment. Locally, the water market continues to be a crowded one with a large number of locally produced brands competing head to head with numerous imported brands, often available at much lower price points than the local brands. Notwithstanding the fierce price-based competition, **San Michel** table water continues to command a strong market share and enjoys growing consumer demand and remains widely available across Malta and Gozo.



## GOING FORWARD

Health and wellness, the consolidation and sophistication of retail, an increasingly digital economy, the quest for more natural ingredients, premiumness but also value for money, blurring product category lines, convenience and living our lives 'on the go', all require that we focus on the shape of our portfolio along with the necessary selling and marketing tools. This is needed to ensure that we have the right brands, with the right ingredients, in the right packages, with the right communications, in the right places at the right prices if we are to continue to hold our own. With all this in mind, we have merged our sales and marketing business units. This has strengthened our sales and marketing synergies and ultimately also strengthened our ability to better respond to the ever-demanding market requirements.

"INNOVATION IN ALL THAT WE OFFER, THEREFORE, CONTINUES TO REMAIN THE KEY TO OUR FUTURE SUCCESS AND A MAIN PILLAR OF GROWTH."





**MALTA MARATHON 2020  
OFFICIAL WATER**



## INTERNATIONALISATION

2019 was a good year as we steadily continued to develop our export business, both in terms of turnover and contribution, giving us invaluable incremental growth beyond our local market. Even if our exports still represent modest volumes, we continued to deepen and widen our beer and soft drink sales in both new and traditional markets. Sales of beer showed encouraging growth, surpassing previous volumes, where notable increases were registered in the Sicilian and Bahraini markets.

While growth was relatively flat within mainland **Italy**, where the drive was to consolidate the Company's position with specific key importers in Naples, Bari, Rome and Milan, the **Sicilian** market showed positive sales growth, following three years of sustained brand building initiatives and investments coordinated through the Company's dedicated

## "2019 WAS A GOOD YEAR AS WE STEADILY CONTINUED TO DEVELOP OUR EXPORT BUSINESS"

general sales agent. With now almost ten distributors in place, Farsons' coverage of the Sicilian island has steadily strengthened allowing for greater availability and visibility of the Company's range of Cisk and Farsons branded beers.

Following the appointment of a leading importer and distributor in **Bahrain** in late 2018, sales of Cisk Excel, in both kegged and canned format, showed considerable growth where the brand is now widely available across the market in leading hotels, bars and restaurants. Capitalising on its light, low carb credentials, Cisk Excel has been well received on the market, where lighter flavoured beers are in high demand. Equally significant, is the demand for strong premium lager such as Cisk Strong, which is today also widely available in canned format in the take home retail sector.

Considerable attention was given to the **UK** market where the company recruited a general sales agent. This decision followed a process of market research and concerted effort to strengthen the distribution base of Cisk within the on-premise segment. Through this new appointment, the Company intends to give greater focus to the UK market, which continued to show steady growth and opportunity for further development of both the Cisk and Kinnie brands, which also continued to show robust online sales via Amazon UK.



*Our Cisk portfolio keeps increasing visibility and gaining momentum in a number of export markets.*



## GDAŃSK - KONCERT MALUMY



## KRAKÓW - DADDY YANKEE



## KOŁOBRZEG



A new and significant milestone for the Cisk brand was its entry into the new market of **Sweden**, where it is today widely available within Systembolaget, the state-owned chain of liquor stores, which is the only chain allowed to sell alcoholic beverages above a 3.5% ABV within the market. Available in 50 centilitre glass format, Cisk Export was selected by the chain to feature within its Mediterranean category of beers, following a highly competitive blind tasting adjudication process and the brand pick up to date has been promising.

Beer sales to **Israel** and **South Korea** were sustained during 2019 with new orders registered for the market of **Iraq**, where Cisk Export and Cisk Lager were made available in bottled and canned package. Beer sales of Cisk Lager remained equally buoyant in **Australia**, where good production and sales of Kinnie were also registered during the same period.

We also maintained our presence of Kinnie in **Canada**, while sales to **Poland** showed encouraging growth where Kinnie is primarily available within the on-the-go and convenience segment.

2019 also saw significant investment in in-depth consumer market research of Kinnie within the markets of **Belgium** and **Italy**, which captured encouraging potential for the future of the brand. This will serve us well as we seek to internationalise our Kinnie brand.

*An iconic VW camper van takes on a Kinnie look for promotional roadshows around the Polish market.*





## FARSONS BEVERAGE IMPORTS CO. (FBIC)

FBIC continues to hold on to its market share, even if profitability is under some pressure. We are here responding through a wide programme of sales and marketing activities targeting different segments of the market. Furthermore, we initiated some needed changes within our sales set-up to ensure better market coverage. Additional changes will be undertaken to further strengthen the sales potential of our sizeable and varied beverage portfolio.

In the spirits sector, sales increases were achieved largely through organic growth, boosted by the introduction of some new key products, such as **Averna** and **Bulldog Gin** from the Gruppo Campari portfolio. The launch of **Beefeater's Pink Gin** added extra focus to this brand which has benefitted from the renewed interest in the gin category.

**Aperol** maintained the positive sales trend it has enjoyed for the last few years with the continuing popularity of Aperol Spritz during the aperitivo hour. **Jagermeister** used its 'Après-Sea' and Gozo Carnival platforms to continue its upward sales trend and to promote it as a long drink. **Absolut's** limited edition release this year was Absolut Comeback, which highlighted the brand's ongoing commitment to sustainability through its use of recycled glass in all its bottles.

In the rum sector, **Havana Club** achieved sales growth by introducing a new focus on the daiquiri, promoting this classic cocktail across the island through a mobile bar. **Malibu** used a programme of games in pool-side activations to drive sales and a renewed excitement around the brand. **Cointreau's** emphasis this year was on its versatile mixability, whilst **Bols** and **Monin** were also promoted as essential ingredients in many well-known cocktails.

Within our whisky portfolio, **Chivas Regal** introduced its global sponsorship of the iconic Manchester United Club, reinforcing the whisky's well-known image as a perfect blend. **Ballantine's** continued building on its international association with the Boiler Room online music broadcasting platform to appeal to a younger consumer base whilst **Jameson's** maintained its positive sales trend with its continued appeal to bartenders and customers alike.

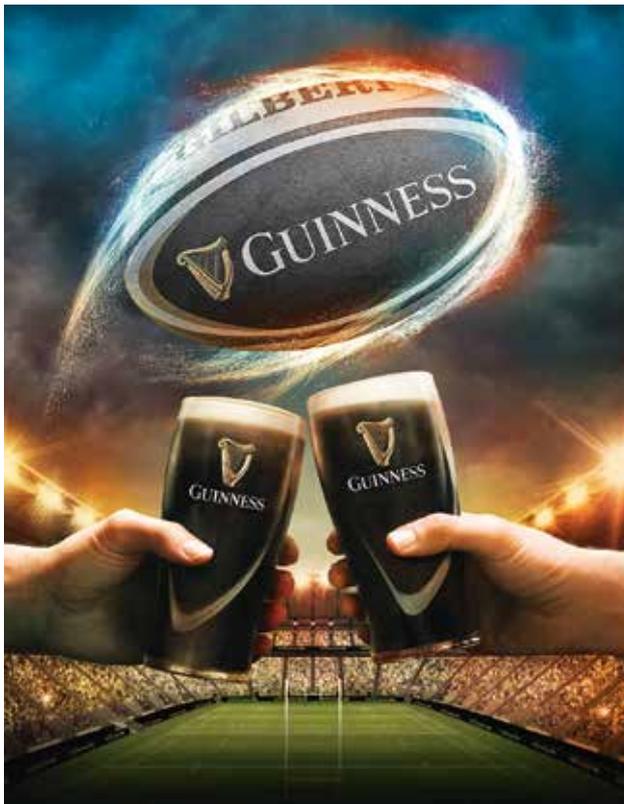
Sales in our portfolio of imported beers also fared well. **Corona** achieved another year of growth, with the Corona Sunsets marketing programme pushing the brand to new heights of popularity. **Guinness** also maintained a steady growth throughout the whole year, following on from the St Patrick's Day celebrations, which this year, for the first time, included a music concert in Valletta with popular Maltese bands and Irish dancers. Even **Budweiser** reinforced its position within the music and clubbing scene.

*Red Bull gives our brand portfolio a set of wings.*



*Campari celebrates one of the world's great cocktails at Negroni Week in Pjazza Regina, Valletta*

"FBIC CONTINUES TO HOLD ON TO ITS MARKET SHARE, EVEN IF PROFITABILITY IS UNDER SOME PRESSURE"



Guinness – a perfect excuse for friends to get together.

Cider sales for our represented brands **Strongbow**, **Bulmers** and **Old Mout** were also positive. We also achieved sales increases in our wine portfolio across all customer groups. Our on-going programme of premium wine-tasting events – in restaurants, at Farsonsdirect and at other specialised retail outlets – was very successful, with many events being sold out within days. We also ran regular promotions in the major supermarkets which led to increased awareness and sales of our popular wine brands.

In 2019, we were also proud to be given representation of some highly ranked global wine brands, including **Henschke**, **Sigalas**, **Arnaldo Caprai**, **La Spinetta**, **Bibi Graetz** and **Petrolo** amongst others, which have strengthened our standing as reputable wine merchants.



Ballantine's proud sponsor of Glitch Festival 2019 at Gianpula Village





## FARSONSDIRECT

### FARSONSDIRECT

During 2019 Farsonsdirect underwent a total makeover. Significant investment was made in the refurbishment of the outlet, with the interior being completely gutted and replaced. We have increased the shop floor area, creating more shelf space to properly display our extensive range of premium wines and spirits, whilst delineating a suitable tasting area for the programme of tutored tastings on wines and spirits we run throughout the year. We have also introduced a programme of wine-tasting by the glass, which allows customers to have the possibility of sampling a range of wines before purchasing.

The image of Farsonsdirect has been completely refreshed and complemented with an upgrade in the shopping experience. This we believe is helping Farsonsdirect to regain its standing as the leading beverage outlet on the island.

Farsonsdirect is now also better equipped to offer online shopping following the recent launch of a new website, complemented with a better equipped home delivery service. Furthermore, we are relaunching our loyalty card to offer better value and service to our repeat customers.

"THE IMAGE OF FARSONSDIRECT HAS BEEN COMPLETELY REFRESHED AND COMPLEMENTED WITH AN UPGRADE IN THE SHOPPING EXPERIENCE."





## ECOPURE

Despite the increase in competition, Ecopure continued to register a significant growth in turnover and profitability.

This growth is also a reflection of the positive environmental consideration by an increasingly sensitive public, given that all Ecopure water is delivered in returnable/reusable bottles.

The positive results were generated from existing customers, but also from the attainment of new customers in all segments that resulted from a targeted marketing campaign via various advertising channels with the objective to promote the quality of product, the convenience of an efficient delivery service and the minimal environmental impact of the returnable bottle.

In line with our commitment to cut our carbon footprint and help combat air pollution, Ecopure has continued modernising its distribution fleet with vehicles that meet the latest Euro 6 environmental standard requirements and introduced its first electric vehicle.

To reduce plastic waste, and better respond to the general public sensitivity, Ecopure has promoted and supplied its returnable bottled water with water dispensers and its range of accessories such as biodegradable disposable cups during conferences, outdoor activities and sporting events.

"THIS GROWTH IS ALSO A REFLECTION OF THE POSITIVE ENVIRONMENTAL CONSIDERATION BY AN INCREASINGLY SENSITIVE PUBLIC, GIVEN THAT ALL ECOPURE WATER IS DELIVERED IN RETURNABLE/REUSABLE BOTTLES."





### QUINTANO FOODS

Quintano Foods had a good year with a positive increase in sales. Sales growth was registered across all the market segments it serves. It was encouraging to see the established brands within our portfolio, notably **Danone**, **Tropicana** and **Mevgal** within the chilled category, and **Quaker**, **Walkers** and **Doritos** within the ambient category continue to gain an overall stronger market presence. Profitability for the year has also improved over previous years and has also exceeded our targeted budget. This was a good result considering the daily difficulties faced in such a competitive and constantly evolving market.

A big change in the way sales were collected and delivered was implemented during the year. For the chilled product category to the retail market, we have moved away from the traditional sales method where a sales representative would visit the client to collect an order and have the order delivered in the following days. We have launched an 'on-the-spot' sales department, with a team of sales representatives who load their trucks with the entire range of fresh products and visit our clients with all stocks on hand. In this way, the ordering and delivering process is carried out in one visit, reducing the time lag between order collection and delivery. This is a crucial factor, particularly with very short shelf life products. Through this new system



we have managed to improve our service to our customers, with a less time consuming and more efficient transaction.

Marketing of the brands we represent remains a top priority for Quintano Foods. To this end, we embarked on a number of marketing campaigns. Added focus was also placed on increasing penetration levels of our brands within the retail sector while increasing visibility in store to encourage consumer pick up. Business development remained an important focus point for Management. We continued working on increasing sales and visibility of the various represented brands along with some others recently launched.





The retail landscape has significantly changed over these past years and is destined to continue to do so. Likewise, we are adjusting our sales, marketing and distribution set-up to always ensure we are best geared to respond to the changing challenges and opportunities.

Quintano Foods continues to fulfil its supporting role as the single source of supply for most of Food Chain's food and non-food consumable requirements. This arrangement, which goes back some years now, has given us the ability to allow both companies to give added focus, synergise and further develop their respective core competences, namely supply and logistical support in the case of Quintano Foods and franchise restaurant management in the case of Food Chain.

**"WE ARE ADJUSTING OUR SALES, MARKETING AND DISTRIBUTION SET-UP TO ENSURE WE ARE ALWAYS BEST GEARED TO RESPOND."**





## FOOD CHAIN

This year has once again set a record level of growth for Food Chain. The growth was consistent across all three brands with the Drive Thru's registering the largest growth in sales. A noticeable growth was noted in guest count meaning more guests were choosing to dine with us and we have also registered an increase in spend per ticket across the three brands.



## PIZZA HUT

Following the completion of the restaurant remodelling program during the previous year, this year we turned our attention towards improving the systems within the restaurants in order to facilitate a more efficient and smoother operation. This was driven through the introduction of a new point of sales system which links up to the kitchen and delivery function of each restaurant. This system also communicates with the on-line delivery ordering portal and will provide for a smoother paperless transaction from the point of order at home to final delivery to our guests. This has also led to more analytical data being held and together with the new reporting tools we have in place we are better equipped to take the necessary decisions.

Throughout the year we have continued to focus our efforts on the delivery sales channel. In order to improve the service, we have focused on reducing waiting times from order to delivery. We have continued our efforts to promote online orders on [www.pizzahut.com.mt](http://www.pizzahut.com.mt) and have also strengthened the loyalty scheme for our online guests. In fact, throughout the year we have continued to see a switch in order capturing from telephone orders to on-line orders. Throughout the year we had several promotions aimed at providing our guests with value when visiting our restaurants or ordering deliveries and have also launched several new innovative products on a limited time offer. The pizza industry in Malta is a very competitive market which drives us to be constantly delivering back to back campaigns and value offers.

"THIS YEAR HAS ONCE AGAIN SET A RECORD LEVEL OF GROWTH FOR FOOD CHAIN. THE GROWTH WAS CONSISTENT ACROSS ALL THREE BRANDS "



**EVERYONE'S  
A WINNER!**



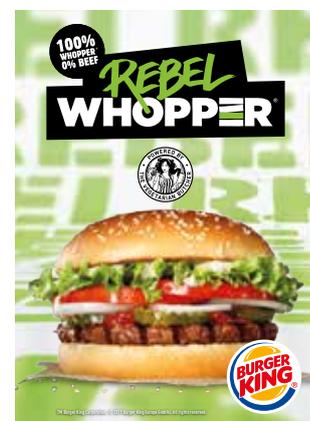


## BURGER KING

This has been yet another very positive year for Burger King with store sales increasing across all six stores. All stores have experienced double digit percentage growth with increases in both guest counts and also in average tickets spend. Our Paceville store saw the largest growth, followed by Sliema, Malta International Airport and Qormi. This was consistent with the increase of tourist numbers as most of these stores are located in highly touristic locations. The Qormi store continues to register encouraging sales with increases particularly from the Drive Thru channel which also saw a record number of cars.

We have launched a number of different sandwiches throughout the year on a limited time offer and also embarked on various promotional campaigns to further strengthen our presence on the local market. Notwithstanding the challenging recruitment environment, through continued training, we have managed to improve our service levels across all stores.

At the beginning of the year we installed self-ordering kiosks in almost all outlets. These kiosks have been a success, helping users to avoid queueing and improving the overall experience. With time we are seeing the use of these kiosks increase, which is driving lower wait times and a better guest experience.



## KFC

KFC also saw an encouraging growth in sales, mainly driven by the Mosta store. Growth in all stores also came from increases in guest count as well as increase in average tickets sales.

The Drive Thru service was once again a main area of focus during the year, with emphasis being placed on improving speed of service while also reducing errors with orders. Both these factors were appreciated by our Drive Thru users as sales have increased by a further 15% over the previous year.

As with Pizza Hut, we have continued to focus on the delivery sales channel of KFC, which continues to remain an important part of the business. Through changes made, we have worked towards reducing the waiting times and improving service levels.



Throughout the year we launched a number of fresh and exciting marketing campaigns to bring the brand to life. Together with these marketing campaigns we also launched a number of innovative limited time offers.

## CHALLENGES AHEAD

Before summing up this review, reference must be made to COVID-19 and how this has disrupted daily lives across the globe in recent months. To think or expect that we will just carry on from where we left off before this pandemic broke out would be naïve and a mistake. With many businesses and economies adversely affected, we are likely to see rising unemployment, higher inflation rates, a fragile and smaller tourism industry, and a generally weaker economic and commercial climate for some time until a greater sense of normality is restored.

Furthermore, given the ever-present competitive pressures, we need to continue to make progress in reducing production costs and overheads, and we must continue to innovate by constantly challenging ourselves to generate and capture attractive ideas or new product offerings, whilst always aiming to reach the highest quality standards possible.

As we continue to transform the way we operate, we should always do this with a view to further strengthening on all our competitive advantages, whilst addressing any shortcomings. We will also continue to constantly update and revisit our product portfolio, sales strategy along with our distribution model, whilst also redefining the best go-to market strategy, given the ever-changing market scenario, for each of the companies within our Group.

As we remain in the midst of the COVID-19 pandemic, an element of uncertainty on what the future holds hovers on. Therefore, it is understandable to expect major challenges ahead, including additional sacrifices. We must continue to take difficult decisions in a highly uncertain and unprecedented environment, but I believe, just as we have done in the past, we will overcome the adverse currents that are today found across the whole market landscape around us.

Before concluding this review, this being my 10th, let me reiterate the need for us to further build on our solid foundations, and invest not only in any needed capital projects, but also in the continued development of our workforce, these being the backbone of all that we do and achieve. Maintaining a well-trained and motivated workforce remains a pivotal consideration.

Therefore, a word of gratitude goes to all Farsons Group employees for their hard work, along with the well-guided performance offered by our Management Team whom I am proud to head. Also, as I approach my 10th year as Group Chief Executive, a special word of gratitude goes to our Chairman, Louis A Farrugia together with all the Board of Directors for having always shown their full confidence and support during these past years which I would sum up as a journey of constant change, numerous challenges, collective achievements and great personal satisfaction.

In conclusion, in spite of the undoubted added effort needed to adequately deal with the new 'normal' realities we are now living, I nonetheless remain confident that we will continue to transform ourselves into a more competitive and ultimately more successful Group for the benefit of our consumers at large, business partners, everyone that forms part of the Farsons Group and ultimately, of course, our shareholders.



**Norman Aquilina**  
Group Chief Executive  
27 May 2020

**"AS WE REMAIN IN THE MIDST OF THE COVID-19 PANDEMIC, AN ELEMENT OF UNCERTAINTY ON WHAT THE FUTURE HOLDS HOVERS ON. THEREFORE, IT IS UNDERSTANDABLE TO EXPECT MAJOR CHALLENGES AHEAD"**

SIMONDS FARSONS CISK PLC  
**FINANCIAL  
STATEMENTS**  
FOR THE YEAR ENDED 31 JANUARY 2020

# DIRECTORS' REPORT

The Directors present their report and the audited consolidated financial statements for the year ended 31 January 2020.

## Principal activities

The Group is engaged in the brewing, production and sale of branded beers and beverages, the importation, wholesale and retail of food and beverages, including wines and spirits and the operation of franchised food retailing establishments.

## Review of the business

### TRADING PERFORMANCE

The Board of Directors hereby announce the Farsons Group's financial results for the year ended 31 January 2020 (FY 2020).

Turnover for FY 2020 increased by 3.7% to €103.5 million. Whilst the Group registered turnover growth across all segments, reported pre-tax profits at €12.3 million (FY 2019: €14.1 million) were €1.8 million (or 12.6%) lower than that reported last year. Throughout the year, competition remained acute across all businesses and this resulted in margin compression. A tight labour market made for higher payroll costs – particularly in the distribution area. Furthermore, the positive economic performance experienced by the country over the past years started showing signs of levelling off in the latter part of the financial year under review. From the autumn of 2019 the business environment generally turned cautious and the Group started to witness a gradual slowing-down in the payment patterns of its customers – and this pattern has deteriorated further since the financial year end. These factors represent the major contributing reasons for the lower profits being reported by the Group in FY 2020. The application of the requirements of International Financial Reporting Standard (IFRS 9) introduced in FY 2019 to debtor receivable balances has resulted in an increase in the required impairment provision amounting to €668,000. This compares with a reduction in the same provision of €762,000 in FY 2019, representing a negative swing factor amounting €1.4 million on a year to year basis.

The Group's profit after tax for the year amounted to €11.9 million, a decrease of €3.3 million (or 22%) over that reported for FY 2019. The higher tax charge recorded in FY 2020 is a result of the fact that no increase in the deferred tax asset was recorded this year in relation to investment tax credits (FY 2019: an increase of €2.2 million). The Group's policy regarding the recognition of deferred tax as an asset is to record the amount of investment tax and other credits that it is believed can be recouped on estimated profits over the foreseeable future. As a result of the lower profits being reported this year and significantly lower profit expectations for FY 2021, it was not thought

appropriate to add to the deferred tax asset valued in FY 2020. As at 31 January 2020 unrecognised investment tax and other credits with no expiry dated amounted to €26.5 million.

Earnings before interest, tax, depreciation and amortisation (EBITDA) amounted to €22.7 million as compared to €23.2 million in FY2019, a decrease of 2% reflecting the lower reported profit net of the impact of the introduction of IFRS 16 for the 'Right-of-use assets'. The Group's net borrowings (excluding impact of IFRS 16) increased by €1 million, whilst following the inclusion of the liabilities in accordance with IFRS 16, the gearing ratio increased to 25.9% as compared to 23.4% for 2019. Total equity of the Group increased from €108 million to €116 million, reflecting the profit generated net of the dividends distributed during the year.

### INVESTMENTS

During FY 2020 the Group invested a further €10.7 million to complement the major plant investments carried out in previous years together with the developing project at the iconic Old Brewhouse. Capital investment to upgrade existing production and logistics facilities continued to be undertaken in order to ensure that the Group remains a leader in our chosen business sectors. The capital investment programmes implemented by the Group over the years has enabled it to consistently provide high quality products to its customers, facilitate innovation and ensure that its operational practices contribute towards a better environment. During the year, the Company invested in a more environmentally friendly car and truck fleet, together with further investments in energy-efficient plant.

The major investment currently being undertaken by Farsons is the restoration and rehabilitation of the Farsons Old Brewhouse. This landmark regeneration project is well underway and on time for the projected completion date during 2021. The project will provide a Brewery Visitor Experience, a Microbrewery, a Brewpub, a Cisk bar, a food court and multiple indoor and outdoor event areas for both business and leisure activities.

### OUTLOOK FOR FINANCIAL YEAR ENDING 31 JANUARY 2021 AND EVENTS SUBSEQUENT TO THE FINANCIAL REPORTING DATE

On 11 March 2020, the World Health Organisation (WHO) declared the Coronavirus/COVID-19 outbreak to be a global pandemic. Around the world, many governments introduced unprecedented measures in efforts to contain and control the spread of the outbreak. In Malta, the authorities moved quickly and introduced measures that included the imposition of quarantine, self-isolation and travel restrictions, the closure of schools, universities and other

academic/learning and care institutions, as well as ordering the shuttering of all bars, restaurants, clubs and gyms. Non-essential shops were also instructed to close and as of 21 March 2020 Malta International Airport was closed for all but a limited number of flights. Social distancing and stay-at home regulations were enacted. These measures have thus far successfully contained the number of infections and fatalities experienced on the Island.

In the face of the precipitous economic downturn and the threat of massive unemployment, governments have responded with co-ordinated stimulus measures, business support initiatives and employment protection programmes on a scale never witnessed before. Governments have also announced business loan and guarantee schemes and, given the exceptional nature of the crisis, are encouraging banks to grant temporary moratoria on interest and capital repayments on personal mortgages and business loans.

With over 5 million confirmed cases worldwide, at the date of this report, and, tragically, over 350,000 deaths, the COVID-19 outbreak is, above all, a human tragedy of immense proportions impacting untold numbers of people around the world. However, it soon became apparent that what started as a public health emergency was very quickly becoming a serious economic crisis. The unprecedented (but necessary) restrictive (travel, quarantine, lock-down and social distancing) measures imposed by governments caused a sudden and very sharp contraction in economic activity and with it a precipitative global recession.

Notwithstanding the unprecedented measures taken by governments as they struggled to combat the outbreak and to support businesses, jobs and the economy in general, the nature of COVID-19 and the consequent economic impact are causing great uncertainty. In particular, there is great anxiety about just how long it will be necessary to retain the current "lock-down" of large swathes of business and economic activity, and governments are struggling to balance the saving of lives with the saving of livelihoods. Various jurisdictions are starting to tentatively lift some of the imposed restrictions and are watching with some anxiety to see whether this gradual liberalisation will result in any reemergence or "second wave" of infections.

There is also much uncertainty and anxiety as to the extent and duration of the more lasting economic and social impact once restrictive measures are lifted. It is expected that the fields of aviation, travel and tourism and the related hotel, leisure, entertainment, bar and restaurant sectors – all of which are so important to Malta's economy – are going to be heavily impacted – and may take several years to recover.

For financial reporting purposes, events relating to the COVID-19 pandemic are deemed to be non-adjusting subsequent events, and accordingly the financial results and financial position of the Company and Group reported within these financial statements for the year ended 31 January 2020 have not been impacted by these events.

The Farsons Group has entered this crisis from a position of strength. Following many years of significant capital investment, Farsons has state of the art production and distribution facilities and a portfolio

of highly acclaimed products and world class brands. FY 2019 (which marked the Group's 90th anniversary) saw the culmination of a multi-year run of record turnover and profits being reported. The adoption over the years of a prudent profits reinvestment policy has also resulted in a strong balance sheet, with shareholders' equity exceeding €108 million at the start of FY 2020. For the various reasons that are outlined in this report, FY 2020 saw a levelling off in Group profits, but at €12.3 million before taxation, these profits are still impressive and as at the end of FY 2020, shareholder equity now exceeds €116 million.

As noted above, shortly after the declaration by the WHO of the pandemic on 11 March, the Government of Malta announced a series of measures that included the closure of all bars and restaurants, cancellation of all mass events and, with effect from 21 March, the closure of Malta International Airport. In effect, Malta's tourist market, one of the mainstays of the local economy, was shut for business until further notice. As stated in the Company Announcement issued by Farsons on 8 April 2020, there could be no doubt that the cumulative effect of these measures would have a significant impact on demand for the Group's product lines in the food and beverage sector.

This has indeed proved to be the case, and (after a strong start to the financial year) Group-wide sales for the month of April 2020 (the first full post-COVID-19 month) fell by close to 55% when compared with the same month last year.

Immediately the Government measures were announced the Board and Management moved rapidly to implement certain operational and cost efficiency initiatives aimed at mitigating the impact of the sudden and unexpected crisis on the businesses of the Group.

These actions included strict cost containment, the curbing of certain discretionary and marketing spend, and lower production runs. A number of steps were also implemented in the human resource area, including elevated health and safety protocols, remote working where possible, rescheduled work and shift patterns, anticipated leave, and, in agreement with the Unions, the introduction of a number of shut down days. An immediate freeze was imposed on overtime working and on all new recruitment as well as on the engagement of subcontracted and casual labour. Training programmes were moved online and more frequent communication with all employees implemented.

Moreover, in situations of this nature cash conservation measures are imperative. Therefore, early steps were taken for the deferral of certain capital expenditure projects and more robust working capital controls were introduced. Application was made for temporary capital moratoria on a number of bank loans and additional focus brought to bear on inventory levels and the collection of trade receivables.

At the same time, management and the Board have been examining various contingency planning scenarios (including stressed models) under which the impact of the current crisis on the businesses of the Group is being assessed. The scenarios have adopted varying assumptions depending on the duration of the effective shut down on parts of the business and the anticipated rate and shape of the recovery as restrictions are gradually lifted.

As is to be expected, the most direct and significant impact on the Group's food and beverage businesses arises from the directives to close all restaurants, bars and clubs, the cancellation of mass events – and the closing of the Malta International Airport. These measures have effectively shut down the tourist industry (a major contributor to the Maltese economy) and with it virtually all hotels. Over the year to 31 December 2019 inbound tourist arrivals in Malta totaled 2.8 million passengers.

The Farsons Group beverage manufacturing operations (beer, carbonated soft drinks and waters) is a major supplier to the hotel, bar and restaurant trade, as is its wines and spirits importation arm. Through its Food Chain subsidiary, the Farsons Group also operates 14 franchised food restaurants and drive through outlets. All these businesses have been radically hit by lost sales arising from the sudden shut-down of the entire tourist, hospitality and leisure sectors. Furthermore, (at the time of writing) there exists little clarity or forward visibility concerning the amelioration of the current crisis – or on the timing of the lifting of restrictions and the re-opening of the airport.

Management's working assumptions in its forward planning scenarios include a slow and incremental lifting of restrictions, and an expectation that even when the airport is re-opened, tourist arrival pick up will be slow and very gradual. Our expectation is that it may be several years before tourist arrivals witnessed in recent years are restored. It is also the Board's view that the economic slowdown that will be experienced in Malta as a result of the implosion of the tourist market will inevitably have a consequent impact on local consumer spending and therefore on local market demand for the Group's product range. All of the above has been factored into the working scenario models, as have allowances for the impact of much reduced demand on certain stock line items and the expectation that difficulties may be experienced in collecting receivables from certain customers whose businesses will experience particular difficulties over the current downturn.

The Board of Directors has carried out a careful review and applied its best judgement to the various scenarios prepared by management entailing what it believes to be prudent assumptions for assessing both profitability and liquidity. The Board has concluded that as a result of (a) the existing strength of the Group's financial position and its core product range and (b) the measures being taken by management to address and mitigate the impact of the current COVID-19 crisis, the Farsons Group will be able to sustain its operations over the next twelve months in a manner that is cash flow positive. Accordingly, based on currently available information the Board is confident that the Group will meet all its obligations as and when they fall due over the next twelve months and beyond and therefore, that the going concern basis adopted for the preparation of these accounts is entirely appropriate.

As can be seen from the above, the Group's Board and Management reacted swiftly to the immediate impact and threats posed by the crisis and took all the necessary short-term measures to respond to the situation. However, notwithstanding the lack of clarity at this time as to when the crisis might ease and what the rate of economic recovery might look like, it is becoming increasingly clear that any recovery will likely be slow and gradual – and that there may be further bumps in the road.

The Board's belief is that following the response to the initial implications of the COVID-19 crisis, businesses everywhere are going to have to face up to the reality of a global economic recession – and that the "return to work" phase that will follow will potentially witness a radically different post-COVID reality – one that is being described as a "new normal" to which all businesses will have to adjust. Therefore, having responded to the immediate onslaught of the COVID-19 crisis, the next task of the Group Board and Management team is to develop a business plan that is appropriately tailored to the "new normal" that is expected to emerge. Potentially, this "new normal" may well require the adoption of a materially different business model that will need further measures to be implemented.

In the meantime, it is worth repeating that Farsons has entered into this crisis from a position of significant strength. In facing up to the current crisis, the Board is determined to give utmost priority to all our many stakeholders. For our many customers we pledge to maintain the highest possible standards in terms of the quality of our products and service levels. The Board is also resolved to do all that is needed and possible to ensure the safety and well-being of all our employees and to protect their continuing employment with the Group and for our many suppliers, creditors and shareholders, the measures being taken by the Board are directed at protecting and preserving the commercial well-being of our businesses as well as the financial strength and integrity of the Farsons Group. The Board will continue to keep the situation under close review and will respond appropriately to any material change in circumstances.

#### **FINANCIAL RISK MANAGEMENT**

The Group and Company are exposed to a variety of financial risks, including market risk (including currency risk, fair value interest rate risk and cash flow interest rate risk), credit risk and liquidity risk. Refer to note 2 in these financial statements for further details.

#### **DIVIDENDS AND RESERVES**

The income statements are set out on page 69.

Shareholders are one of the vitally important stakeholders in any business. They provide millions of euros of capital to corporations, without which it would not be possible for any business to operate. Shareholders are compensated for the capital that they invest in a business through the periodic distribution of dividends. Any decision to defer or suspend the declaration of regular dividends is therefore only taken after the most careful consideration and with great reluctance. As can be seen from the commentary above on the impact of the COVID-19 pandemic and the outlook for FY 2021, this is a time of great uncertainty for the business and there is a lack of forward visibility concerning the timing of any amelioration of the current crisis and the rate of recovery therefrom. At such times, the Board of Directors believes that the prudent course of action is to conserve cash and capital, reduce costs and to be alert and agile in responding to any change in circumstances.

The Board declared an interim dividend of €1,000,000 which was paid to shareholders on 16 October 2019. In the normal course of events, the Board would propose the payment of a final dividend for consideration at the forthcoming Annual General Meeting.

However, in the environment described above, the Board has reluctantly concluded that in the long-term interest of the business it would not be prudent at this time to propose a final dividend for the financial year ended 31 January 2020 at the forthcoming Annual General Meeting. The situation will be kept under careful review and shareholders can rest assured that dividend distributions will be resumed immediately it is judged prudent to do so.

Retained profits carried forward at the reporting date amounted to €58 million (2019: €50 million) for the Group.

## DIRECTORS

The directors who held office during the year were:

Mr Louis A. Farrugia F.C.A. - *Chairman*

Mr Marcantonio Stagno d'Alcontres - *Vice-Chairman*

Baroness Christiane Ramsay Pergola

Marquis Marcus John Scicluna Marshall

Dr Max Ganado LL.D., LL.M (Dal)

Mr Roderick Chalmers M.A. Div. (Edin.) F.C.A., A.T.I.I., F.C.P.A., M.I.A.

Ms Marina Hogg

Mr Michael Farrugia M.A. (Edin.), MBA (Warwick)

Mr Louis A. Farrugia, Mr Marcantonio Stagno d'Alcontres, Marquis Marcus John Scicluna Marshall, Dr Max Ganado, Mr Roderick Chalmers, and Ms Marina Hogg whose terms of appointment expire, retire from the board and are eligible for re-election.

## STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The directors are required by the Maltese Companies Act, 1995 to prepare financial statements which give a true and fair view of the state of affairs of the Group and the parent Company as at the end of each reporting period and of the profit or loss for that period.

In preparing the financial statements, the directors are responsible for:

- ensuring that the financial statements have been drawn up in accordance with International Financial Reporting Standards as adopted by the EU;
- selecting and applying appropriate accounting policies;
- making accounting estimates that are reasonable in the circumstances;
- ensuring that the financial statements are prepared on the going concern basis unless it is inappropriate to presume that the Group and the parent Company will continue in business as a going concern.

The directors are also responsible for designing, implementing and maintaining internal control as necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and that comply with the Maltese Companies Act, 1995. They are also responsible for safeguarding the assets of the Group and the parent Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements of Simonds Farsons Cisk plc for the year ended 31 January 2020 are included in the Annual Report 2020,

which is published in hard-copy printed form and is available on the parent Company's website. The directors are responsible for the maintenance and integrity of the Annual Report on the website in view of their responsibility for the controls over, and the security of, the website. Access to information published on the parent Company's website is available in other countries and jurisdictions, where legislation governing the preparation and dissemination of financial statements may differ from requirements or practice in Malta.

The directors confirm that, to the best of their knowledge:

- the financial statements give a true and fair view of the financial position of the Group and the parent Company as at 31 January 2020, and of the financial performance and the cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU; and
- the annual report includes a fair review of the development and performance of the business and the position of the Group and the parent Company, together with a description of the principal risks and uncertainties that the Group and the parent Company face.

## GOING CONCERN BASIS

After making enquiries, the Directors, at the time of approving the financial statements, have determined that there is reasonable expectation that the Group and the parent Company have adequate resources to continue operating for the foreseeable future. For this reason, the Directors have adopted the going concern basis in preparing the financial statements. Reference is made to the commentary above relating to the outlook for financial year ending 31 January 2021 and events occurring after the balance sheet date.

## SHAREHOLDER REGISTER INFORMATION PURSUANT TO LISTING RULE 5.64

Share capital information of the Company is disclosed in note 12 of the financial statements on page 94.

The issued share capital consists of one class of ordinary shares with equal voting rights attached and freely transferable.

The list of shareholders holding 5% or more of the equity share capital is disclosed in this annual report.

Every shareholder owning twelve and a half per cent (12.5%) of the ordinary issued share capital of the Company or more shall be entitled to appoint one director for each and every twelve and a half per cent (12.5%) of the ordinary share capital owned by such shareholder and such shareholder may remove, withdraw or replace such director at any time. Any appointment, removal, withdrawal or replacement of a director to or from the board of directors shall take effect upon receipt by the board of directors or the Company secretary of a notice in writing to that effect from the shareholder owning twelve and a half per cent (12.5%) of the ordinary issued share capital of the Company or more. Any remaining fractions will be disregarded in the appointment of the said directors but may be used in the election of further directors at an Annual General Meeting. The chairman is appointed by the directors from amongst the directors appointed or elected to the board.

The rules governing the appointment, election or removal of directors are contained in the Company's Articles of Association, Articles 93 to 101. An extraordinary resolution approved by the shareholders in the general meeting is required to amend the Articles of Association.

The powers and duties of Directors are outlined in Articles 84 to 91 of the Company's Articles of Association. In terms of Article 12 of the said Articles of Association, the Company may, subject to the provisions of the Maltese Companies Act, 1995 acquire or hold any of its shares.

The Collective Agreement regulates redundancies, early retirement, resignation or termination of employment of employees. No employment contracts are in place between the Company and its Directors, except as disclosed in the Remuneration report.

It is hereby declared that, as at 31 January 2020, the Company is not party to any significant agreement pursuant to Listing Rules 5.64.10.

Furthermore, the Board declares that the information required under Listing Rules 5.64.5 and 5.64.7 is not applicable to the Company.

#### **AUDITORS**

The auditors, PricewaterhouseCoopers, have indicated their willingness to continue in office, and a resolution for their re-appointment will be proposed at the Annual General Meeting.

By Order of the Board

Louis Farrugia



**Louis A. Farrugia**  
*Chairman*

**Marcantonio Stagno d'Alcontres**  
*Vice-Chairman*

Registered address:

The Brewery  
Mdina Road  
Zone 2, Central Business District  
Birkirkara  
CBD 2010  
Malta

Telephone (+356) 2381 4172

**Antoinette Caruana**  
*Company Secretary*  
27 May 2020

# STATEMENT BY THE DIRECTORS ON NON-FINANCIAL INFORMATION

This statement is being made by Simonds Farsons Cisk plc (SFC, Farsons or the Group) pursuant to Article 177 of the Companies Act (Cap. 386). In terms of the Sixth Schedule to the Act, SFC is obliged to prepare a report containing information to the extent necessary for an understanding of the Group's development, performance, position and the impact of its activities. For the purposes of the Act, SFC is hereby reporting on the impact of its activities on environmental, social and employee matters, respect for human rights, anti-corruption and bribery matters.

## Our Business Model

The Farsons Group is located in Malta and traces its origins to 1928.

The Group comprises SFC as the holding Company and which is also engaged in the manufacture of branded beers and beverages including the award-winning Cisk range of beers, Blue Label Ale, the Kinnie range of soft drinks and San Michel table water among others. All the Group's subsidiaries are wholly owned. Both SFC and its subsidiaries represent a number of international market leaders in the food and beverage industry through long-standing relationships. Farsons Beverage Imports Company Limited is active in the importation, distribution and retail of wines and spirits, Quintano Foods Limited operates a food importation and distribution business whilst EcoPure Limited distributes dispensed bottled water. Food Chain Limited operates a number of franchised food outlets across the island. The Group's culture is one of total commitment to securing the highest standards of products and services and to sustain its reputation for quality and excellence.

SFC is a public Company with its registered address at The Brewery, Mdina Road, Zone 2, Central Business District, CBD 2010, Birkirkara, Malta. The Company's issued share capital made up of 30,000,000 ordinary shares of €0.30 each in nominal value. All shares carry equal voting rights and are listed on the Malta Stock Exchange. As at the year-end 79.32% of the issued shares were owned by the three major shareholders, with the balance being held by general public shareholders.

A description of the corporate governance structure deployed across the Group, including matters relating to the role and responsibilities of the Board are set out in the Corporate Governance Statement which forms part of this Annual Report.

Inter-alia, the Board assumes responsibility for identifying the principal business risks for the Group and overseeing the

implementation and monitoring of appropriate risk management systems. The principal risks would include those that could cause a materially adverse impact to the Farsons Group operations, products, reputation and business performance, its business relationships and/or the safety and well-being of its customers and employees. A comprehensive risk management review was conducted over the financial year under review with the assistance of external consultants and enhanced risk management protocols are being put in place. The outbreak of the COVID-19 Pandemic was an acute reminder of the reality of unexpected external risk – and the Group responded with speed and agility in seeking to address the immediate consequences of the public health and business crisis stemming therefrom. This response is ongoing.

Turnover for the Group reached €103.5 million during the year ended 31 January 2020 and employed an average of 860 (full time equivalent) employees during the year under review.

At Farsons, we have always recognised our corporate responsibility towards all stakeholders and the wider community. We seek to engage in teamwork, we foster respect and exercise integrity whilst promoting dynamism and striving for excellence. We are committed to upholding the highest standards of corporate ethics and behaviour, and as a public listed company we remain transparent in our dealings and are guided by a strong sense of values where trust is central to all that we do.

## Our Commitment to the Environment

Management maintains a strong focus on the performance of the business from an environmental perspective. Water usage, energy efficiency, emissions and packaging waste management all represent important key performance indicators for the Group and they are expected to become increasingly so in the foreseeable future. Fully embracing environmental responsibilities has long formed an intrinsic part of the Farsons culture.

## POLICIES AND RISKS

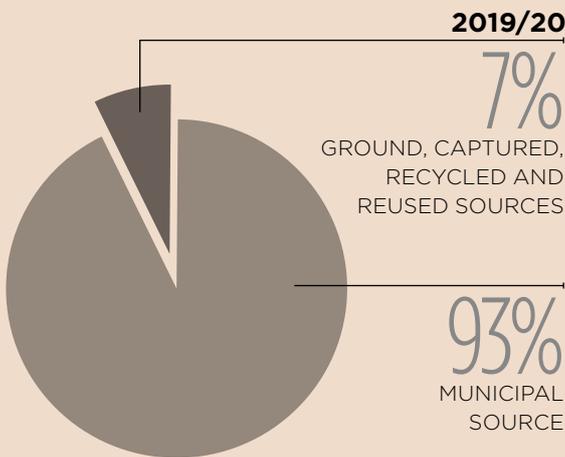
The risk to which our environment is exposed cannot be underestimated and represents an increasing area of focus on a global basis. Extreme weather events, natural disasters and water shortages are all in part a consequence of global warming and the failure of climate-change mitigation measures. Increasing attention is also being given to the indiscriminate use and disposal of plastic. As with beverage companies generally, Farsons is exposed to environmental risks by way of its agricultural supply chains and its significant water consumption. Responsible disposal of packaging waste is also an obligation that has been an area of

increasing policy focus and commitment at the Farsons Group for a number of years, as have water conservation and energy efficiency.

In its bid to counter the impact of environmental risks, continuing efforts are made to increase coordination with supply chain partners on an ongoing basis. The Group also continues to deploy significant resources and new investment towards the better management of water, energy emissions and packaging waste. The Group is consistently seeking new and innovative ways to secure sustainable use of limited natural resources.

**WATER**

Water is not only a prime raw material in our beverages but more so it is a scarce resource, particularly in Malta. Therefore, the Group consistently gives priority to water resource management, looking for continuous improvement in efficient water usage and recovery.



Fully 93% of the water used in our products and production cycles is sourced from the Water Services Corporation. Much of the balance of 7% is sourced from recycled water or from our own water capture and storage capabilities, with minimum use being made of water extraction from bore-holes (which supply is both fully licenced and metered). Irrespective of the source, water used in our products goes through extensive filtering, purification and treatment processes so as to meet our own premium quality standards.

**ENERGY USE AND GREENHOUSE GAS EMISSIONS**

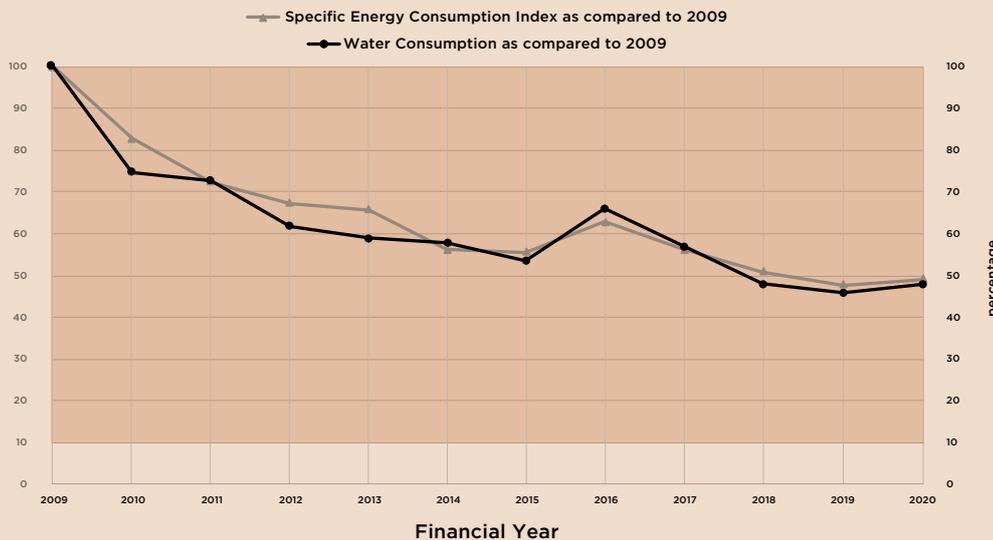
Farsons recognises the impact of emissions on our environment and is committed to reduce its carbon footprint. Existing operations are monitored for both their impact on energy use and that on greenhouse gas emissions and improvements are being implemented on an ongoing basis. Investment decisions on new projects unfailingly take into account the environmental implications as well as other commercial considerations. The policy is focused on reducing our carbon footprint and on countering air pollution by favouring on-site energy generation from renewable sources to the extent possible.

Improvements have been recorded in the greenhouse gas emissions and energy intensity over a number of years, and continuing efforts are underway in these areas.

The process of moving away from Euro 4 certified vehicles to the more environmentally friendly Euro 6 standard accelerated during the year, and it is envisaged that the remaining Euro 4 certified vehicles would be phased out of the commercial fleet by 31 January 2021. During the year, a further 51 vehicles were replaced with either electric powered models or with vehicles certified to the Euro 6 standard. Route planning software is also making for more efficient delivery trips. We are proud of this contribution to reduce emissions on our roads.

**PACKAGING WASTE**

The policy adopted by Farsons over the years is directed at continuing to increase the incidence of reuse, recycle and recovery of packaging waste placed on the market. The Group is committed towards a responsible and sustainable approach in this regard. Farsons is at the forefront of both participation in waste management schemes and in the preparations under way for the introduction of the Beverage Container Refund Scheme, and we are fully supportive of the drive towards a circular economy. Building on our long-standing pro-environment initiatives, we participate in the Environment and Resource Management Forum which advocates improvements and acts as a catalyst to revise our standard operating procedures. Notwithstanding consumer preferences for one-way cans and plastic (PET) bottles, Farsons continues to promote the use of returnable (and reusable) glass bottles and kegs.



Efforts to recycle packaging waste are ongoing. We continue to fulfil our obligations for the recovery and separation of packaging waste, and through our participation in the licensed waste recovery scheme have materially exceeded the targeted 60% recycling obligation. The glass recycling process has also been enhanced as a result of our investment in on-site crushing equipment, and the collection of Waste Electrical & Electronic Equipment (WEEE) has been extended with battery collection facilities being made available to employees and their households. We are also collecting all waste oils for recuperation and regeneration through authorised service providers.

## **Our Commitment to our People**

### **POLICIES AND RISKS**

The improvement of the quality of life of our employees and their families and of the community and society at large are important to the Farsons Group. We believe that in working together, we can achieve more, and this is encouraged by fostering a sense of belonging. The Group therefore adopts an approach that "every employee matters and every employee makes a difference".

### **TRAINING AND EDUCATION**

The Farsons Group invests in the training of its employees, with programmes ranging from technical to management and leadership areas. During this financial year, a total of 13,380 hours of training were delivered across all employee categories, equivalent to 21.9 average hours per employee. This includes all Group employees but excludes Food Chain crew, who carry out training requirements as per international franchise guidelines. The training carried out across the Group includes vocational training, implementing the multiskilling programme enabling the development of technical skills and competences directly related to operations. Various courses are organised internally by the organisation as well as externally through local training providers, as well as overseas training and trainers that are invited over to implement learning programmes for employees. Further to this, a number of employees are subsidised by the Group to engage in accredited learning programmes that lead to recognised qualifications. Paid educational leave is also provided for employees by the organisation as part of its learning and development strategy.

The Farsons Group is actively engaged in implementing programmes to upgrade employee skills including technical, soft skills as well as management and leadership programmes. The programmes are targeted at enabling employees to continuously develop their knowledge, skills and competences, both at the workplace and beyond, since most of the learning programmes equip employees with skills and competences that can be utilised and adapted to different environments. In this manner, the learning programmes implemented by the Group impact the work and life of employees, sustaining a lifelong learning approach and strategy.

These learning programmes ensure that employee skills are kept updated to the changing work environment while ensuring employee engagement and satisfaction. Employee engagement surveys consistently confirm that the learning and development programmes implemented within the Group are positively received by employees. 92% of the employee cohort at Simonds Farsons Cisk plc stated that they are satisfied overall with the learning opportunities that they have been given while 89% state that these programmes enable them to carry out their job more effectively.

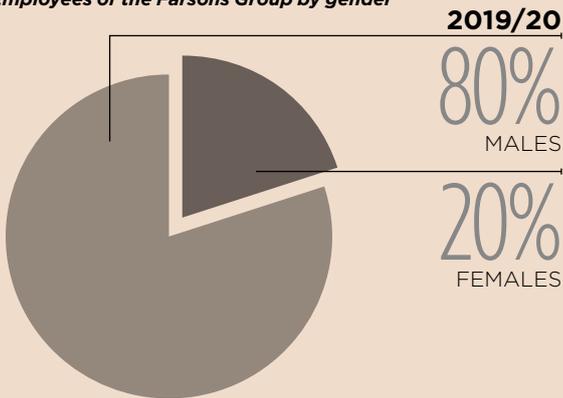
### **EVALUATION AND APPRAISAL**

The total cohort of employees at the Farsons Group is included in the Performance Management Programme, which is a periodic appraisal initiative. Each employee, regardless of gender or employee category, is included and a regular review is held with assigned reviewers to discuss set objectives, the employee's competences and skills, learning and development needs within a career development framework. Employees and reviewers are involved in ongoing discussions and evaluation of the above aspects of the programme. Training sessions are also held for reviewers to enable them to develop the right skills and competences to drive the performance review of their team members. Surveys indicate that 80% of staff are satisfied with the way the performance reviews are carried out.

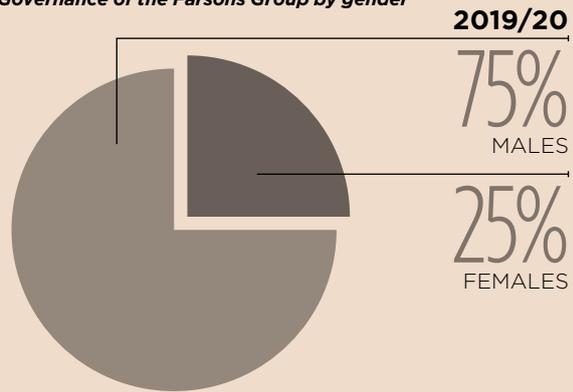
### **DIVERSITY, INCLUSION AND EQUALITY**

Diversity is positively looked upon as a source of various viewpoints irrespective of whether this diversity arises in terms of gender, sexual orientation, age, disability, race, religion or other criteria. Inclusivity is more than a byword at Farsons. Simonds Farsons Cisk plc is certified with the Equality Mark issued by the National Commission for the Promotion of Equality. This is based on the Company's commitment to implement the relevant policies and practices related to gender equality and family friendly measures at the workplace and on access to goods and services. The policy of pay equity implemented across our employee groups guarantees equal pay for equal work.

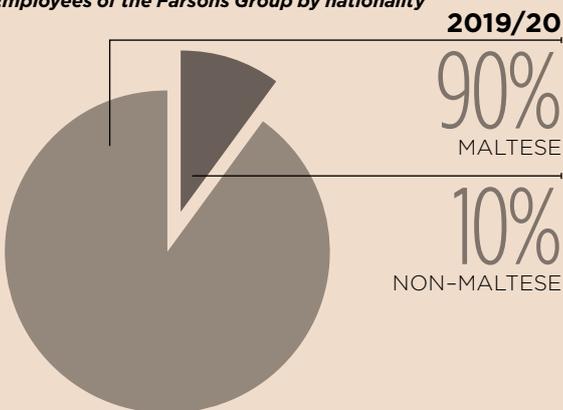
**Employees of the Farsons Group by gender**



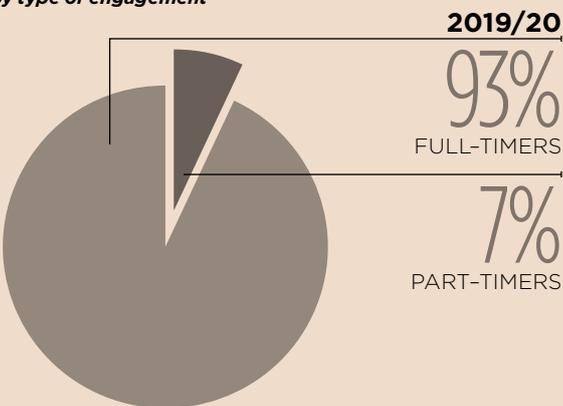
**Governance of the Farsons Group by gender**



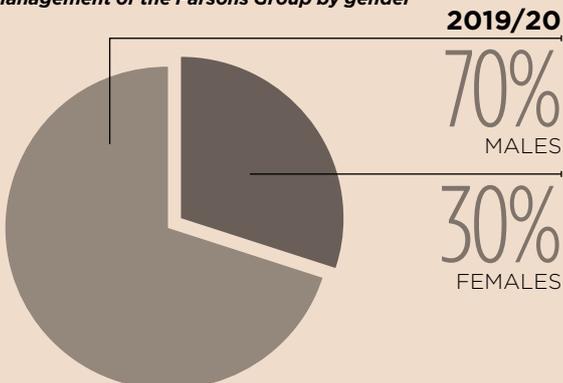
**Employees of the Farsons Group by nationality**



**Employees of the Farsons Group by type of engagement**



**Management of the Farsons Group by gender**



**WORKPLACE SAFETY**

At the Farsons Group, the welfare and protection of our own employees and those of our contractors are looked upon seriously. Workplace safety allows our customers, employees and contractors to visit our premises in the knowledge that the health and safety of all is of paramount importance. With this in mind, detailed plans are in place to prevent, eliminate, minimise, mitigate and manage risks and these plans are re-visited on a regular basis to ensure that they remain relevant and that we meet our legal obligations and duties to support our Occupational Health & Safety policy. At Farsons we act to prevent injuries and health impairment through:

- Continuous education in order to prevent injuries and impairment of health and improve the effectiveness of the Occupational Health & Safety (OH&S) Management System;
- Continuous education for safe work on all workplaces;
- Exploration of new materials and equipment in order to decrease workplace risk levels;
- Proactive management of changes in the OH&S Management System; and
- Enabling feeling of safety of employees, subcontractors and visitors considering the nature of work and potential hazards that exist at every workplace.

The Group's efforts to train all staff and to improve its training methodology in continuous education to prevent injuries and health impairment, as well as education for the safe operation of equipment are continuous and ongoing. During the financial year, the Company conducted 1,152 training hours towards this aim. The training was attended by 220 participants, equivalent to an average exceeding 5 hours of health and safety training per employee.

## Our commitment to the Wider Society

### REDUCING SUGAR CONSUMPTION

Our pledge to participate in the European objective to reduce the added sugar in our soft drinks portfolio by 10% by 2020 is on track to being accomplished within the established timeframe. Various initiatives have been and continue to be implemented to reduce the intake of sugar through our soft drinks. This is our commitment to contribute to the combatting of obesity in the Maltese islands. Apart from the reduction of sugar content, the Group continues to promote a range of smaller pack sizes and no sugar products.

### RESPONSIBLE DRINKING

The Farsons Group has a tradition of high-quality standards in its world-class range of beers and alcoholic beverages. We are committed to maintaining this tradition, but we are equally aware of the importance that these products are enjoyed responsibly. It is our view that moderate consumption and the prevention of drink driving benefits consumers and society, and we pledge to market our products in a responsible manner. Other like-minded organisations came together with Farsons in setting up The Sense Group in 1997 with a view to promote responsible drinking and to foster drink awareness on an ongoing basis and particularly during the festive season.

### PRODUCT SAFETY

Our product safety performance and standards are non-negotiable. All our products are scientifically tested by qualified personnel in a fully equipped laboratory. Our attitude to standards is uncompromising and in keeping with upholding our promise of producing and delivering quality products to our consumers.

### COMMUNITY ENGAGEMENT

Farsons is an active partner in the community present through various initiatives many of which go unreported, but which make a difference in the community all the same. Once again, we responded to the L-Istrina appeal by the Malta Community Chest Fund and supported other NGO's operating at a national level including Hospice Malta, BirdLife, Fondazzjoni Patrimonju Malti and a number of cultural and civic events. Staff from our Group volunteered a day's work to celebrate Corporate Social Responsibility Day on 19 March in aid of various charities. KFC continues to donate food on a daily basis to the YMCA homeless shelter at Dar Niki Cassar.

### THE FARSONS FOUNDATION

Farsons takes pride in its long record with respect to corporate social responsibility initiatives and The Farsons Foundation is a prized expression of our contribution to the society we live in. The annual subventions received from the SFC budget allow the Foundation to lend its support for the benefit of Malta's culture, heritage and industrial traditions, apart from assisting deserving causes of a philanthropic nature.

## Respect for Human Rights, Anti-Corruption and Bribery Matters

### POLICIES AND RISKS

The Board reaffirms its belief in human rights and its commitment to uphold and advance the respect of human rights. It is recognised that human rights allow people to grow and realise their potential.

Beyond the reputational risk associated with any inattention towards human rights, anti-corruption and bribery matters, we recognise that we have a responsibility towards society on each count. We therefore strive to uphold such principles and to set a positive example respecting and promoting human rights and adopting an anti-corruption and bribery stance throughout our business conduct.

### RESPECT FOR HUMAN RIGHTS

The Group's commitment towards human rights is ongoing. The Board is vigilant to ensure that the Group's operations reflect this commitment and every effort is made to benchmark our performance against the highest standards and expectations. A professional report drawn by external advisors is due to be finalised later on this year to assess the Group's policies relating to human rights and their implementation on a day-to-day basis – and to identify any enhancements thereto which are consonant with a Group which seeks to be at the forefront of respect for human rights.

### ANTI-CORRUPTION AND BRIBERY

The Group has a zero-tolerance approach to bribery and corruption. Our Code of Conduct is our road map to acting ethically and in compliance with all applicable laws. It applies equally to all Farsons Group employees and members of the respective boards of directors. Under the Code everyone has an obligation to report suspected violations of the Code, our policies or applicable laws through the grievance procedure and/or through the established Speak Up Policy. New recruits are made aware of the Code at the on-boarding stage, and the Group intranet which is accessible to all employees provides a constant reminder of the Code of Conduct and the obligations arising therefrom.

The Farsons Group takes pride in the fact that against the backdrop of a heightened public awareness, the Group has at no time been involved or implicated in corruption or bribery allegations as reported or confirmed. In terms of the Code of Conduct, business decisions of the Farsons Group will never be influenced by corruption and any unethical business practices, including money laundering, are not tolerated. In dealing with public officials, other corporations and private citizens, we subscribe to ethical business practices. We will not seek to influence others, either directly or indirectly, by paying bribes or kickbacks in any form, or by any other measure that is unethical or that will tarnish our reputation for honesty and integrity.

We mitigate corruption risks and monitor compliance with our Code through systems, procedures and controls including:

- Training on the Code of Conduct with specific focus on anti-corruption and bribery;
- The possibility to report suspected corruption and bribery through our Speak Up Reporting Officers; and
- Investigation of all suspected corruption and bribery allegations in connection with an incident management process and escalation procedure.

## Conclusion

The Board's commitment to all our stakeholders (employees, customers, suppliers and shareholders alike), as well as towards the protection of the environment, the welfare of society and respect for human rights, inspires the direction provided to management and is reflected in the manner through which Farsons conducts its business. Management is motivated to benchmark its performance and to strengthen its record on this score. In its oversight role, the Board of Directors is resolved to ensure that the Farsons Group continues to uphold the highest standards in the conduct of its business and in the protection of the environment, the welfare of society and respect for human rights to the benefit of the community at large.

Approved by the Board of Directors on 27 May 2020 and signed on its behalf by:

Luis Farrugia 

**Louis A. Farrugia**  
*Chairman*

**Marcantonio Stagno d'Alcontres**  
*Vice-Chairman*

# CORPORATE GOVERNANCE STATEMENT

## A. Introduction

This statement is being made by Simonds Farsons Cisk plc (SFC) pursuant to Listing Rules 5.94 and 5.97 issued by the Listing Authority of the Malta Financial Services Authority and sets out the measures taken to ensure compliance with the Code of Principles of Good Corporate Governance (the Code) contained in Appendix 5.1 to Chapter 5 of the said rules. In terms of Listing Rule 5.94, SFC is obliged to prepare a report explaining how it has complied with the Code. For the purposes of the Listing Rules, SFC is hereby reporting on the extent of its adoption of the Code.

SFC acknowledges that the Code does not prescribe mandatory rules but recommends principles so as to provide proper incentives for the Board of Directors (the Board) and SFC's management to pursue objectives that are in the interests of the Company and its shareholders. Since its establishment, SFC has always adhered to generally accepted standards of good corporate governance encompassing the requirements for transparency, proper accountability and the fair treatment of shareholders. The Board of Directors has therefore endorsed the Code of principles and adopted it.

As demonstrated by the information set out in this statement, together with the information contained in the Remuneration report, SFC believes that it has, save as indicated in the section entitled Non-compliance with the Code, throughout the accounting period under review, applied the principles and complied with the provisions of the Code. In the Non-compliance section, the Board indicates and explains the instances where it has departed from or where it has not applied the Code, as allowed by the Code.

## B. Compliance with the Code

### PRINCIPLE 1: THE BOARD

The Board's role and responsibility is to provide the necessary leadership, to set strategy and to exercise good oversight and stewardship. In terms of the Memorandum of Association of SFC, the affairs of the Company are managed and administered by a Board composed of eight directors.

The Board is in regular contact with the Group Chief Executive through the Chairman in order to ensure that the Board is in receipt of timely and appropriate information in relation to the business of SFC and management performance. This enables the Board to contribute effectively to the decision making process, whilst at the same time exercising prudent and effective controls.

Directors are provided prior to each meeting with the necessary information and explanatory data as may be required by the particular item on the agenda. Comprehensive financial statements are also provided every month. The Company has its own legal advisors, both internal and external. The Directors are entitled to seek independent professional advice at any time at the Company's expense where necessary for the proper performance of their duties and responsibilities.

The Board delegates specific responsibilities to a number of committees, notably the Corporate Governance Committee, the Related Party Transactions Committee, the Audit and Risk Committee, the Board Performance Evaluation Committee, the Nomination Committee, the New Ventures/Acquisitions/Mergers Committee and the Remuneration Committee, each of which operates under formal terms of reference approved by the Board. Further detail in relation to the committees and the responsibilities of the Board is found in Principles 4 and 5 of this statement.

### PRINCIPLE 2: CHAIRMAN AND CHIEF EXECUTIVE

The statute of SFC provides for the Board to appoint from amongst its Directors a Chairman and a Vice-Chairman.

The Chairman is responsible to lead the Board and set its agenda, ensure that the Directors of the Board receive precise, timely and objective information so that they can take sound decisions and effectively monitor the performance of the Company, ensure effective communication with shareholders and encourage active engagement by all members of the Board for discussion of complex or contentious issues.

The role of the Senior Management Board (SMB) is to ensure effective overall management and control of Group business and proper co-ordination of the diverse activities undertaken by the various business units and subsidiaries which make up the Group. The SMB is responsible:

1. for the formulation and implementation of policies as approved by the Board;
2. to achieve the objectives of the Group as determined by the Board and accordingly;
3. to devise and put into effect such plans and to organise, manage, direct and utilise the human resources available and all physical and other assets of the Group so as to achieve the most economically efficient use of all resources and highest possible profitability in the interest of the shareholders and all other stakeholders.

All members of the SMB itself are senior SFC executives with experience of the Group's business and proven professional ability, and each has a particular sphere of interest within his competence.

The Company's current organisational structure provides for the Group Chief Executive to chair the SMB.

The Group Chief Executive reports regularly to the Board on the business and affairs of the Group and the commercial, economic and other challenges facing it. He is also responsible to ensure that all submissions made to the Board are timely, give a true and correct picture of the issue or issues under consideration, and are of high professional standards as may be required by the subject matter concerned.

The Company has an Operations Board which discusses operational issues on a monthly basis, a Group Receivables Review Board which monitors the collection of receivables, and a Quality Board which monitors quality levels and controls. These boards are composed of executive managers of the Group. Each subsidiary has its own management structure and accounting systems and internal controls, and is governed by its own Board, whose members, are appointed by the Company and predominately, comprise SFC Directors and/or representatives of the SMB, and/or senior management of SFC.

The above arrangements provide sufficient delegation of powers to achieve effective management. The organisational structure ensures that decision making powers are spread wide enough to allow proper control and reporting systems to be in place and maintained in such a way that no one individual or small group of individuals actually has unfettered powers of decision.

### PRINCIPLE 3: COMPOSITION OF THE BOARD

Each member of the Board offers core skills and experience that are relevant to the successful operation of the Company. Although relevance of skills is key, a balance between skills represented is sought through the work of the Nominations Committee to ensure that there is an appropriate mix of members with diverse backgrounds. The shareholders are aware of the importance at board level of diversity with regard to age, gender, educational and professional backgrounds among others, and although there is no formal diversity policy, every effort is made as and whenever possible to promote enhanced diversity whilst ensuring that the Board continues to meet its role and responsibility in the best possible way.

The Board is composed of a Chairman, one Executive Director, a Non-Executive Vice-Chairman and five other Non-Executive Directors.

#### Executive Directors

Mr Louis A. Farrugia F.C.A. - *Chairman*

Mr Michael Farrugia M.A. (Edin.), MBA (Warwick) - *Executive Director (Operations & Business Development)*

#### Non-Executive Directors

Mr Marcantonio Stagno d'Alcontres - *Vice-Chairman*

Marquis Marcus John Scicluna Marshall

Dr Max Ganado LL.D, LL.M (Dal)

Mr Roderick Chalmers M.A. Div. (Edin.) F.C.A., A.T.I.I., F.C.P.A., M.I.A.

Ms Marina Hogg

Baroness Christiane Ramsay Pergola

The Group Chief Executive attends all Board meetings, albeit without a vote, in order to ensure his full understanding and appreciation of the Board's policy and strategy, and so that he can provide direct input to the Board's deliberations. The Board considers that the size of the Board, whilst not being large as to be unwieldy, is appropriate, taking into account the size of the Company and its operations. The combined and varied knowledge, experience and skills of the Board members provide a balance of competences that are required, and add value to the functioning of the Board and its direction to the Company.

It is in the interest of each of the three major shareholders (who are the original promoters of the Company) to nominate as Directors knowledgeable, experienced and diligent persons. Apart from this, informal arrangements, which do not infringe on their rights as shareholders, exist for consultation prior to any changes in the membership of the Board, as well as to assist in the identification of suitable persons who can be nominated for election by the other shareholders at general meetings, and who can bring in an independent viewpoint and particular knowledge to the deliberations of the Board.

Family relationships among Directors, the Directors' interest in the share capital of the Company as disclosed in the Shareholder Information and the commonality of Directors with Trident Estates plc with which the Company maintains contractual relationships, represent potential conflicts of interest. This notwithstanding, all Directors except for the Chairman and for Mr. Michael Farrugia, are considered to be independent in that they do not hold any relationship with the Company, a controlling shareholder or their management which creates a conflict of interest such as to impair their judgement. This has been ensured through the implementation of the following measures:

- i Disclosure and Exclusion: a Director is obliged to disclose any matter that may give rise to a potential or actual conflict. Following this, the respective Director is excluded from any deliberations and voting in respect of such matter;
- ii Related Party Transaction Committee: with regards to any transactions which may be determined to be related party transactions, such transactions are referred to and dealt by the Related Party Transaction Committee (the "Committee"). Similar to the situation at Board level, any Director who is a related party with respect to a particular transaction is not permitted to participate in the Committee's deliberation and decision on the transaction concerned. Furthermore, due to the fact that the most common of matters in which a related party transaction may arise would be in relation to a transaction with Trident Estates plc, the Committee in session is made up of Directors who are not common directors on the boards of both Trident Estates plc and the Company;

- iii Continuing Conflict: a Director having a continuing material interest that conflicts with the interests of the Company is obliged to take effective steps to eliminate the grounds for conflict and should this not be possible, said Director is encouraged to consider resigning;
- iv Separation of Family Interests: there are no ties or relationships between management and the Directors.

The Board has taken the view that the length of service on the Board does not undermine any of the Directors' ability to consider appropriately the issues which are brought before the Board. Apart from possessing valuable experience and wide knowledge of the Company and its operations, the Board feels that the Directors in question are able to exercise independent judgement and are free from any relationship which can hinder their objectivity. Although, the Board believes that by definition, employment with the Company renders a Director non-independent from the institution, this should not however, in any manner, detract from the non-independent Directors' ability to maintain independence of analysis, decision and action.

#### PRINCIPLES 4 AND 5: THE RESPONSIBILITIES OF THE BOARD AND BOARD MEETINGS

The Board meets regularly every month apart from other occasions as may be needed. Individual directors, apart from attendance at formal board meetings, participate in other ad hoc meetings during the year as may be required, and are also active in board sub-committees as mentioned further below, either to assure good corporate governance, or to contribute more effectively to the decision making process.

**Meetings held:** 13

#### Members attended:

Mr Louis A. Farrugia	13
Mr Marcantonio Stagno d'Alcontres	13
Marquis Marcus John Scicluna Marshall	11
Dr Max Ganado	10
Mr Roderick Chalmers	13
Ms Marina Hogg	12
Mr Michael Farrugia	13
Baroness Christiane Ramsay Pergola	7

The Board, in fulfilling this mandate within the terms of the Company's Memorandum and Articles of Association, and discharging its duty of stewardship of the Company and the Group, assumes responsibility for the following:

- reviewing and approving the business plan and targets that are submitted by management, and working with management in the implementation of the business plan;
- identifying the principal business risks for the Group and overseeing the implementation and monitoring of appropriate risk management systems;
- ensuring that effective internal control and management information systems for the Group are in place;

- assessing the performance of the Group's executive officers, including monitoring the establishment of appropriate systems for succession planning and for approving the compensation levels of such executive officers; and
- ensuring that the Group has in place a policy to enable it to communicate effectively with shareholders, other stakeholders and the public generally.

The Board is ultimately responsible for the Company's system of internal controls and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate risk to achieve business objectives, and can provide only reasonable, and not absolute, assurance against material error, losses or fraud. Through the Audit and Risk Committee, the Board reviews the effectiveness of the Company's system of internal controls, which are monitored by the Internal Audit Department.

In fulfilling its responsibilities, the Board regularly reviews and approves various management reports as well as annual financial plans, including capital budgets. The strategy, processes and policies adopted for implementation are regularly reviewed by the Board using key performance indicators. To assist it in fulfilling its obligations, the Board has delegated responsibility to the Chairman of the Senior Management Board.

#### Board Committees

The Board has set up the following sub-committees to assist it in the decision-making process and for the purposes of good corporate governance. The actual composition of these committees is given in the Annual Report, but as stated earlier, each of the three major shareholders and the public shareholders are represented as far as possible.

**Corporate Governance Committee** is presided over by the Non-Executive Vice-Chairman. Its terms of reference are to monitor, review and ensure the best corporate practices and report thereon to the Board. Directors and senior officers who want to deal in the Company's listed securities, are obliged to give advance notice to the Board through the Chairman (or in his absence to the secretary of the Board) and records are kept accordingly.

**Related Party Transactions Committee** is presided over by a Non-Executive Director and deals with and reports to the Board on all transactions with related parties. In the case of any director who is a related party with respect to a particular transaction, such director does not participate in the committee's deliberation and decision on the transaction concerned.

Control mechanisms relevant to the reporting of related party transactions are in place to ensure that information is vetted and collated on a timely basis, before reporting to the Related Party Transactions Committee for independent and final review of the transactions concerned.

The **Audit and Risk Committee's** primary objective is to protect the interests of the Company's shareholders and assist the Directors in conducting their role effectively so that the Company's decision-making capability and the accuracy of its reporting and financial results are maintained at a high level at all times.

The *Audit and Risk Committee* is composed of the following Non-Executive Directors:

- Mr Roderick Chalmers – *Chairman*
- Ms Marina Hogg
- Marquis Marcus John Scicluna Marshall

The majority of the Directors on the Audit and Risk Committee are independent, Non-Executive Directors and, in the opinion of the Board, are free from any significant business, family or other relationship with the Company, its shareholders or its management that would create a conflict of interest such as to impair their judgement.

Roderick Chalmers is a professional qualified accountant with competence in matters relating to accounting and auditing. The Audit and Risk Committee as a whole has extensive experience in matters relating to the Company's area of operations, and therefore has the relevant competence required under Listing Rule 5.118.

The Audit and Risk Committee also approves and reviews the internal audit plan prior to the commencement of every financial year. The Audit and Risk Committee oversees the conduct of the internal and external audits and acts to facilitate communication between the Board, management, the external auditors and the Group internal auditor.

During the year ended 31 January 2020, the Audit and Risk Committee held six meetings. Audit and Risk Committee meetings are held mainly to discuss formal reports remitted by the Group internal auditor but also to consider the external auditors' audit plan, the six-monthly financial results and the annual financial statements.

The Group internal auditor, who also acts as secretary to the Audit and Risk Committee, is present at Audit Committee meetings. The external auditors are invited to attend specific meetings of the Audit and Risk Committee and are also entitled to convene a meeting of the committee if they consider that it is necessary. The Chairman of the Senior Management Board and the Chief Finance Officer are also invited to attend Audit and Risk Committee meetings. Members of management may be asked to attend specific meetings at the discretion of the Audit and Risk Committee.

Apart from these formal meetings, the Audit and Risk Committee Chairman and the Group internal auditor meet informally on a regular basis to discuss ongoing issues.

The Group internal audit department has an independent status within the Group. In fact, the Group internal auditor reports directly to the Audit and Risk Committee and has right of direct access to the Chairman of the committee at all times.

The Group internal auditor works on the basis of an audit plan which focuses on areas of greatest risk as determined by a risk management approach. The audit plan is approved by the Audit and Risk Committee at the beginning of the financial year, and subsequent revisions to this plan in view of any ad hoc assignments arising throughout the year, would have to be approved by the Audit and Risk Committee Chairman.

**New Ventures/Acquisitions/Mergers Committee**, presided over by a Non-Executive Director, examines and reports on any proposal made by the SMB for the setting up of any new ventures, the acquisition of other businesses and entering into mergers with other parties, as well as to recommend policy guidelines thereon.

The Board Performance Evaluation Committee and the Nomination Committee are dealt with under Principle 7 and Principle 8 respectively whilst the Remuneration Committee is dealt with under the Remuneration report, which also includes the Remuneration statement in terms of Code Provisions 8.A.3 and 8.A.4.

#### **PRINCIPLE 6: INFORMATION AND PROFESSIONAL DEVELOPMENT**

The Group Chief Executive is appointed by the Board and enjoys the full confidence of the Board. The Group Chief Executive, although responsible for the recruitment and selection of senior management, consults with the Board on the appointment of, and on a succession plan for, senior management.

Training (both internal and external) of management and employees is a priority, coordinated through the Company's Human Resources Department.

On joining the Board, a Director is provided with briefings by the Chairman and the Group Chief Executive on the activities of the Company's business areas. Furthermore, all new Directors are offered a tailored induction programme.

Directors may, where they judge it necessary to discharge their duties as Directors, take independent professional advice on any matter at the Company's expense.

Under the direction of the Chairman, the Company Secretary's responsibilities include ensuring good information flows within the Board and its Committees and between senior management and Non-Executive Directors, as well as facilitating induction and assisting with professional development as required.

Directors have access to the advice and services of the Company Secretary, who is responsible for ensuring adherence to Board procedures, as well as good information flows within the Board and its Committees.

The Chairman ensures that Board members continually update their skills and the knowledge and familiarity with the Company required to fulfil their role both on the Board and on Board Committees. The Company provides the necessary resources for developing and updating its Directors' knowledge and capabilities.

The Company Secretary is responsible for advising the Board through the Chairman on all governance matters.

#### **PRINCIPLE 7: EVALUATION OF THE BOARD'S PERFORMANCE**

The role of the **Board Performance Evaluation Committee** chaired by a Non-Executive Director, is to deal with the Board's performance evaluation and identify ways how to improve the Board's effectiveness.

The evaluation exercise is conducted annually through a Board Effectiveness Questionnaire prepared by the Company Secretary in liaison with the Chairman of the Committee. The Company Secretary discusses the results with the Chairman of the Committee who then presents the same to the Board together with initiatives undertaken to improve the Board's performance. The latest review has not resulted in any material changes in the Company's internal organisation or in its governance structures. The Non-Executive Directors are responsible for the evaluation of the Chairman of the Board.

#### **PRINCIPLE 8: COMMITTEES**

The Remuneration Committee is dealt with under the Remuneration report, which also includes the Remuneration statement in terms of Code Provisions 8.A.3 and 8.A.4.

The Nomination Committee, chaired by the Chairman is entrusted with leading the process for board appointments and to make recommendations to it. Any proposal for the appointment of a Director whether by the three major shareholders or by the general meeting of shareholders should be accompanied by a recommendation from the Board, based on the advice of the Nomination Committee.

Every shareholder owning twelve and a half percent (12.5%) of the ordinary issued share capital or more, is entitled to appoint and replace a Director for each and every twelve and a half percent (12.5%) of such shares, and the remaining ordinary shares not so utilised are entitled to fill the remaining unfilled posts of Directors. Thus, each of the three major shareholders who are named and whose holdings are listed in the notes to the financial statements (page 103), normally each appoint two Directors for a total of six, the remaining two Directors then being elected by the general public shareholders. Accordingly, no individual or small group of individuals will be in a position to dominate the Board. The interests of the Directors in the shares of the Company are disclosed in this Annual Report.

#### **PRINCIPLES 9 AND 10: RELATIONS WITH SHAREHOLDERS AND WITH THE MARKET, AND INSTITUTIONAL SHAREHOLDERS**

The Company recognises the importance of maintaining a dialogue with its shareholders and of keeping the market informed to ensure that its strategies and performance are well understood. The Board is of the view that during the period under review the Company has communicated effectively with the market through a number of company announcements and press releases.

The Board endeavours to protect and enhance the interests of both the Company and its shareholders, present and future. The Chairman ensures that the views of shareholders are communicated to the Board as a whole.

The Board always ensures that all holders of each class of capital are treated fairly and equally. The Board also acts in the context that its shareholders are constantly changing and, consequently, decisions take into account the interests of future shareholders as well.

Shareholders appreciate the significance of participation in the general meetings of the Company and particularly in the election of Directors. They hold Directors to account for their actions, their stewardship of the Company's assets and the performance of the Company.

The agenda for general meetings of shareholders and the conduct of such meetings is arranged in such a manner to encourage valid discussion and decision-taking.

The Chairman and the Group Chief Executive also ensure that sufficient contact is maintained with major shareholders to understand issues and concerns.

The Company also communicates with its shareholders through the Company's Annual General Meeting (AGM) (further detail is provided under the section entitled General Meetings).

The Chairman makes arrangements for the Chairmen of the Audit and Remuneration Committees to be available to answer questions, if necessary.

Apart from the AGM, SFC communicates with its shareholders by way of the Annual Report and Financial Statements, by publishing and sending to the shareholders its results on an annual basis.

The Company's website ([www.farsons.com](http://www.farsons.com)) also contains information about the Company and its business, including an Investor Relations section.

In addition, the Company holds a meeting for stockbrokers and financial intermediaries once a year to coincide with the publication of its financial statements.

The Company Secretary maintains two-way communication between the Company and its investors. Individual shareholders can raise matters relating to their shareholdings and the business of the Group at any time throughout the year and are given the opportunity to ask questions at the AGM or submit written questions in advance.

In terms of Article 51 of the Articles of Association of the Company and Article 129 of the Maltese Companies Act, 1995, the Board may call an extraordinary general meeting on the requisition of shareholders holding not less than one tenth (1/10) of the paid up share capital of the Company. Minority shareholders are allowed to formally present an issue to the Board of Directors.

In the event of conflicts arising between minority shareholders and the three major shareholders, who are also the original promoters of the Company, every effort shall be made to seek mediation.

**PRINCIPLE 11: CONFLICTS OF INTEREST**

The Directors are strongly aware of their responsibility to act at all times in the interest of the Company and its shareholders as a whole and of their obligation to avoid conflicts of interest. The latter may, and do arise on specific matters. In such instances:

- a Director is obliged to make full and frank disclosure with respect to any matter where there is a potential or actual conflict, whether such conflict arises from personal interests or the interests of the companies in which such person is a Director or officer;
- the said Director is excused from the meeting and accordingly is not involved in the Company's Board discussion on the matter; and
- the said Director does not vote on any such matter.

A Director having a continuing material interest that conflicts with the interests of the Company, is obliged to take effective steps to eliminate the grounds for conflict. In the event that such steps do not eliminate the grounds for conflict then the Director should consider resigning.

On joining the Board and regularly thereafter, the Directors are informed of their obligations on dealing in securities of the Company within the parameters of law, including the Listing Rules.

The Directors' interests in the share capital of the Company as at 31 January 2020 and as at 27 May 2020 are disclosed in the Shareholder Information.

**PRINCIPLE 12: CORPORATE SOCIAL RESPONSIBILITY**

The principle objective of the Company's commitment to Corporate Social Responsibility (CSR) is to provide support where possible in aspects that include social, occupational, financial, cultural and historical values. Tracing its origins since 1928, the Company is very much rooted in local culture and as a Company it endeavours to meet the expectations of the community by engaging among a host of other initiatives in the following:

- Encouraging moderate drinking and responsible alcohol consumption;
- Commitment to reduce added sugars in its products by 10% by 2020;
- Corporate Social Responsibility (CSR) Day initiative – Together with other sponsoring companies, employees volunteer to carry out turnkey projects involving one day's work during a public holiday;
- Sponsorships of major charitable events on a national level;
- Promoting the industrial heritage of the Maltese Islands;
- Co-operating with the University of Malta particularly in the areas of engineering, the built environment and history;
- Participation in recognised national student-exchange programmes for the benefit of local and foreign students;
- Assisting with environmental projects;
- Waste and energy conservation initiatives and policies;
- Liaising with NGOs and the provision of employment opportunity for groups of people with a disability on a yearly basis;
- Assisting employees encountering medical problems with obtaining overseas medical treatment;
- Supporting employees with a home loan interest subsidy scheme;

- Employee Assistance Programmes for employees needing support, rehabilitation, counselling and advice;
- The Farsons Foundation promotes and supports local initiatives and considers requests from a social, cultural and historical perspective at no commercial gain for the Company. The Foundation is entirely funded by subventions authorised by the SFC Board. The aims of the Foundation are to:
  - promote and assist the development and public manifestation of Maltese culture especially in the fields of art, music, literature and drama;
  - contribute research projects and assist in the publication of studies undertaken by any duly qualified person or persons, regarding Maltese disciplines relating to art, music and drama;
  - provide assistance to talented Maltese to enable them to obtain higher professional standard than those that can be obtained locally in disciplines relating to art, music and drama;
  - contribute by means of financial assistance towards the work of any private, voluntary and non-profit organisation or religious body engaged principally in fostering social solidarity.

**C. Non-compliance with the Code****PRINCIPLE 4 (CODE PROVISION 4.2.7):**

This Code Provision recommends "the development of a succession policy for the future composition of the Board of Directors and particularly the executive component thereof, for which the Chairman should hold key responsibility".

In the context of the appointment of directors being a matter reserved exclusively to SFC's shareholders (except where the need arises to fill a casual vacancy) as explained under Principle 3 in Section B, and on the basis of the Directors non-executive role, the Company does not consider it feasible to have in place such a succession policy. However, the recommendation to have in place such a policy will be kept under review. An active succession policy is however in place for senior executive positions in the Company including that of the Group Chief Executive.

**D. Internal control and risk management**  
**Internal Control**

The key features of the Group's system of internal control are as follows:

**Organisation:**

The Group operates through Boards of Directors of subsidiaries and associates with clear reporting lines and delegation of powers.

**Control Environment:**

The Group is committed to the highest standards of business conduct and seeks to maintain these standards across all of its operations. Group policies and employee procedures are in place for the reporting and resolution of fraudulent activities. The Group has an appropriate organisational structure for planning, executing, controlling and monitoring business operations in order to achieve Group objectives.

**Risk Identification:**

Group management is responsible together with each Company's management, for the identification, evaluation, control and reporting of major risks applicable to their areas of business.

**Reporting:**

The Group has implemented control procedures designed to ensure complete and accurate accounting for financial transactions and to limit the potential exposure to loss of assets or fraud. Measures taken include physical controls, segregation of duties, reviews by management and internal audit.

On a monthly basis the Board receives a comprehensive analysis of financial and business performance, including reports comparing actual performance with budgets as well as analysis of any variances.

**E. General meetings**

The manner in which the general meeting is conducted is outlined in Articles 49 to 52 of the Company's Articles of Association, subject to the provisions of the Maltese Companies Act, 1995.

Within six months of the end of the financial year, an Annual General Meeting of shareholders is convened to consider the annual consolidated financial statements, the Directors' and Auditor's report for the year, to decide on dividends recommended by the Board, to elect the Directors and appoint the Auditors. Prior to the commencement of the Annual General Meeting, a presentation is made to shareholders on the progress made and strategies adopted during the year in the light of prevailing market and economic conditions and the objectives set by the Board, and an assessment on future prospects is given. The Group's presence on the worldwide web ([www.farsons.com](http://www.farsons.com)) contains a corporate information section.

Approved by the Board of Directors on 27 May 2020 and signed on its behalf by:



**Louis A. Farrugia**  
Chairman

Apart from the above, the Group publishes its financial results every six months and from time to time issues public notices regarding matters which may be of general interest or of material importance to shareholders and the market in general, or which may concern price sensitive issues.

At the time of the Annual General Meeting, the publication of the six-monthly report or significant events affecting the Group, public meetings are held to which institutional investors, financial intermediaries and inventory brokers are invited to attend. Press releases are also issued regularly on the business activities of the Group.

All shareholders registered in the Shareholders' Register on the Record Date as defined in the Listing Rules, have the right to attend, participate and vote in the general meeting. A shareholder or shareholders holding not less than 5% of the voting issued share capital may request the Company to include items on the agenda of a general meeting and/or table draft resolutions for items included in the agenda of a general meeting. Such requests are to be received by the Company at least forty-six (46) days before the date set for the relative general meeting.

A shareholder who cannot participate in the general meeting can appoint a proxy by written or electronic notification to the Company. Every shareholder represented in person or by proxy is entitled to ask questions which are pertinent and related to items on the agenda of the general meeting and to have such questions answered by the Directors or such persons as the Directors may delegate for that purpose.



**Marcantonio Stagno d'Alcontres**  
Vice-Chairman

# REMUNERATION REPORT

## 1. Terms of Reference and Membership

The Remuneration Committee is presided over by the Vice-Chairman of the Company. Its terms of reference are to review from time to time and to report and make recommendations on the Non-Executive Directors' remuneration generally as well as the conditions of service of the Chairman, Group Chief Executive and senior management. In the case of any remuneration to an individual director for extra services, the interested Director concerned, apart from not voting in terms of the SFC statute, does not attend the meeting during the discussion at committee or Board level and decisions are therefore taken in his/her absence.

## 2. Meetings

The Remuneration Committee met once during the financial year ended 31 January 2020.

## 3. Remuneration Statement

### 3.1 SENIOR MANAGEMENT

For the purposes of this Remuneration Statement, references to 'Senior Executives' shall mean the Group Chief Executive, the Chief Financial Officer, the Chief Operating Officer, the Group Human Resources Manager and Company Secretary and the Head of Food Business.

The Group's human resources department is responsible (apart from normal staff administration and training and upgrading of proficiency of technical and managerial personnel and workforce in general), to carry out regular reviews of the compensation structure pertaining to senior management in the light of the Group's performance, economic situation and market trends. One of the main objectives is to recruit and retain executives of high professional standards and competence who can enhance the Group's performance and assure the best operational and administrative practices.

The Group's human resources manager reports and makes recommendations periodically to the Board and the Remuneration Committee on the remuneration package, including bonus arrangements for achieving pre-determined targets.

The Remuneration Committee is required to evaluate, recommend and report on any proposals made by the Group human resources manager relating to management remuneration and conditions of service. The Committee considers that the current executive management remuneration packages are based upon the appropriate local market equivalents, and are fair and reasonable for the responsibilities involved. The Committee also believes that

the remuneration packages are such as to enable the Company to attract, retain and motivate executives having the appropriate skills and qualities to ensure the proper management of the organisation.

The Committee is also charged with considering and determining any recommendations from management on requests for early retirement.

The terms and conditions of employment of senior executives are set out in their respective contracts of employment with the Company. As a general rule, such contracts, with the exception of that pertaining to the Group Chief Executive, do not contain provisions for termination payments and other payments linked to early termination.

Senior management is eligible for an annual performance bonus which is linked to agreed performance targets and their achievement.

The Group Chief Executive is eligible for an annual bonus entitlement by reference to the attainment of pre-established objectives and targets as approved by the Remuneration Committee. The Remuneration Committee is of the view that the relationship between fixed and variable remuneration and performance bonus are reasonable and appropriate.

There are no executive profit sharing, share options or pension benefit arrangements in place.

Non-cash benefits to which Senior Management are entitled are principally the use of a Company car and health insurance.

### 3.2 DIRECTORS

The Board is composed of Executive and Non-Executive Directors. The determination of remuneration arrangements for board members is a reserved matter for the board as a whole, following the submission of recommendations by the committee.

The Executive Chairman has an indefinite service contract which is periodically reviewed by the rest of the Board. A fixed salary is payable, and from time to time, the Board (in consultation with the Remuneration Committee) establishes a number of objectives against the achievement of which a performance bonus may be awarded. In recognition of his 40+ years of service to the Group, with effect from the current financial year, the Board has (on the recommendation of the Remuneration Committee) approved arrangements whereby the Chairman's wife would receive a deferred

life-time annuity of approximately €60,000 per annum in the event that the Chairman pre-deceases her. An actuarially computed provision amounting to €326,943 has been made in the FY2020 accounts in connection with this deferred potential liability.

Except for the Chairman and for Michael Farrugia (Executive Director – Operations and Business Development), no other Director is employed or has a service contract with the Company or any of its subsidiaries.

The remuneration of the other Directors is determined on the basis of their responsibilities, time committed to the Group's affairs, including attendance at regular Board Meetings, serving on boards of subsidiaries and jointly-controlled entities and work done in connection with the various sub-committees of which they are members.

No Director is entitled to profit sharing or, share options and there are no outstanding loans or guarantees provided by the Company or any of its subsidiaries to or in respect of any Director. Other than in respect of the Chairman (see above), no Director is entitled to any contractual pension, termination or retirement benefits.

In terms of non-cash benefits, Directors are entitled to certain non-cash benefits normally available to senior executive positions comprising principally the provision of a suitable (taxed and insured) Company car, standard health and life assurance cover and a mobile phone allowance. Executive Directors are reimbursed for certain expenses incurred in the execution of their duties.

### 3.3 TOTAL EMOLUMENTS

The maximum annual aggregate emoluments that may be paid to the Directors is approved by the shareholders in the Annual General Meeting in terms of Article 81(i) of the Company's Articles of Association. This amount was fixed at an aggregate sum of €750,000 per annum at the 69th Annual General Meeting held on 28 June 2016. At the forthcoming Annual General Meeting Shareholders will be invited to approve the deferred annuity provision relating to the Chairman's wife referred to above.

The following is an outline of the directors' remuneration for the financial year under review:

Directors' fees	€238,000
Directors' other emoluments	€347,000
Directors' salary	€108,000

Variable and Non-Variable Emoluments of Directors and Senior Management				
	Fixed Remuneration	Variable Remuneration	Share Options	Others
Senior Management	€503,000	€188,000	None	Non-cash benefits referred to above under 3.1
Directors	€538,000	€156,000	None	Non-cash benefits referred to above under 3.2

### Directors' Remuneration Policy

Pursuant to the requirements of Listing Rule 12.26A, a Remuneration Policy for Directors will be submitted to the forthcoming Annual General Meeting for consideration and (if thought fit) approval by a vote of the Shareholders. For the purposes of this Remuneration Policy and pursuant to Listing Rule 12.2A, the Chief Executive Officer is considered to be an Executive Director of the Company. In subsequent years (with effect from Financial Year 2021), pursuant to the requirements of Listing Rule 12.26K to 12.26N, a Remuneration Report providing full details of all remuneration paid to all Directors will be included as part of the Annual Report and will be subjected to a vote by the Shareholders at each Annual General Meeting. The contents of the Remuneration Report will be in full conformity with the requirements set out in Listing Rule Appendix 12.1.



# INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF  
SIMONDS FARSONS CISK PLC

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Our opinion

In our opinion:

- Simonds Farsons Cisk plc's Group financial statements and Parent Company financial statements (the "financial statements") give a true and fair view of the Group's and the Parent Company's financial position as at 31 January 2020, and of the Group's and the Parent Company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards ('IFRSs') as adopted by the EU; and
- The financial statements have been prepared in accordance with the requirements of the Maltese Companies Act (Cap. 386).

Our opinion is consistent with our additional report to the Audit Committee.

### What we have audited

Simonds Farsons Cisk plc's financial statements, set out on pages 67 to 104, comprise:

- the Consolidated and Parent Company statements of financial position as at 31 January 2020;
- the Consolidated and Parent Company income statements and statements of comprehensive income for the year then ended;
- the Consolidated and Parent Company statements of changes in equity for the year then ended;
- the Consolidated and Parent Company statements of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We are independent of the Group and the Parent Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements of the Accountancy Profession (Code of Ethics for Warrant Holders) Directive issued in terms of the Accountancy Profession Act (Cap. 281) that are relevant to our audit of the financial statements in Malta. We have fulfilled our other ethical responsibilities in accordance with these Codes.

To the best of our knowledge and belief, we declare that non-audit services that we have provided to the Parent Company and its subsidiaries are in accordance with the applicable law and regulations in Malta and that we have not provided non-audit services that are prohibited under Article 18A of the Accountancy Profession Act (Cap. 281).

The non-audit services that we have provided to the Group and its subsidiaries, in the period from 1 February 2019 to 31 January 2020 are disclosed in note 23 to the financial statements.

## Our audit approach

### Overview



- Overall group materiality: €616,000, which represents 5% of profit before tax.
- The Group is composed of 7 reporting units all located in Malta.
- The Group engagement team carried out the audit of the financial statements of the Parent Company as well as the audit of the financial statements of all the subsidiaries of the Company.
- Recognition of deferred tax asset arising from tax credits relating to the Group and Company.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

### Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

<b>Overall group materiality</b>	€616,000
<b>How we determined it</b>	5% of profit before tax
<b>Rationale for the materiality benchmark applied</b>	We applied this benchmark because, in our view, profit before tax is the metric against which the performance of the Group is most commonly measured. We chose 5% which is within the range of acceptable quantitative materiality thresholds.

We agreed with the Audit Committee that we would report to them misstatements identified during our audit above €31,000 as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the Key audit matter
<p><b>Recognition of deferred tax asset arising from tax credits relating to the Group and Company</b> <i>Refer to note 20</i></p> <p>The Group has recorded a deferred tax asset attributable to unutilised tax credits amounting to €15.2million to the extent that it is probable that future taxable profits arising from the operations of the manufacturing arm of the Group will be available to allow the deferred tax asset to be recovered.</p> <p>We focused on this area because of the level of judgement that is applied in quantifying the appropriate tax credits to be utilised and therefore determining assumptions about future profit streams and investment decisions.</p>	<p>We obtained the detailed tax computation and tested the balance of unutilised tax credits carried forward.</p> <p>We evaluated and challenged the Group's budgets, business plans, future investment strategy and assumptions used to determine an estimate of that portion of unutilised tax credits to be used in the foreseeable future and therefore recognised as a deferred tax asset.</p> <p>We were provided with explanations that suggest that there are no indications that the amounts recognised are not recoverable.</p>

### How we tailored our group audit scope

The Group is composed of 7 reporting units all located in Malta. We tailored the scope of our audit in order to perform sufficient work on all components to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The Group audit team performed all of this work by applying the overall group materiality, together with additional procedures performed on the consolidation. This gave us sufficient appropriate audit evidence for our opinion on the Group financial statements as a whole.

### Other Information

The Directors are responsible for the other information. The other information comprises the Chairman's Statement, the Group Chief Executive's review, the Directors' Report, the Statement by the Directors on Non-Financial information, the Remuneration report and the Five Year Record (but does not include the financial statements and our auditor's report thereon).

Our opinion on the financial statements does not cover the other information, including the directors' report.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

With respect to the directors' report, we also considered whether the directors' report includes the disclosures required by Article 177 of the Maltese Companies Act (Cap. 386).

Based on the work we have performed, in our opinion:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with the Maltese Companies Act (Cap. 386).

In addition, in light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we are required to report if we have identified material misstatements in the Directors' report and other information that we obtained prior to the date of this auditor's report. We have nothing to report in this regard.

## Responsibilities of the Directors and those charged with governance for the financial statements

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with IFRSs as adopted by the EU and the requirements of the Maltese Companies Act (Cap. 386), and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Parent Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Parent Company's ability to continue as a going concern. In particular, it is difficult to evaluate all of the potential implications that COVID-19 will have on the Group and the Parent Company's trade, customers and suppliers and the disruption to its business and the overall economy.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

### Report on the Statement of Compliance with the Principles of Good Corporate Governance

The Listing Rules issued by the Malta Listing Authority require the Directors to prepare and include in their Annual Report a Statement of Compliance providing an explanation of the extent to which they have adopted the Code of Principles of Good Corporate Governance and the effective measures that they have taken to ensure compliance throughout the accounting period with those Principles.

The Listing Rules also require the auditor to include a report on the Statement of Compliance prepared by the Directors.

We read the Statement of Compliance and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements included in the Annual Report. Our responsibilities do not extend to considering whether this statement is consistent with any other information included in the Annual Report.

We are not required to, and we do not, consider whether the Board's statements on internal control included in the Statement of Compliance cover all risks and controls, or form an opinion on the effectiveness of the Company's corporate governance procedures or its risk and control procedures.

In our opinion, the Statement of Compliance set out on pages 53 to 59 has been properly prepared in accordance with the requirements of the Listing Rules issued by the Malta Listing Authority.

### Other matters on which we are required to report by exception

We also have responsibilities:

- under the Maltese Companies Act (Cap. 386) to report to you if, in our opinion:
  - Adequate accounting records have not been kept, or that returns adequate for our audit have not been received from branches not visited by us.
  - The financial statements are not in agreement with the accounting records and returns.
  - We have not received all the information and explanations we require for our audit.
- under the Listing Rules to review the statement made by the Directors that the business is a going concern together with supporting assumptions or qualifications as necessary.

We have nothing to report to you in respect of these responsibilities.

### Appointment

We were first appointed as auditors of the Company for the period ended 31 March 1948. Our appointment has been renewed annually by shareholder resolution representing a total period of uninterrupted engagement appointment of 72 years. The Company became listed on a regulated market on 20 December 1995.

### PricewaterhouseCoopers

78 Mill Street,  
Qormi, Malta



**Stefan Bonello**

Partner

27 May 2020

# STATEMENTS OF FINANCIAL POSITION

## ASSETS

	Notes	As at 31 January			
		Group		Company	
		2020	2019	2020	2019
		€'000	€'000	€'000	€'000
<b>Non-current assets</b>					
Property, plant and equipment	5	119,626	116,720	111,559	109,190
Right-of-use assets	6	6,159	-	188	-
Intangible assets	7	612	534	-	-
Investments in subsidiaries	8	-	-	9,202	9,535
Deferred tax assets	20	8,195	7,446	9,442	8,779
Trade and other receivables	10	1,695	2,853	1,695	2,853
<b>Total non-current assets</b>		<b>136,287</b>	127,553	<b>132,086</b>	130,357
<b>Current assets</b>					
Inventories	9	16,772	15,165	9,425	8,532
Trade and other receivables	10	26,469	20,695	20,714	16,144
Current tax assets		5	5	-	-
Cash and cash equivalents	11	8,409	7,578	1,002	3,453
<b>Total current assets</b>		<b>51,655</b>	43,443	<b>31,141</b>	28,129
<b>Total assets</b>		<b>187,942</b>	170,996	<b>163,227</b>	158,486

**EQUITY AND  
LIABILITIES**

	Notes	As at 31 January			
		Group		Company	
		2020	2019	2020	2019
		€'000	€'000	€'000	€'000
<b>Capital and reserves attributable to owners of the company</b>					
Share capital	12	9,000	9,000	9,000	9,000
Revaluation and other reserves	14, 15	49,409	49,409	46,137	46,137
Hedging reserve	16	(304)	(385)	(304)	(385)
Retained earnings		58,118	50,249	56,613	50,712
<b>Total equity</b>		<b>116,223</b>	<b>108,273</b>	<b>111,446</b>	<b>105,464</b>
<b>Non-current liabilities</b>					
Trade and other payables	22	456	610	456	610
Lease liabilities	19	4,965	-	500	-
Derivative financial instruments	17	273	383	273	383
Borrowings	18	32,994	35,058	32,994	35,058
Provisions for other liabilities and charges	21	36	35	36	35
<b>Total non-current liabilities</b>		<b>38,724</b>	<b>36,086</b>	<b>34,259</b>	<b>36,086</b>
<b>Current liabilities</b>					
Provisions for other liabilities and charges	21	50	61	50	61
Trade and other payables	22	20,760	19,473	12,896	12,883
Lease liabilities	19	1,426	-	134	-
Current tax liabilities		1,003	1,257	-	-
Derivative financial instruments	17	195	209	195	209
Borrowings	18	9,561	5,637	4,247	3,783
<b>Total current liabilities</b>		<b>32,995</b>	<b>26,637</b>	<b>17,522</b>	<b>16,936</b>
<b>Total liabilities</b>		<b>71,719</b>	<b>62,723</b>	<b>51,781</b>	<b>53,022</b>
<b>Total equity and liabilities</b>		<b>187,942</b>	<b>170,996</b>	<b>163,227</b>	<b>158,486</b>

The notes on pages 74 to 104 are an integral part of these consolidated financial statements.

The financial statements on pages 67 to 104 were authorised for issue by the board on 27 May 2020 and were signed on its behalf by:



**Louis A. Farrugia**  
Chairman



**Marcantonio Stagno d'Alcontres**  
Vice-Chairman



**Norman Aquilina**  
Group Chief Executive

# INCOME STATEMENTS

	Notes	Year ended 31 January			
		Group		Company	
		2020	2019	2020	2019
		€'000	€'000	€'000	€'000
<b>Revenue</b>	4	<b>103,491</b>	99,798	<b>55,310</b>	53,058
Cost of sales	23	<b>(62,950)</b>	(60,125)	<b>(27,204)</b>	(24,928)
<b>Gross profit</b>		<b>40,541</b>	39,673	<b>28,106</b>	28,130
Selling and distribution costs	23	<b>(12,602)</b>	(11,496)	<b>(9,492)</b>	(8,752)
Administrative expenses	23	<b>(14,249)</b>	(12,843)	<b>(8,330)</b>	(7,605)
<b>Operating profit</b>		<b>13,690</b>	15,334	<b>10,284</b>	11,773
Finance income	26	-	-	<b>7</b>	85
Finance costs	27	<b>(1,370)</b>	(1,239)	<b>(1,096)</b>	(1,153)
<b>Profit before tax</b>		<b>12,320</b>	14,095	<b>9,195</b>	10,705
Tax (expense)/income	28	<b>(451)</b>	1,036	<b>706</b>	2,260
<b>Profit for the year</b>		<b>11,869</b>	15,131	<b>9,901</b>	12,965
<b>Basic and diluted earnings per share for the year attributable to shareholders</b>	30	<b>€0.396</b>	€0.504		

# STATEMENTS OF COMPREHENSIVE INCOME

	Year ended 31 January				
		Group		Company	
		2020	2019	2020	2019
Note	€'000	€'000	€'000	€'000	
<b>Profit for the year</b>	<b>11,869</b>	15,131	<b>9,901</b>	12,965	
<b>Other comprehensive income:</b>					
<i>Items that may be subsequently reclassified to profit or loss:</i>					
Cash flow hedges net of deferred tax	16	81	110	81	
<b>Other comprehensive income for the year</b>	<b>81</b>	110	<b>81</b>	110	
<b>Total comprehensive income for the year attributable to equity shareholders</b>	<b>11,950</b>	15,241	<b>9,982</b>	13,075	

The notes on pages 74 to 104 are an integral part of these consolidated financial statements.

# STATEMENTS OF CHANGES IN EQUITY

## GROUP

	Notes	Share capital €'000	Hedging reserve €'000	Revaluation and other reserves €'000	Retained earnings €'000	Total equity €'000
Balance at 1 February 2018		9,000	(495)	49,409	38,718	96,632
<b>Comprehensive income</b>						
Profit for the year		-	-	-	15,131	15,131
Other comprehensive income:						
Cash flow hedges net of deferred tax	16	-	110	-	-	110
<b>Total comprehensive income</b>		-	110	-	15,131	15,241
<b>Transactions with owners</b>						
Dividends relating to 2018 and 2019						
- paid in cash	13	-	-	-	(3,600)	(3,600)
<b>Total transactions with owners</b>		-	-	-	(3,600)	(3,600)
<b>Balance at 31 January 2019</b>		<b>9,000</b>	<b>(385)</b>	<b>49,409</b>	<b>50,249</b>	<b>108,273</b>
Balance at 1 February 2019		9,000	(385)	49,409	50,249	108,273
<b>Comprehensive income</b>						
Profit for the year		-	-	-	11,869	11,869
Other comprehensive income:						
Cash flow hedges net of deferred tax	16	-	81	-	-	81
<b>Total comprehensive income</b>		-	81	-	11,869	11,950
<b>Transactions with owners</b>						
Dividends relating to 2019 and 2020						
- paid in cash	13	-	-	-	(4,000)	(4,000)
<b>Total transactions with owners</b>		-	-	-	(4,000)	(4,000)
<b>Balance at 31 January 2020</b>		<b>9,000</b>	<b>(304)</b>	<b>49,409</b>	<b>58,118</b>	<b>116,223</b>

**COMPANY**

	Notes	Share capital €'000	Hedging reserve €'000	Revaluation and other reserves €'000	Retained earnings €'000	Total equity €'000
Balance at 1 February 2018		9,000	(495)	46,137	41,347	95,989
<b>Comprehensive income</b>						
Profit for the year		-	-	-	12,965	12,965
Other comprehensive income:						
Cash flow hedges net of deferred tax	16	-	110	-	-	110
<b>Total comprehensive income</b>		-	110	-	12,965	13,075
<b>Transactions with owners</b>						
Dividends relating to 2018 and 2019						
- paid in cash	13	-	-	-	(3,600)	(3,600)
<b>Total transactions with owners</b>		-	-	-	(3,600)	(3,600)
<b>Balance at 31 January 2019</b>		<b>9,000</b>	<b>(385)</b>	<b>46,137</b>	<b>50,712</b>	<b>105,464</b>
Balance at 1 February 2019		9,000	(385)	46,137	50,712	105,464
<b>Comprehensive income</b>						
Profit for the year		-	-	-	9,901	9,901
Other comprehensive income:						
Cash flow hedges net of deferred tax	16	-	81	-	-	81
<b>Total comprehensive income</b>		-	81	-	9,901	9,982
<b>Transactions with owners</b>						
Dividends relating to 2019 and 2020						
- paid in cash	13	-	-	-	(4,000)	(4,000)
<b>Total transactions with owners</b>		-	-	-	(4,000)	(4,000)
<b>Balance at 31 January 2020</b>		<b>9,000</b>	<b>(304)</b>	<b>46,137</b>	<b>56,613</b>	<b>111,446</b>

The notes on pages 74 to 104 are an integral part of these consolidated financial statements.

# STATEMENTS OF CASH FLOWS

	Notes	Year ended 31 January			
		Group		Company	
		2020	2019	2020	2019
		€'000	€'000	€'000	€'000
<b>Cash flows from operating activities</b>					
Cash generated from operations	31	17,047	18,221	12,890	15,508
Interest received		-	-	7	85
Interest paid		(1,370)	(1,239)	(1,097)	(1,153)
Income tax paid		(1,497)	(782)	-	-
Net cash generated from operating activities		14,180	16,200	11,800	14,440
<b>Cash flows from investing activities</b>					
Purchase of property, plant and equipment		(10,702)	(6,602)	(9,103)	(5,481)
Proceeds from disposal of property, plant and equipment		200	15	142	-
Additions to intangibles		(122)	-	-	-
Net cash used in investing activities		(10,624)	(6,587)	(8,961)	(5,481)
<b>Cash flows from financing activities</b>					
Proceeds from non-current borrowings		1,300	5,800	1,300	5,800
Payments of current and non-current borrowings		(3,746)	(3,464)	(3,746)	(3,464)
Principal payments of lease liabilities		(1,033)	(138)	(138)	(138)
Dividends paid		(4,000)	(3,600)	(4,000)	(3,600)
Net cash used in financing activities		(7,479)	(1,402)	(6,584)	(1,402)
<b>Net movement in cash and cash equivalents</b>		<b>(3,923)</b>	<b>8,211</b>	<b>(3,745)</b>	<b>7,557</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>5,719</b>	<b>(2,492)</b>	<b>3,448</b>	<b>(4,109)</b>
<b>Cash and cash equivalents at end of year</b>	11	<b>1,796</b>	<b>5,719</b>	<b>(297)</b>	<b>3,448</b>

The notes on pages 74 to 104 are an integral part of these consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### 1.1 Basis of preparation

These consolidated financial statements include the financial statements of Simonds Farsons Cisk plc and its subsidiaries. The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the EU and the requirements of the Maltese Companies Act, 1995. They have been prepared under the historical cost convention, as modified by the fair valuation of the non-current asset category of property, plant and equipment and except as disclosed in the accounting policies below. Unless otherwise stated, all financial information presented has been rounded to the nearest thousand.

The preparation of financial statements in conformity with IFRSs as adopted by the EU requires the use of certain accounting estimates. It also requires directors to exercise their judgement in the process of applying the Group's accounting policies (see note 3 – Critical accounting estimates and judgements).

#### **Standards, interpretations and amendments to published standards effective in 2020**

In 2020, the Group adopted new standards, amendments and interpretations to existing standards that are mandatory for the Group's and Company's accounting period beginning on 1 February 2019. The adoption of these revisions to the requirements of IFRSs as adopted by the EU resulted in changes to the Group's and Company's accounting policies impacting the financial performance and position. The Group and Company had to change the accounting policies and make retrospective adjustments as a result of adopting IFRS 16, 'Leases', but recognised the cumulative effect of initially applying the new standard on 1 February 2019. The new accounting policies are disclosed in note 1.22 below. The impact of the adoption of this standard at Group and Company level is disclosed in note 1.2. The other amendments did not have any impact on the Group's accounting policies and did not require retrospective adjustments.

#### **Standards, interpretations and amendments to published standards that are not yet effective**

Certain new standards, amendments and interpretations to existing standards have been published by the date of authorisation for issue of these financial statements but are mandatory for the Group's accounting periods beginning after 1 February 2020. The Group has not early adopted these revisions to the requirements of IFRSs as adopted by the EU and the directors are of the opinion that there are no requirements that will have a possible significant impact on the Group's financial statements in the period of initial application.

### 1.2 Changes in accounting policies

This note explains the impact of the adoption of IFRS 16 Leases on the Group's and Company's financial statements.

As indicated in note 1.1 above, the Group and Company have adopted IFRS 16 retrospectively from 1 February 2019 but have not restated comparatives for the 2018/2019 reporting period, as permitted under the specific transitional provisions in the standard.

The reclassifications and the adjustments arising from the new leasing rules are therefore recognised in the opening balance sheet on 1 February 2019. The new accounting policies are disclosed in note 1.22.

#### **a. Adjustments recognised upon adoption of IFRS 16 in the statement of financial position on 1 February 2019**

On adoption of IFRS 16, the Group and Company recognised lease liabilities in relation to leases which had previously been classified as "operating leases" under the principles of IAS 17 Leases. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate as of 1 February 2019. The lessee's incremental borrowing rate applied to the lease liabilities on 1 February 2019 was 4%.

The associated right-of-use assets for leases were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to those leases recognised in the balance sheet as at 31 January 2019. There were no onerous lease contracts that would have required an adjustment to the right-of-use assets at the date of initial application.

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right-of-use-asset and the lease liability at the date of initial application. The measurement principles of IFRS 16 are only applied after that date. This did not result in any measurement adjustments upon transition. The incremental borrowing rate applied to these leases is 2.3% (2019: 2.3%).

The change in accounting policy affected the following items in the balance sheet on 1 February 2019:

**Group**

- right-of-use assets	- increase by €7,486,000
- lease liabilities (Land & buildings)	- increase by €7,182,000

**Company**

- right-of-use assets	- increase by €190,000
- lease liabilities (Land & buildings)	- increase by €190,000

The recognised right-of-use assets relate to the following types of assets:

	Group	Company
	As at 1 February 2019	As at 1 February 2019
	€'000	€'000
Properties	7,486	190
Total right-of-use assets	7,486	190

**Measurement of lease liabilities**

	€'000
<b>GROUP</b>	
<b>As at 1 February 2019</b>	
Operating lease commitments disclosed as at 31 January 2019	5,572
Add: contracts reassessed as lease contracts	2,084
Discounted using the incremental borrowing rate at the date of initial application	(474)
Lease liabilities recognised as at 1 February 2019	7,182
Of which are:	
- Current lease liabilities	1,276
- Non-current lease liabilities	5,906
	7,182
	€'000
<b>COMPANY</b>	
<b>As at 1 February 2019</b>	
Operating lease commitments disclosed as at 31 January 2019	-
Add: contracts reassessed as lease contracts	190
Lease liabilities recognised as at 1 February 2019	190
Of which are:	
- Current lease liabilities	-
- Non-current lease liabilities	190
	190

**Practical expedients applied**

In applying IFRS 16 for the first time, the Group and Company have used the following practical expedients permitted by the standard:

- the use of a single discount rate to a portfolio of leases with reasonably similar characteristics;
- reliance on previous assessments on whether leases are onerous - there were no onerous contracts as at 1 February 2019;
- the accounting for operating leases with a remaining lease term of less than 12 months as at 1 February 2019 as short-term leases; and
- the use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

**b. Amounts recognised in profit and loss**

The income statement reflects the following amounts relating to leases:

	Group	Company
	2020	2020
	€'000	€'000
Depreciation charge of right-of-use assets		
Properties	1,327	2
Interest expense (included in finance costs)	259	7

Operating lease charges to be reflected within profit and loss, utilising the accounting principles of IAS 17. Leases had IFRS 16 not been adopted, during the period from 1 February 2019 to 31 January 2020 would have amounted to €1,459,000 for the Group and €7,000 for the Company. Hence, EBITDA for the year ended 31 January 2020 has been impacted favourably by an amount of €1,459,000 and €7,000 for the Group and Company respectively, in view of the adoption of the requirements of IFRS 16.

### 1.3 Consolidation

Subsidiaries are all entities over which the Group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The Group uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

A listing of the subsidiaries is set out in note 38 to the financial statements.

### 1.4 Foreign currency translation

#### a. Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in euro which is the Company's functional currency and the Group's presentation currency.

#### b. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

All foreign exchange gains and losses are presented in the income statements within 'cost of sales' and 'administrative expenses'.

The Group periodically enters into foreign exchange forward contracts in order to manage its exposure to fluctuations in foreign currency rates on specific transactions (see note 1.26).

### 1.5 Property, plant and equipment

All property, plant and equipment is initially recorded at historical cost. Land and buildings are subsequently shown at fair value based on periodic valuations by external independent valuers, less subsequent depreciation for buildings. Valuations are carried out on a regular basis, but at least every five years, unless the directors consider it appropriate to have an earlier revaluation, such that the carrying amount of property does not differ materially from that which would be determined using fair values at the end of the reporting period. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Borrowing costs which are incurred for the purpose of acquiring or constructing a qualifying asset are capitalised as part of its cost. Borrowing costs are capitalised while acquisition or construction is actively underway. Capitalisation of borrowing costs is ceased once the asset is substantially complete and is suspended if the development of the asset is suspended.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and buildings are credited to other comprehensive income and shown as a revaluation reserve in shareholders' equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against the revaluation reserve directly in equity; all other decreases are charged to profit or loss. Each year the difference between depreciation based on the revalued carrying amount of the asset charged to profit or loss and depreciation based on the asset's original cost is transferred from the revaluation reserve to retained earnings.

Freehold land and assets in the course of construction are not depreciated. Leased properties are depreciated over the period of the lease. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

• Buildings	0.67% - 2.00%
• Plant, machinery and equipment	5.00% - 33.33%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (see note 1.7).

Gains and losses on disposals are determined by comparing the proceeds with carrying amount and are recognised in profit or loss. When revalued assets are sold, the amounts included in the revaluation reserve relating to the assets are transferred to retained earnings.

## 1.6 Intangible assets

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary/jointly-controlled entity or business concern at the date of acquisition. Goodwill on acquisitions of subsidiaries/business concerns is included in intangible assets. Goodwill on acquisitions of jointly-controlled entities is included in investments in jointly-controlled entities. Goodwill is recognised separately within intangible assets and is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segment. A cash-generating unit to which goodwill has been allocated is tested for impairment annually, and whenever there is an indication that the unit may be impaired by comparing the carrying amount of the unit, including the goodwill, with the recoverable amount of the unit. The recoverable amount is the higher of fair value less costs to sell and value in use.

Franchise and agency rights are initially shown at historical cost. Franchise and agency rights have a definite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method to allocate the cost of franchise and agency rights over their estimated useful lives (5 to 10 years).

## 1.7 Impairment of non-financial assets

Assets (including goodwill) that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

## 1.8 Investments in subsidiaries and jointly-controlled entities

In the Company's separate financial statements, investments in subsidiaries and jointly-controlled entities are accounted for by the cost method of accounting, that is, at cost less impairment. Provisions are recorded where, in the opinion of the directors, there is an impairment in value. Where there has been an impairment in the value of an investment, it is recognised as an expense in the period in which the diminution is identified. The Company gathers objective evidence that an investment is impaired using the same process disclosed in note 1.9. The results of associates are reflected in the Company's separate financial statements only to the extent of dividends receivable. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to profit or loss.

Loans for which settlement is neither planned nor likely to occur in the foreseeable future are, in substance, an extension of the Company's investment in that subsidiary. These are accounted for in accordance with the requirements of IAS 27. Loans to subsidiaries for which settlement is planned are classified as loans and/or receivables in accordance with the requirements of IFRS 9.

## 1.9 Financial assets

### **Classification**

The Group classifies its financial assets as financial assets measured at amortised costs. The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. The Group classifies its financial assets at amortised cost only if both the following criteria are met:

- The asset is held within a business model whose objective is to collect the contractual cash flows, and
- The contractual terms give rise to cash flows that are solely payments of principal and interest.

### **Assessment whether contractual cash flows are solely payments of principal and interest**

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.

### **Recognition and measurement**

Regular way purchases and sales of financial assets are recognised on the trade date, which is the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset.

Interest income on debt instruments measured at amortised cost from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition of these instruments is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented within operating profit in the consolidated statement of profit or loss.

**Impairment**

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The Group's financial assets are subject to the expected credit loss model.

**Expected credit loss model**

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk has not increased significantly since initial recognition.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, and it considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or the financial asset is more than 90 days past due.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls. ECLs are discounted at the effective interest rate of the financial asset.

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data such as significant financial difficulty of the borrower or issuer, or a breach of contract such as a default or being more than 90 days past due.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

**Simplified approach model**

For trade receivables, the Group applies the simplified approach required by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

The expected loss rates are based on the payment profiles of sales over a period of up to 60 months before the reported period end, and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the liability of the customers to settle the receivable. Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, among others, the probability of insolvency or significant financial difficulties of the debtor. Impaired debts are derecognised when they are assessed as uncollectible.

**1.10 Inventories**

Inventories are stated at the lower of cost and net realisable value. Inventories of raw materials are determined using the first-in first-out method and those of spare parts on a weighted average basis. The cost of raw materials comprises the cost of direct materials and includes transport and handling charges. The cost of finished goods comprises raw materials, other direct costs and related production overheads. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses. In the case of bottles, cases and kegs, the net realisable value is arrived at after providing for an annual charge calculated to write down the costs over their estimated useful lives.

**1.11 Trade and other receivables**

Trade receivables comprise amounts due from clients and customers for goods and services delivered and performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less expected credit loss allowances.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

**1.12 Current and deferred tax**

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statements except to the extent that it relates to items recognised directly in other comprehensive income. In this case the tax is also recognised in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Under this method the Group is required to make a provision for deferred taxes on the revaluation of certain non-current assets and derivative contracts. Such deferred tax is charged or credited directly to the revaluation reserve and hedging reserve. Deferred tax on the difference between the actual depreciation on the property and the equivalent depreciation based on the historical cost of the property is realised through the income statements.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the unutilised tax credits, tax losses and unabsorbed capital allowances can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries, except for deferred income tax where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to income tax levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

### 1.13 Cash and cash equivalents

Cash and cash equivalents are carried in the statements of financial position at face value. In the statements of cash flows, cash and cash equivalents includes cash in hand, deposits held at call with banks and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statements of financial position.

### 1.14 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds. Incremental costs directly attributable to the issue of new shares or for the acquisition of a business, are included in the cost of acquisition as part of the purchase consideration.

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

### 1.15 Borrowings

Borrowings are recognised initially at the fair value of proceeds received, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

### 1.16 Provisions

Provisions (including restructuring costs) are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. Restructuring provisions principally comprise termination benefits.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost.

### 1.17 Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either: terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due after more than twelve months after the end of the reporting period are discounted to present value.

### 1.18 Trade and other payables

Trade payables comprise obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

### 1.19 Financial liabilities

The Group recognises a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument. The Group's financial liabilities, other than derivative contracts, are classified as financial liabilities measured at amortised cost, i.e. not at fair value through profit or loss under IFRS 9. Financial liabilities not at fair value through profit or loss are recognised initially at fair value, being the fair value of consideration received, net of transaction costs that are directly attributable to the acquisition or the issue of the financial liability. These liabilities are subsequently measured at amortised cost. The Group derecognises a financial liability from its statement of financial position when the obligation specified in the contract or arrangement is discharged, is cancelled or expires.

### 1.20 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statements of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

## 1.21 Revenue recognition

Revenues include all revenues from the ordinary business activities of the Group. Ordinary activities do not only refer to the core business but also to other recurring sales of goods or rendering of services. Revenues are recorded net of value added tax. The Group's business includes the brewing, production and sale of branded beers and beverages, the importation, wholesale and retail of food and beverages, including wines and spirits and the operation of franchised food retailing establishments.

### a. Sale of goods and services

Revenues are recognised in accordance with the provision of goods or services, provided that collectability of the consideration is probable.

IFRS 15 requires that at contract inception the goods or services promised in a contract with a customer are assessed and each promise to transfer to the customer the good or service is identified as a performance obligation. Promises in a contract can be explicit or implicit if the promises create a valid expectation to provide a good or service based on the customary business practices, published policies, or specific statements.

A contract asset must be recognised if the Group's recorded revenue for fulfilment of a contractual performance obligation before the customer paid consideration or before - irrespective of when payment is due - the requirements for billing and thus the recognition of a receivable exist. The Group classifies a contract asset as accrued income.

A contract liability must be recognised when the customer paid consideration or a receivable from the customer is due before the Group fulfilled a contractual performance obligation and thus recognised revenue. The Group classifies the contract liabilities as advanced deposits or deferred income.

IFRS 15 provides more detailed guidance on how to account for contract modifications. Changes must be accounted for either as a retrospective change (creating either a catch up or deferral of previously recorded revenues), prospectively with a reallocation of revenues amongst identified performance obligations, or prospectively as separate contracts which will not require any reallocation.

#### *Sales of goods - wholesale*

The Group brews, produces and imports a wide range of branded beers and food and beverages including wines and spirits to the wholesale market.

Sales are recognised when control of the products has transferred, being when the products are delivered to the wholesaler, the wholesaler has full discretion over the channel and price to sell the products, and there is no unfulfilled obligation that could affect the wholesaler's acceptance of the products. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the wholesaler, and either the wholesaler has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

The Group's products are sometimes sold with retrospective volume discounts based on aggregate sales over a 12 month period. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

A liability (included in trade and other payables) is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period. No element of financing is deemed present as the sales are made with a credit term of less than one year, which is consistent with market practice.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Branded beers, beverages and food products are often sold with a right of return. Right to the returned goods are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). Because the number of products returned has been steady for years, it is highly probable that a significant reversal in the cumulative revenue recognised will not occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

#### *Sales of goods - retail*

The Group operates a dedicated retail outlet showcasing its wide range of manufactured and imported branded beers and beverages including wines and spirits. It also operates a number of franchised food retailing establishments. Revenue from the sale of goods is recognised when a Group entity sells a product to the customer.

Payment of the transaction price is due immediately when the customer purchases the product and takes delivery in store. It is the Group's policy to sell its products to the end customer with a right of return.

Therefore, a refund liability and a right to the returned goods are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). Because the number of products returned has been steady for years, it is highly probable that a significant reversal in the cumulative revenue recognised will not occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

#### *Sales of services*

Sales of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

#### *Financing*

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

### b. Property related income

Rentals and short-term lets receivable on immovable property are recognised in the period when the property is occupied.

**c. Finance income**

Finance income is recognised on a time-proportion basis using the effective interest method. When a receivable is impaired, the Company reduces the carrying amount to its recoverable amount, being the estimated future cash flows discounted at the original effective interest rate of the instrument, and continues unwinding the discount as finance income.

**d. Dividend income**

Dividend income is recognised when the right to receive payment is established.

**1.22 Leases**

Accounting policy as from 1 February 2019

***The group and company are the lessee***

The Group leases various offices, warehouses and catering outlets. The Company leases warehouses. Rental lease and ground rent contracts are typically made for fixed periods of 4 years to 150 years but may have extension options as described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants. Leased assets may or may not be used as security for borrowing purposes.

At inception of a contract, an entity shall assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As explained in note 1.1 above, the Group and Company have changed the accounting policy for leases where the Group and Company are the lessee. The impact of the change is described in note 1.2.

With effect from 1 February 2019, leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group and the Company.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- a. fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- b. variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group and Company:

- a. where possible, uses recent third-party financing received by the lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;
- b. uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group and Company, where there is no third-party financing; and
- c. makes adjustments specific to the lease.

The Group and Company are exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset. Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- a. the amount of the initial measurement of lease liability;
- b. any lease payments made at or before the commencement date less any lease incentives received; and
- c. any initial direct costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

***Variable lease payments***

Some Group property leases contain variable payment terms that are linked to sales generated from the outlet. For individual outlets, up to 100% of lease payments are on the basis of variable payment terms with percentages ranging from 6.5% to 8.5% of sales. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occurs. A 10% increase in sales across all outlets in the Group with such variable lease contracts would increase total lease payments by approximately €74,000.

***Extension and termination options***

Extension and termination options are included in a number of property leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the following factors are normally the most relevant:

- a. If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not terminate);
- b. If any leasehold improvements are expected to have a significant remaining value, the Group is typically reasonably certain to extend (or not terminate);
- c. Otherwise, the Group considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

As at 1 February 2019, potential future cash outflows of €7,432,000 (undiscounted) on Group leases have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated).

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

#### *Accounting policy as at 31 January 2019*

Until 31 January 2019, leases of assets in which a significant portion of the risks and rewards of ownership were effectively retained by the lessor were classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

### **1.23 Borrowing costs**

Borrowing costs which are incurred for the purpose of acquiring or constructing qualifying property, plant and equipment or investment property are capitalised as part of its cost. Borrowing costs are capitalised while acquisition or construction is actively underway, during the period of time that is required to complete and prepare the asset for its intended use. Capitalisation of borrowing costs is ceased once the asset is substantially complete and is suspended if the development of the asset is suspended. All other borrowing costs are expensed. Borrowing costs are recognised for all interest-bearing instruments on an accrual basis using the effective interest method. Interest costs include the effect of amortising any difference between initial net proceeds and redemption value in respect of the Group's interest-bearing borrowings.

### **1.24 Earnings per share**

The Group presents basic earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the consolidated profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding at the end of the period.

### **1.25 Segment reporting**

The Group determines and presents operating segments based on the information that internally is provided to the board of directors, which is the Group's chief operating decision maker in accordance with the requirements of IFRS 8 'Operating Segments'.

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, and for which discrete financial information is available. An operating segment's operating results are reviewed regularly by the board of directors to make decisions about resources to be allocated to the segment and to assess its performance executing the function of the chief operating decision maker.

### **1.26 Derivative financial instruments**

Derivative financial instruments, including interest rate swap agreements and forward foreign exchange contracts are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value.

The Group has elected to continue applying the IAS 39 hedge accounting rules. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either: (1) hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); or (2) hedges of highly probable forecast transactions (cash flow hedges).

The fair value of forward foreign exchange contracts is determined using forward exchange market rates at the reporting date. The fair value of interest rate swaps is mainly based on the present value of the estimated future cash flows.

All derivatives are carried as assets when fair value is positive and as liabilities when fair value is negative. The full fair value of hedging derivatives is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than twelve months, and as a current asset or liability when the remaining maturity of the hedged item is less than twelve months. Trading derivatives are classified as a current asset or liability.

On the date a derivative contract is entered into, the Group designates certain derivatives as a hedge of a future cash flow attributable to a recognised asset or liability or a forecast transaction (cash flow hedge). Hedge accounting is used for derivatives designated in this way provided certain criteria are met. In accordance with the requirements of IAS 39, the criteria for a derivative instrument to be accounted for as a cash flow hedge include:

- formal documentation of the hedging instrument, hedged item, hedging objective, strategy and relationship is prepared before hedge accounting is applied;
- the hedge is documented showing that it is expected to be highly effective in offsetting the risk in the hedged item throughout the reporting period; and
- the hedge is effective on an ongoing basis.

Accordingly, the Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

**a. Fair value hedge**

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the statements of comprehensive income, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

**b. Cash flow hedge**

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in equity. The gain or loss relating to the ineffective portion is recognised immediately in the income statements.

Amounts accumulated in equity are recycled in the income statements in the periods when the hedged item will affect profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the income statements. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statements.

## 1.27 Institutional grants

Grants that compensate the Group for expenses incurred are recognised in the income statement on a systematic basis in the same reporting periods in which the expenses are incurred. This compensation is disclosed in the same reporting line as the related expense.

Institutional grants are recognised in the statement of financial position initially as deferred income when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them.

Grants that compensate the Group for the cost of an asset are recognised in the income statement on a systematic basis over the useful life of the asset to match the depreciation charge. Capital grants are recorded as deferred income and released to the income statement over the estimated useful life of the related assets.

## 2. Financial risk management

### 2.1 Financial risk factors

The Group's activities potentially expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk and cash flow interest rate risk), credit risk and liquidity risk. The Group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. From time to time, the Group enters into foreign exchange contracts and interest rate swap agreements to hedge certain risk exposures during the current and preceding financial years. Risk management is carried out by a central treasury department (Group treasury) under policies approved by the board of directors.

**a. Market risk**

**i. Foreign exchange risk**

Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities which are denominated in a currency that is not the respective Group entity's functional currency. The Group is exposed to foreign exchange risk arising primarily from the Group's purchases, a part of which are denominated in the US dollar and the GB pound.

Management does not consider foreign exchange risk attributable to recognised liabilities arising from purchase transactions to be significant since balances are settled within very short periods in accordance with the negotiated credit terms. Periodically, the Group enters into forward contracts on specific transactions to manage its exposure to fluctuations in foreign currency exchange rates. The Group's and Company's loans and receivables, cash and cash equivalents and borrowings are denominated in euro.

Accordingly, a sensitivity analysis for foreign exchange risk disclosing how profit or loss and equity would have been affected by changes in foreign exchange rates that were reasonably possible at the end of reporting year is not deemed necessary.

**ii. Cash flow and fair value interest rate risk**

The Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group's interest rate risk arises from borrowings. Borrowings issued at variable rates, comprising bank borrowings (refer to note 18), expose the Group to cash flow interest rate risk. The Group's borrowings are subject to an interest rate that varies according to revisions made to the Bank's Base Rate. Management monitors the level of floating rate borrowings as a measure of cash flow risk taken on. Interest rates on these financial instruments are linked with the Central Intervention Rate issued by the European Central Bank. Borrowings issued at fixed rates, consist primarily of bank loans and unsecured bonds which are carried at amortised cost (refer to note 18), and therefore do not expose the Group to cash flow and fair value interest rate risk.

Significant exposure to cash flow interest rate risk arises in respect of interest payments relating to borrowings, in particular to loans amounting to €17.3million (2019: €17.6million) that are subject to interest at floating rates linked to Euribor. The Group entered into interest-rate swap agreements, which provided a cash flow hedging relationship in respect of variability of future floating interest payments. These agreements cover interest payments on the total amount of these borrowings. Accordingly, this hedging instrument has been designated as cash flow hedges on the interest rate risk, that is, volatility in floating interest amounts. Up to the reporting date, the Group did not have any hedging arrangements with respect to the exposure of interest rate risk on other interest-bearing liabilities.

Based on the above, management considers the potential impact on profit or loss of a defined interest rate shift that is reasonably possible at the end of the reporting period to be immaterial.

#### **b. Credit risk**

Credit risk principally arises from cash and cash equivalents comprising deposits with financial institutions, and other receivables, as well as credit exposures to wholesale and retail customers, including outstanding receivables and committed transactions. The Group's and the Company's principal exposures to credit risk as at the end of the reporting period are analysed as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Financial assets measured at amortised cost:</b>				
Trade and other receivables (note 10)	27,376	22,296	21,385	17,892
Cash and cash equivalents (note 11)	8,409	7,578	1,002	3,453
	<b>35,785</b>	<b>29,874</b>	<b>22,387</b>	<b>21,345</b>

The maximum exposure to credit risk at the end of the reporting period in respect of the financial assets mentioned above is equivalent to their carrying amount as disclosed in the respective notes to the financial statements. The figures disclosed in the table above in respect of trade and other receivables exclude prepayments.

#### *Security*

For certain trade and other receivables, the Group may obtain security in the form of guarantees and deeds of undertaking or letters of credit which can be called on if the counterparty is in default under the terms of the agreement.

#### *Trade and other receivables*

The Group assesses the credit quality of its trade customers, the majority of which are unrated, taking into account financial position, past experience and other factors. The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. It has policies in place to ensure that sales of good and services are transacted with customers with an appropriate credit history. Standard credit terms are in place for individual clients, however, wherever possible, new corporate customers are analysed individually for creditworthiness before the Group's standard payment and product delivery terms and conditions are offered. The creditworthiness analysis for new customers includes a review through external creditworthiness databases when available. The Group monitors the performance of its trade and other receivables on a regular basis to identify incurred collection losses, which are inherent in the Group's debtors, taking into account historical experience in collection of accounts receivable.

In view of the nature of the Group's activities and the market in which it operates, a limited number of customers account for a certain percentage of the Group's trade and other receivables. Whilst no individual customer or group of dependent clients is considered by management as a significant concentration of credit risk with respect to contractual debts, these material exposures are monitored and reported more frequently and rigorously. These customers trade frequently with the respective Group entities and are deemed by management to have good credit standing, usually taking cognisance of the performance history without defaults.

The Group manages credit limits and exposures actively in a practicable manner such that past due amounts receivable from clients are within controlled parameters. The Group's trade and other receivables, which are not credit impaired financial assets, are principally debts in respect of transactions with customers for whom there is no recent history of default. Management does not expect any significant losses from non-performance by these customers.

#### *Impairment of trade receivables*

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts.

The expected loss rates are based on the payment profiles of sales over a period of time before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group adjusts the historical loss rates based on expected changes in these factors.

On that basis, the loss allowance for the Group as at 31 January was determined by applying:

- An expected loss rate ranging from 0.35% to 1.84% (2019: ranging from 0.22% to 0.63%) on all credit sales generated in the preceding twelve months prior to 31 January resulting in a loss allowance of €1,454,000 (2019: €626,000) for the Group and €823,000 (2019: €313,000) for the Company.
- An expected loss rate of 100% on all outstanding dues generated before the preceding twelve months prior to 31 January (i.e. all trade receivables exceeding one year) resulting in a loss allowance of €1,867,000 (2019: €2,049,000) for the Group and €933,000 (2019: €1,046,000) for the Company.

#### *Impairment of other receivables*

The Group applies the general model to measuring expected credit losses for all trade loan dues.

To measure the expected credit losses, trade loans have been grouped based on shared credit risk characteristics and the days past due. The Group assesses the credit quality of these loans taking into account financial position, repayment patterns, past experience and other factors including history of default from the credit terms issued. Trade loans are categorised into stages for IFRS 9 purposes based on the factors highlighted above.

On that basis, the loss allowance for the Group and the Company as at 31 January was determined by applying:

- An expected loss rate averaging at 2.4% (2019: 3.275%) on all trade loans granted within contract terms classified under stages 1 and 2 resulting in a loss allowance of €412,000 (2019: €389,000).
- An expected loss rate of 100% on all outstanding dues on trade loans that exceeded the credit terms granted by the Group and hence classified under stage 3 resulting in a loss allowance of €745,000 (2019: €747,000).

Credit loss allowances include specific provisions against credit impaired individual exposures with the amount of the provisions being equivalent to the balances attributable to credit impaired receivables. The closing loss allowances for trade and other receivables as at 31 January reconcile to the opening loss allowances as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
	Expected loss model	Expected loss model	Expected loss model	Expected loss model
<b>Trade receivables</b>				
Balance at 1 February	2,675	3,525	1,360	1,917
Movement in loss allowance recognised in profit or loss during the year	647	(716)	396	(526)
Receivables written off	-	(134)	-	(31)
Balance at 31 January	3,322	2,675	1,756	1,360
<b>Other receivables</b>				
Balance at 1 February	1,136	1,445	1,136	1,445
Movement in loss allowance recognised in profit or loss during the year	21	(46)	21	(46)
Receivables written off	-	(263)	-	(263)
Balance at 31 January	1,157	1,136	1,157	1,136
<b>Total loss allowance as at year end</b>	<b>4,479</b>	<b>3,811</b>	<b>2,913</b>	<b>2,496</b>

The Group established an allowance for impairment that represented its estimate of expected credit losses in respect of trade and other receivables. The individually credit impaired trade receivables mainly relate to a number of independent customers which are in unexpectedly difficult economic situations and which are accordingly not meeting repayment obligations. Hence, provisions for impairment in respect of credit impaired balances with corporate trade customers relate to entities which are in adverse trading and operational circumstances.

In 2019, the reversals of provisions for impairment of credit impaired receivables principally arose in those situations where the Group's ability to recover its dues improved due to an internal re-organisation of its credit control function which resulted in recovering debt from clients which in previous years did not meet the granted repayment obligations. Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to honour a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 36 months past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts written off are credited against the same line item.

As at 31 January 2020, outstanding Group trade receivables of less than one year amounting to €18,790,000 (2019: €16,882,000) have an allocated loss allowance of €1,454,000 (2019: €626,000). Outstanding Group trade receivables of more than one year amounting to €1,867,000 (2019: €2,049,000) were fully provided.

As at 31 January 2020, outstanding Company trade receivables of less than one year amounting to €11,866,000 (2019: €9,094,000) have an allocated loss allowance of €823,000 (2019: €313,000). Outstanding Company trade receivables of more than one year amounting to €933,000 (2019: €1,046,000) were fully provided.

As at 31 January 2020, outstanding trade loan receivables not overdue amounting to €4,107,000 (2019: €3,728,000) have an allocated loss allowance of €412,000 (2019: €389,000). Outstanding trade loan receivables overdue amounting to €745,000 (2019: €747,000) were fully provided.

#### *Cash and cash equivalents*

The Group and the Company principally banks with local and European financial institutions with high-quality standing or rating. While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss is insignificant.

#### *Amounts due from subsidiaries*

The Company's receivables include receivables from subsidiaries. The Company monitors intra-group credit exposures at individual entity level on a regular basis and ensures timely performance of these assets in the context of overall Group liquidity management. The Company assesses the credit quality of these related parties taking into account financial position, performance and other factors. The Company takes cognisance of the related party relationship with these entities and management does not expect any significant losses from non-performance or default.

Since amounts due from subsidiaries are repayable on demand, expected credit losses are based on the assumption that repayment of the balance is demanded at the reporting date. Accordingly, the expected credit loss allowance attributable to such balances is insignificant.

#### *Derivative financial instruments*

Credit risk arising from derivative financial instruments lies in the insolvency of the contracting party and as a consequence, in the amount of the sum, on balance, of positive market values vis-à-vis the respective derivative counterparties. Derivative transactions are concluded with first rate local banking institutions.

**c. Liquidity risk**

The Group is exposed to liquidity risk in relation to meeting future obligations associated with its financial liabilities, which comprise principally borrowings and trade and other payables (refer to notes 18 and 22). Prudent liquidity risk management includes maintaining sufficient cash and committed credit lines to ensure the availability of an adequate amount of funding to meet the Group's obligations.

Management monitors liquidity risk by means of cash flow forecasts on the basis of expected cash flows over a twelve-month period and ensures that adequate financing facilities are in place for the coming year. The carrying amounts of the Group's assets and liabilities are analysed into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date in the respective notes to the financial statements.

The table below analyses the Group's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within twelve months equal their carrying amounts, as the impact of discounting is not significant.

	Carrying amount	Contractual cash flows	Within one year	One to five years	Over five years
	€'000	€'000	€'000	€'000	€'000
<b>GROUP</b>					
<b>31 January 2020</b>					
Borrowings	42,555	49,196	10,704	12,408	26,084
Finance lease liabilities	6,391	8,414	1,632	3,791	2,991
Trade and other payables	20,606	20,606	20,606	-	-
	69,552	78,216	32,942	16,199	29,075
<b>31 January 2019</b>					
Borrowings	40,113	47,997	6,774	12,397	28,826
Finance lease liabilities	582	616	154	462	-
Trade and other payables	19,319	19,319	19,319	-	-
	60,014	67,932	26,247	12,859	28,826
<b>COMPANY</b>					
<b>31 January 2020</b>					
Borrowings	37,241	43,883	5,391	12,408	26,084
Finance lease liabilities	634	1,272	151	351	770
Trade and other payables	12,742	12,742	12,742	-	-
	50,617	57,897	18,284	12,759	26,854
<b>31 January 2019</b>					
Borrowings	38,259	46,143	4,920	12,397	28,826
Finance lease liabilities	582	616	154	462	-
Trade and other payables	12,729	12,729	12,729	-	-
	51,570	59,488	17,803	12,859	28,826

The table below analyses the Group's principal derivative financial liabilities that will be settled on a net basis into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. The amounts disclosed in the table below are the contractual undiscounted cash flows.

	Within one year	One to five years	Total
	€'000	€'000	€'000
<b>Group and Company</b>			
<b>31 January 2020</b>			
Interest rate derivative			
- Interest-rate swap	195	273	468
<b>31 January 2019</b>			
Interest rate derivative			
- Interest-rate swap	209	383	592

**2.2 Capital risk management**

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as total net borrowings (including lease liabilities) divided by total capital. The Group and Company consider total capital to be equity and total net borrowings.

Total borrowings include unsecured bonds issued by the Company. The gearing ratios at 31 January 2020 and 2019 were as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Total borrowings (notes 18 and 19)	48,946	40,695	37,875	38,841
Less cash at hand and in bank (note 11)	(8,409)	(7,578)	(1,002)	(3,453)
	40,537	33,117	36,873	35,388
Total equity	116,223	108,273	111,446	105,464
<b>Total equity and net borrowings</b>	<b>156,760</b>	<b>141,390</b>	<b>148,319</b>	<b>140,852</b>
<b>Gearing</b>	<b>25.86%</b>	<b>23.42%</b>	<b>24.86%</b>	<b>25.12%</b>

## 2.3 Fair values

### *Fair values of instruments not carried at fair value*

At 31 January 2020 and 2019 the carrying amounts of cash at bank, trade and other receivables, trade and other payables and current borrowings reflected in the financial statements are reasonable estimates of fair value in view of the nature of these instruments or the relatively short period of time between the origination of the instruments and their expected realisation. The fair value of amounts owed by subsidiaries which are current or repayable on demand is equivalent to their carrying amount.

The fair value of non-current financial instruments for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments. The fair value of the Group's non-current floating interest rate bank borrowings at the end of the reporting period is not significantly different from the carrying amounts.

### *Fair values estimation in relation to financial instruments carried at fair value*

The Group's financial instruments which are carried at fair value include derivative financial instruments designated as hedging instruments (note 16).

The Group is required to disclose fair value measurements by level of the following fair value measurement hierarchy for financial instruments that are measured in the statement of financial position at fair value:

- Quoted prices (unadjusted) in active markets for identical assets (level 1);
- Inputs other than quoted prices included within level 1 that are observable for the asset either directly, that is, as prices, or indirectly, that is, derived from prices (level 2);
- Inputs for the asset that are not based on observable market data, that is, unobservable inputs (level 3).

	2020	2019
	Level 2	Level 2
	€'000	€'000
<b>Group and Company</b>		
<b>Liabilities</b>		
Interest rate derivative		
- Interest-rate swap	468	592

## 3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances.

In the opinion of the Company directors, the accounting estimates and judgements made in the course of preparing these financial statements, except as disclosed in notes 5, 17 and 20 and accounting policy 1.22 are not difficult, subjective or complex to a degree which would warrant their description as critical in terms of the requirements of IAS 1.

## 4. Segment information

Management has determined the operating segments based on the reports reviewed by the board of directors that are used to make strategic decisions.

The board of directors considers the Group's business mainly from a productive and commercial perspective as geographically operations are carried out, predominantly, on the local market.

The Group does not have any particular major customer, as it largely derives revenue from a significant number of consumers availing of its products and services. Accordingly, the Group has not identified any relevant disclosures in respect of reliance on major customers.

The Group's productive and commercial operations are segregated primarily into brewing, production and sale of branded beers and beverages, the importation, wholesale and retail of food and beverages, including wines and spirits and the operation of franchised food retailing establishments.

The board of directors assesses the performance of the operating segments based on operating results adjusted for centralised costs. Interest income and expenditure are not allocated to segments, as this type of activity is driven by the central treasury function, which manages the cash position of the Group. Since the board of directors reviews adjusted operating results, the results of discontinued operations are not included in the measure of adjusted operating results.

Sales between segments are carried out at arm's length. The revenue from external parties reported to the board of directors is measured in a manner consistent with that in the income statements.

The amounts provided to the board of directors with respect to total assets are measured in a manner consistent with that of the financial statements. These assets are allocated based on the operations of the segment and the physical location of the asset. Segment assets consist primarily of land and buildings, plant, machinery and equipment, intangible assets, inventories, loans, trade and other receivables and cash and cash equivalents. Taxation and leases are not considered to be segment assets but rather are managed by the treasury function.

The amounts provided to the board of directors with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment. Segment liabilities comprise trade and other payables and exclude tax, leases and borrowings. The Group's interest-bearing liabilities and taxation are not considered to be segment liabilities but rather are managed by the treasury function.

	Brewing, production & sale of branded beers & beverages	Importation, wholesale & retail of food & beverages, including wines & spirits	Operation of franchised food retailing establishments	Group
	€'000	€'000	€'000	€'000
<b>2020</b>				
<b>Revenue</b>	57,404	35,789	17,929	<b>111,122</b>
Less: inter-segmental sales	(2,335)	(5,310)	14	<b>(7,631)</b>
	55,069	30,479	17,943	<b>103,491</b>
Segment results	10,464	1,601	1,625	<b>13,690</b>
Net finance costs				<b>(1,370)</b>
<b>Profit before tax</b>				<b>12,320</b>
Tax expense				<b>(451)</b>
<b>Profit for the year</b>				<b>11,869</b>
Segment assets	142,027	21,428	10,132	<b>173,587</b>
Unallocated assets				<b>14,355</b>
<b>Total assets</b>				<b>187,942</b>
Segment liabilities	14,977	3,861	2,932	<b>21,770</b>
Unallocated liabilities				<b>49,949</b>
<b>Total liabilities</b>				<b>71,719</b>
Additions to non-current assets	9,168	1,165	369	<b>10,702</b>
Depreciation	6,841	231	724	<b>7,796</b>
Amortisation	32	-	44	<b>76</b>
Impairment provision for trade receivables	417	251	-	<b>668</b>

	Brewing, production & sale of branded beers & beverages	Importation, wholesale & retail of food & beverages, including wines & spirits	Operation of franchised food retailing establishments	Group
	€'000	€'000	€'000	€'000
<b>2019</b>				
<b>Revenue</b>	54,942	35,275	16,369	<b>106,586</b>
Less: inter-segmental sales	(2,162)	(4,626)	-	<b>(6,788)</b>
	52,780	30,649	16,369	<b>99,798</b>
Segment results	11,935	2,396	1,003	<b>15,334</b>
Net finance costs				<b>(1,239)</b>
<b>Profit before tax</b>				<b>14,095</b>
Tax income				<b>1,036</b>
<b>Profit for the year</b>				<b>15,131</b>
Segment assets	135,683	18,877	8,984	<b>163,544</b>
Unallocated assets				<b>7,452</b>
<b>Total assets</b>				<b>170,996</b>
Segment liabilities	14,835	3,311	2,625	<b>20,771</b>
Unallocated liabilities				<b>41,952</b>
<b>Total liabilities</b>				<b>62,723</b>
Additions to non-current assets	5,745	219	638	<b>6,602</b>
Depreciation	6,457	200	691	<b>7,348</b>
Amortisation	16	-	40	<b>56</b>
Release of provision on bad debts written off	(297)	(100)	-	<b>(397)</b>
Impairment provision for trade receivables	(649)	(113)	-	<b>(762)</b>

**5. Property, plant and equipment**

	Land & buildings €'000	Assets in course of construction €'000	Plant, machinery & equipment €'000	Total €'000
<b>GROUP</b>				
<b>At 1 February 2018</b>				
Cost or valuation	79,634	8,221	138,248	226,103
Accumulated depreciation and impairment	(1,327)	-	(107,301)	(108,628)
Net book amount	78,307	8,221	30,947	117,475
<b>Year ended 31 January 2019</b>				
Opening net book amount	78,307	8,221	30,947	117,475
Additions and commissioned assets	5,734	(7,199)	8,067	6,602
Disposals	(680)	-	(4,891)	(5,571)
Depreciation	(2,646)	-	(4,702)	(7,348)
Depreciation released on disposals	680	-	4,882	5,562
Closing net book amount	<b>81,395</b>	<b>1,022</b>	<b>34,303</b>	<b>116,720</b>
<b>At 1 February 2019</b>				
Cost or valuation	84,688	1,022	141,424	227,134
Accumulated depreciation and impairment	(3,293)	-	(107,121)	(110,414)
Net book amount	81,395	1,022	34,303	116,720
<b>Year ended 31 January 2020</b>				
Opening net book amount	81,395	1,022	34,303	116,720
Additions and commissioned assets	729	2,839	7,134	10,702
Disposals	-	-	(1,357)	(1,357)
Depreciation	(1,503)	-	(6,293)	(7,796)
Depreciation released on disposals	-	-	1,357	1,357
Closing net book amount	<b>80,621</b>	<b>3,861</b>	<b>35,144</b>	<b>119,626</b>
<b>At 31 January 2020</b>				
Cost or valuation	85,417	3,861	147,201	236,479
Accumulated depreciation and impairment	(4,796)	-	(112,057)	(116,853)
Net book amount	<b>80,621</b>	<b>3,861</b>	<b>35,144</b>	<b>119,626</b>
<b>COMPANY</b>				
<b>At 1 February 2018</b>				
Cost or valuation	74,587	8,221	114,382	197,190
Accumulated depreciation and impairment	(1,198)	-	(85,916)	(87,114)
Net book amount	73,389	8,221	28,466	110,076
<b>Year ended 31 January 2019</b>				
Opening net book amount	73,389	8,221	28,466	110,076
Additions and commissioned assets	5,734	(7,205)	6,952	5,481
Disposals	-	-	(1,002)	(1,002)
Depreciation	(2,454)	-	(3,913)	(6,367)
Depreciation released on disposals	-	-	1,002	1,002
Closing net book amount	<b>76,669</b>	<b>1,016</b>	<b>31,505</b>	<b>109,190</b>
<b>At 1 February 2019</b>				
Cost or valuation	80,321	1,016	120,332	201,669
Accumulated depreciation and impairment	(3,652)	-	(88,827)	(92,479)
Net book amount	76,669	1,016	31,505	109,190
<b>Year ended 31 January 2020</b>				
Opening net book amount	76,669	1,016	31,505	109,190
Additions and commissioned assets	274	2,839	5,990	9,103
Disposals	-	-	(631)	(631)
Depreciation	(1,297)	-	(5,437)	(6,734)
Depreciation released on disposals	-	-	631	631
Closing net book amount	<b>75,646</b>	<b>3,855</b>	<b>32,058</b>	<b>111,559</b>
<b>At 31 January 2020</b>				
Cost or valuation	80,595	3,855	125,691	210,141
Accumulated depreciation and impairment	(4,949)	-	(93,633)	(98,582)
Net book amount	<b>75,646</b>	<b>3,855</b>	<b>32,058</b>	<b>111,559</b>

As at 2020, assets in course of construction mainly relate to works carried out during the financial year 2020 on the old brewhouse project and other minor manufacturing related projects.

Bank borrowings are secured by the Group's and Company's property, plant and equipment (note 18).

#### **Fair value of property**

The Group is required to analyse non-financial assets carried at fair value by level of the fair value hierarchy within which the recurring fair value measurements are categorised in their entirety (level 1, 2 or 3). The different levels of the fair value hierarchy have been defined in note 2 to the financial statements.

As at 31 January 2020, the Group's land and buildings within property, plant and equipment, comprise properties including the Company's brewery and related operational and warehousing facilities, commercial property and property earmarked to compliment the Group's operational activity.

The property valuations as at 31 January 2020 are based on the directors' value assessment performed using a variety of methods, including the adjusted sales comparison approach, the discounted projected cash flows approach, and capitalised rentals approach. Each property was valued by taking into consideration the external valuations prepared by independent chartered architectural firms as at 31 January 2017 and using the method considered by the external valuers to be the most appropriate valuation method for that type of property. The directors are of the opinion that the carrying amount of property, plant and equipment as at 31 January 2020, does not differ materially from that which would be determined using fair values that take account of the above considerations.

All the recurring property fair value measurements at 31 January 2018 use significant unobservable inputs and are accordingly categorised within level 3 of the fair valuation hierarchy. The Group's policy is to recognise transfers into and out of fair value hierarchy levels as of the beginning of the reporting period. There were no transfers between different levels of the fair value hierarchy during the year ended 31 January 2020.

A reconciliation from the opening balance to the closing balance of land and buildings for recurring fair value measurements categorised within level 3 of the value hierarchy, is reflected in the table above. The only movements in land and buildings classified as property, plant and equipment reflect additions, disposals and depreciation charge for the year.

#### **Valuation processes**

The valuations of the properties are performed regularly on the basis of valuation reports prepared by independent and qualified valuers. These reports are based on both:

- information provided by the Group which is derived from the Group's financial systems and is subject to the Group's overall control environment; and
- assumptions and valuation models used by the valuers – the assumptions are typically market related. These are based on professional judgement and market observation.

The information provided to the valuers, together with the assumptions and the valuation models used by the valuers, are reviewed by the Chief Financial Officer (CFO). This includes a review of fair value movements over the period (if any). When the CFO considers that the valuation report is appropriate, the valuation report is recommended to the board of directors. The board of directors considers the valuation report as part of its overall responsibilities.

#### **Valuation techniques**

The external valuations of the level 3 property have been performed using a variety of methods, including an adjusted sales comparison approach, capitalised rentals and the discounted cash flow approach. Each property was valued using the method considered by the external valuers to be the most appropriate valuation method for that type of property; the method, together with the fair value measurements, was approved by the board of directors as described above.

In view of the limited number of sales of similar properties in the local market, the valuations have been performed using unobservable inputs. The significant input to the sales comparison approach is generally a sales price per cubic meter related to transactions in comparable properties located in proximity to the Group's property, with significant adjustments for differences in the size, age, exact location and condition of the property.

In the case of the capitalised rentals approach, the significant unobservable inputs include a rental rate per square meter (also in respect of comparable properties as described in the case of the sales comparison approach) and a capitalisation rate (applied at 5 – 6.6%).

The value of properties used as business, manufacturing and operational premises by the Group including factories and warehouses, currently classified under property, plant and equipment is based on a value-in-use assessment using capitalisation of cash flows. The valuers applied a capitalisation rate to an assessed maintainable level of free cash flows based on the average earnings over the past five years. Following this assessment, no changes to the current value attributable to this group of properties was deemed necessary.

*Information about fair value measurements using significant unobservable inputs (level 3)*

Description by class	Fair value	Valuation technique	Significant unobservable input	Range of unobservable inputs
	€'000			€
<b>As at 31 January 2020</b>				
Current use as manufacturing or related premises	<b>61,605</b>	Discounted cash flow approach	Discount rate	8%
Current use as commercial premises	<b>1,570</b>	Discounted cash flow approach	Rental rate per square metre	150 – 400
Developable land for mixed use/commercial use	<b>17,446</b>	Sales comparison approach	Sales price per cubic metre	175 – 250
		Capitalised rentals approach	Rental rate per square metre	120 – 130
<b>As at 31 January 2019</b>				
Current use as manufacturing or related premises	<b>62,379</b>	Discounted cash flow approach	Discount rate	8%
Current use as commercial premises	<b>1,570</b>	Discounted cash flow approach	Rental rate per square metre	150 – 400
Developable land for mixed use/commercial use	<b>17,446</b>	Sales comparison approach	Sales price per cubic metre	175 – 250
		Capitalised rentals approach	Rental rate per square metre	120 – 130

In the case of the sales comparison approach and the capitalised rentals approach, the higher the sales price per square metre or the rental rate per square metre, the higher the resultant fair valuation. Conversely, the lower the required development cost per square metre or the rental capitalisation rate, the higher the resultant fair valuation.

In respect of the discounted cashflow approach, the higher the annualised net cash inflows, and growth rate, the higher the fair value. Conversely, the lower the discount rate, the estimated development costs, and capitalisation rate used in calculating the annualised net cash inflows, the higher the fair value.

The highest and best use of properties which are developable land for mixed use/commercial use differs from their current use. These assets mainly comprise properties which are currently partly used by the Group or which are currently vacant, and which would require development or refurbishment in order to access the maximum potential cash flows that may be generated from the properties' highest and best use.

As at 31 January 2020, the carrying amount of land and buildings would have been €41,858,000 (2019: €42,630,000) had these assets been included in the financial statements at historical cost less depreciation.

The charge for depreciation and impairment charges as disclosed in note 23 are included in the income statements as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Cost of sales	<b>5,004</b>	4,720	<b>4,214</b>	3,971
Selling and distribution costs	<b>1,615</b>	1,511	<b>1,463</b>	1,377
Administration expenses	<b>1,177</b>	1,117	<b>1,057</b>	1,019
	<b>7,796</b>	7,348	<b>6,734</b>	6,367

In 2017, the Company and the Group entered into agreements for the supply and leasing of operational equipment. Due to certain contractual obligations in favour of the lessor which emanate from the lease contract, the directors consider this contract as a financing arrangement. Accordingly, the Company and the Group has recognised the equipment being installed as an asset with the corresponding amounts due as a finance lease.

**6. Right-of-use assets**

The statement of financial position reflects the following assets relating to leases:

	Group	
	As at	As at
	31 January	1 February
	2020	2019
	€'000	€'000
Land & Buildings	6,159	7,486
Total right-of-use assets	6,159	7,486

	Company	
	As at	As at
	31 January	1 February
	2020	2019
	€'000	€'000
Land & Buildings	188	190
Total right-of-use assets	188	190

There were no additions to right-of-use assets during the course of the current financial year. The movement in the carrying amount of right-of-use assets during the year is attributable to depreciation charges.

**7. Intangible assets**

	Goodwill	Franchise & agency rights	Total
	€'000	€'000	€'000
<b>GROUP</b>			
<b>At 1 February 2018</b>			
Cost	1,058	4,985	6,043
Accumulated amortisation and impairment	(775)	(4,694)	(5,469)
Net book amount	283	291	574
<b>Year ended 31 January 2019</b>			
Opening net book amount	283	291	574
Amortisation	-	(40)	(40)
Closing net book amount	283	251	534
<b>At 1 February 2019</b>			
Cost	1,058	4,985	6,043
Accumulated amortisation and impairment	(775)	(4,734)	(5,509)
Net book amount	283	251	534
<b>Year ended 31 January 2020</b>			
Opening net book amount	283	251	534
Additions	-	122	122
Amortisation	-	(44)	(44)
<b>Closing net book amount</b>	<b>283</b>	<b>329</b>	<b>612</b>
<b>At 31 January 2020</b>			
Cost	1,058	5,107	6,165
Accumulated amortisation and impairment	(775)	(4,778)	(5,553)
Net book amount	283	329	612

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 1.7. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates.

Amortisation of €44,000 (2019: €40,000) is included in cost of sales within the income statements.

**Impairment tests for goodwill**

Goodwill is allocated to the Group's cash-generating units identified according to business segment. A segment-level summary of the goodwill allocation is presented below:

	2020	2019
	€'000	€'000
Brewing, production and sale of branded beers & beverages	192	192
Importation, wholesale and retail of food & beverages	91	91
Net book amount	283	283

The recoverable amount of a cash-generating unit is determined based on value-in-use calculations and is assessed annually. As at 31 January 2020, the directors reviewed the goodwill, and based on the current period's results and plans for the foreseeable future, they are confident that the recoverable amount of goodwill is not materially different from the carrying amount.

**8. Investments  
in subsidiaries**

	Company	
	2020	2019
	€'000	€'000
<b>Year ended 31 January</b>		
Opening net book amount	9,535	9,535
Write-off of investment	(333)	-
Closing net book amount	9,202	9,535
<b>At 31 January</b>		
Cost	13,283	13,616
Impairment provision for investments	(4,081)	(4,081)
Net book amount	9,202	9,535

The principal subsidiaries at 31 January 2020 all of which are unlisted, are disclosed in note 38 to these financial statements.

**9. Inventories**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Raw materials and consumables	3,896	3,143	3,495	2,807
Finished goods and goods for resale	9,303	8,922	2,665	2,974
Containers and other stocks	3,573	3,100	3,265	2,751
	16,772	15,165	9,425	8,532

The amount of inventory write-downs recognised in the income statements categories is as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Cost of sales	478	720	321	537
Selling, distribution and administrative expenses	108	82	108	82
	586	802	429	619

**10. Trade and  
other receivables**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Non-current</b>				
Other receivables	1,695	2,853	1,695	2,853
<b>Current</b>				
Trade receivables	18,118	16,256	10,023	8,781
Amounts due from subsidiaries	-	-	4,007	4,800
Indirect taxation	22	58	-	-
Other receivables and advanced deposits	7,541	3,129	5,660	1,458
Prepayments and accrued income	788	1,252	1,024	1,105
	26,469	20,695	20,714	16,144
<b>Total trade and other receivables</b>	<b>28,164</b>	<b>23,548</b>	<b>22,409</b>	<b>18,997</b>

Trade and other receivables are stated net of impairment provision as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Trade and other receivables	4,479	3,811	2,913	2,496

The impairment provision for trade and other receivables is disclosed in note 23 and is included under administrative expenses in the income statements.

Included in other receivables are advanced deposits on non-current assets not yet commissioned as at year end amounting to €3,222,000 (2019: €709,000).

Amounts due to the Company by subsidiaries are unsecured and repayable on demand. Included in these balances are year-end amounts of €310,000 (2019: €710,000) which are subject to an average interest rate of 3.5% (2019: 4.75%). Other balances within amounts due from subsidiaries are interest free.

The Group's and Company's exposure to credit and currency risks and impairment losses relating to trade and other receivables are disclosed in note 2. The other classes within receivables do not contain impaired assets.

**11. Cash and cash equivalents**

For the purposes of the statements of cash flows, the cash and cash equivalents at the end of the reporting period comprise the following:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Cash at bank and in hand	8,409	7,578	1,002	3,453
Bank overdrafts (note 18)	(6,613)	(1,859)	(1,299)	(5)
	1,796	5,719	(297)	3,448

**12. Share capital**

	Company	
	2020	2019
	€'000	€'000
<b>Authorised:</b>		
30,000,000 ordinary shares of €0.30 each	9,000	9,000
21,000,000 preference shares of €1.00 each	21,000	21,000
	30,000	30,000
<b>Issued and fully paid:</b>		
30,000,000 ordinary shares of €0.30 each	9,000	9,000

**13. Dividends paid**

	Company	
	2020	2019
	€'000	€'000
Interim dividend	1,000	1,000
Final dividend	3,000	2,600
Dividends paid in cash	4,000	3,600
<b>Total net dividend</b>	<b>4,000</b>	<b>3,600</b>
Euro per share (net)	€0.13	€0.12

The final dividend of €3,000,000 in respect of the year ended 31 January 2019 was announced to the ordinary shareholders on 24 June 2019. These final dividends were paid out of tax-exempt profits. The Board declared an interim dividend of €1,000,000 which was paid to shareholders on 16 October 2019.

In the normal course of events, the Board would propose the payment of a final dividend for consideration at the forth-coming Annual General Meeting. However, as disclosed in the Directors' Report, due to the current environment, the Board has reluctantly concluded that in the long-term interest of the business it would not be prudent to propose a final dividend for the financial year ended 31 January 2020 to the forth-coming Annual General Meeting.

**14. Revaluation reserve**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Revaluation on property, plant and equipment</b>				
At beginning of year, before deferred tax	38,763	38,763	37,933	37,933
Deferred taxation (note 20)	(4,917)	(4,917)	(4,062)	(4,062)
<b>At 31 January</b>	<b>33,846</b>	<b>33,846</b>	<b>33,871</b>	<b>33,871</b>

The revaluation reserve was created upon the revaluation of the Group's and Company's properties classified within non-current assets. Related deferred tax was debited to this reserve. The revaluation reserve is a non-distributable reserve.

**15. Other reserves**

	Share premium	Other unrealised reserve	Incentives and benefits reserve	Capital redemption reserve	Total
	€'000	€'000	€'000	€'000	€'000
<b>GROUP</b>					
At 31 January 2019 and 31 January 2020	2,078	3,507	2,515	7,463	15,563
<b>COMPANY</b>					
At 31 January 2019 and 31 January 2020	2,078	210	2,515	7,463	12,266

The share premium is principally related to a rights issue approved in 2003 for 1,714,286 shares with a nominal value of €0.30 which were successfully offered to the existing shareholders at a price of €1.40.

The incentives and benefits reserve represents profits set aside for re-investment in terms of Sections 6(1) and 36(2) of the Business Promotion Act. Amounts included in this reserve can only be distributed by way of capitalisation of profits.

The capital redemption reserve represents amounts set aside as a result of the redemption of cumulative redeemable preference shares. In accordance with the Maltese Companies Act, 1995, this reserve is only available for distribution to ordinary shareholders by way of a bonus share issue.

## 16. Hedging reserve

The changes in fair values of hedging instruments qualifying as cash flow hedges are recorded in a separate category of equity in the hedging reserve as shown below:

	Currency derivatives €'000	Interest rate swap €'000	Total €'000
<b>GROUP AND COMPANY</b>			
<b>At 31 January 2018</b>			
Gross amounts of losses	46	715	761
Deferred taxes (note 20)	(16)	(250)	(266)
	30	465	495
<b>Movement for the year ended 31 January 2019</b>			
(Gains)/losses from changes in fair value	(23)	127	104
Deferred taxes (note 20)	8	(44)	(36)
	(15)	83	68
Transferred to statement of comprehensive income (notes 25 and 27)	(23)	(250)	(273)
Deferred taxes (note 20)	8	87	95
	(15)	(163)	(178)
<b>At 31 January 2019</b>			
Gross amounts of losses	-	592	592
Deferred taxes (note 20)	-	(207)	(207)
	-	<b>385</b>	<b>385</b>
<b>Movement for the year ended 31 January 2020</b>			
Losses from changes in fair value	-	70	70
Deferred taxes (note 20)	-	(25)	(25)
	-	45	45
Transferred to statement of comprehensive income (notes 25 and 27)	-	(194)	(194)
Deferred taxes (note 20)	-	68	68
	-	(126)	(126)
<b>At 31 January 2020</b>			
Gross amounts of losses	-	468	468
Deferred taxes (note 20)	-	(164)	(164)
	-	<b>304</b>	<b>304</b>

The net fair value losses recognised in equity at 31 January 2020 on the interest-rate swap contracts will be transferred from the hedging reserve to the income statements during the remaining term of the contracts up to 2024. As at the reporting period date, these contracts are designated as hedging anticipated variable interest payments which will also accrue over the term of the derivative contract.

## 17. Derivative financial instruments

The fair values of derivative financial instruments held for hedging at the end of the reporting period are as follows:

	Group and Company €'000
<b>FAIR VALUES LIABILITIES</b>	
<b>At 31 January 2020</b>	
Interest rate derivative	
- interest-rate swap	<b>468</b>
<b>Total recognised derivative liabilities</b>	<b>468</b>
<b>At 31 January 2019</b>	
Interest rate derivative	
- interest-rate swap	<b>592</b>
<b>Total recognised derivative liabilities</b>	<b>592</b>

The above are included in the statements of financial position under the following classifications:

	2020	2019
	€'000	€'000
<b>DERIVATIVES FINANCIAL LIABILITIES</b>		
Non-current	273	383
Current	195	209
	<b>468</b>	<b>592</b>

**(a) Interest rate derivatives**

During the financial year ended 31 January 2015, the Company entered into a receive floating, pay fixed interest rate swap arrangement with a notional amount of €12.4million matching the principal amount of an equal value specific bank loan. As at year end, the remaining unpaid portion of this loan amounted to €7.75 million. Under the interest rate swap arrangement, the Company will at three monthly intervals exchange fixed interest amounts payable determined at the fixed interest rate of 1.82% with variable interest amounts receivable based on the 3-month floating Euribor rate. The derivative expires in 2024, thus matching with the terms of the loan.

During the financial year ended 31 January 2011, the Company entered into a receive floating, pay fixed interest rate swap arrangement with a notional amount of €10million matching the principal amount of an equal value specific loan. As at year end, the remaining unpaid portion of this loan amounted to €500,000. Under the interest rate swap arrangement, the Company will at three monthly intervals exchange fixed interest amounts payable determined at the fixed interest rate of 2.74% with variable interest amounts receivable based on the 3-month floating Euribor rate. The derivative expired in 2020, thus matching with the terms of the loan.

The Company has designated these derivative contracts as hedging instruments in a cash flow hedge with the hedged risk being the Company's exposure to cash flow interest rate risk arising on the variable interest amounts payable with respect to these loans. Fair value changes arising on these instruments are recognised in other comprehensive income directly in the cash flow hedging reserve.

Gains and losses recognised in the hedging reserve in equity (note 16) on the interest rate swap contracts as of 31 January 2020 will be released to the income statements over the period until maturity of the contracts.

## 18. Borrowings

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Non-current</b>				
Bonds	19,753	19,721	19,753	19,721
Bank loans	13,241	14,889	13,241	14,889
Finance lease liabilities (note 19)	-	448	-	448
	<b>32,994</b>	<b>35,058</b>	<b>32,994</b>	<b>35,058</b>
<b>Current</b>				
Bank overdrafts	6,613	1,859	1,299	5
Bank loans	2,948	3,644	2,948	3,644
Finance lease liabilities (note 19)	-	134	-	134
	<b>9,561</b>	<b>5,637</b>	<b>4,247</b>	<b>3,783</b>
<b>Total borrowings</b>	<b>42,555</b>	<b>40,695</b>	<b>37,241</b>	<b>38,841</b>

The bonds are disclosed at the value of the proceeds less the net book amount of the issue costs as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Face value of bonds</b>				
3.5% Bonds 2017 - 2027	20,000	20,000	20,000	20,000
	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
Issue costs	305	305	305	305
Accumulated amortisation	(58)	(26)	(58)	(26)
Net book amount	247	279	247	279
<b>Amortised cost</b>	<b>19,753</b>	<b>19,721</b>	<b>19,753</b>	<b>19,721</b>

By virtue of an offering memorandum dated 31 July 2017, the Company issued €20million Bonds (2017 - 2027), having a nominal value of €100 each, bearing interest at the rate of 3.5% per annum. These bonds are unsecured pursuant and subject to the terms and conditions in the prospectus dated 31 July 2017. The quoted market price as at 31 January 2020 for the 3.5% Bonds 2017 - 2027 was €107.15.

The Group's and the Company's banking facilities as at 31 January 2020 and 2019 amounted to €45,727,000 and €54,264,000 for the Group, and €37,396,000 and €45,933,000 for the Company respectively.

The bank overdrafts and loans are secured by special and general hypothecs over the Group's assets and pledges over the Group's merchandise.

Interest rate exposure:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
At floating rates	22,617	19,457	17,303	17,603
At fixed rates	19,938	21,238	19,938	21,238
Total borrowings	42,555	40,695	37,241	38,841

Certain borrowings at floating rates which interest rate is computed using a margin over the 3 month Euribor rate, are hedged through interest rate swap agreements (note 17).

The weighted average effective interest rates at the end of the reporting period were as follows:

	Group		Company	
	2020	2019	2020	2019
	%	%	%	%
Bank overdrafts	3.25	4.15	3.98	4.60
Bank loans	1.94	2.11	1.94	2.11
Bonds	3.50	3.50	3.50	3.50
Finance lease liabilities (note 19)	-	2.30	-	2.30

This note provides information about the contractual terms of the Group's and the Company's loans and borrowings. For more information about the Group's and the Company's exposure to interest rate and liquidity risk, see note 2.

With effect from 1 February 2019, the Group and Company have recognised right-of-use-assets and corresponding lease liabilities in accordance with the requirements of IFRS 16, as disclosed in note 19. The existing finance lease liabilities of the Group and Company relating to the financing of the operational equipment, classified under property, plant and equipment have been grouped with these leases in note 19.

## 19. Lease liabilities

	Group	
	As at 31 January 2020	As at 1 February 2019
	€'000	€'000
<b>Non-current</b>		
Land & Buildings	4,655	5,906
Plant, machinery & equipment	310	148
	4,965	6,054
<b>Current</b>		
Land & Buildings	1,292	1,276
Plant, machinery & equipment	134	134
	1,426	1,410
<b>Total lease liabilities</b>	<b>6,391</b>	<b>7,764</b>
	Company	
	As at 31 January 2020	As at 1 February 2019
	€'000	€'000
<b>Non-current</b>		
Land & Buildings	190	190
Plant, machinery & equipment	310	448
	500	638
<b>Current</b>		
Plant, machinery & equipment	134	134
	134	134
<b>Total lease liabilities</b>	<b>634</b>	<b>772</b>

Included in the lease liabilities for land & buildings of the Group are amounts of €1,092,000 (1 February 2019: €1,748,000) which are attributable arrangements with a related party, of which €410,000 (1 February 2019: €1,217,000) are non-current amounts.

The total cash outflows for leases during the year was €1,459,000 for the Group and €7,000 for the Company. The contractual undiscounted cash flows attributable to lease liabilities as at 31 January are analysed in note 2.1(c).

**20. Deferred taxation**

The movement in the deferred tax account is as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
At beginning of year	(7,446)	(5,341)	(8,779)	(6,578)
Credited to income statements (note 28)	(792)	(2,164)	(706)	(2,260)
Net tax effect of re-measurement of derivatives	43	59	43	59
<b>At end of year</b>	<b>(8,195)</b>	<b>(7,446)</b>	<b>(9,442)</b>	<b>(8,779)</b>

Deferred taxes are calculated on all temporary differences under the liability method and are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates (and tax laws) that have been enacted by the end of the reporting period. The principal tax rate used is 35% (2019: 35%), with the exception of deferred taxation on the fair valuation of non-depreciable property which is computed on the basis applicable to disposals of immovable property, that is, tax effect of 8% or 10% (2019: 8% or 10%) of the transfer value.

The manufacturing arm of the Group has been availing itself of investment aid under the various tax credit schemes that were applicable until 30 June 2014. In view of the fact that the tax credit schemes have become more restrictive in respect of large undertakings, the Group has reassessed the extent to which the related deferred tax may be utilised in the foreseeable future. No further recognition of deferred tax credits on investment aid were made during the current year (2019: €2,176,000).

This assessment has been based on projected taxable profits. If the actual chargeable income differed by 10% from management's estimates, the Group and Company would need to increase/decrease the deferred tax asset by €1,520,000 (2019: €1,519,000).

The movements in the deferred taxation elements and the balance at 31 January represent:

	Fixed assets	Investment tax credits	Fair value (gain)/loss	Net tax losses	Revaluation surplus	Provisions on assets	Total
	€'000	€'000	€'000	€'000	€'000	€'000	€'000
<b>(Assets)/Liabilities</b>							
<b>GROUP</b>							
At 1 February 2018	4,256	(13,009)	241	94	4,917	(1,840)	(5,341)
Income statements	(309)	(2,176)	(29)	(93)	-	443	(2,164)
Equity	-	-	59	-	-	-	59
<b>At 31 January 2019</b>	<b>3,947</b>	<b>(15,185)</b>	<b>271</b>	<b>1</b>	<b>4,917</b>	<b>(1,397)</b>	<b>(7,446)</b>
At 1 February 2019	3,947	(15,185)	271	1	4,917	(1,397)	(7,446)
Income statements	(562)	-	-	-	-	(230)	(792)
Equity	-	-	43	-	-	-	43
<b>At 31 January 2020</b>	<b>3,385</b>	<b>(15,185)</b>	<b>314</b>	<b>1</b>	<b>4,917</b>	<b>(1,627)</b>	<b>(8,195)</b>
<b>COMPANY</b>							
At 1 February 2018	4,199	(13,009)	(238)	93	4,062	(1,685)	(6,578)
Income statements	(274)	(2,176)	(29)	(93)	-	312	(2,260)
Equity	-	-	59	-	-	-	59
<b>At 31 January 2019</b>	<b>3,925</b>	<b>(15,185)</b>	<b>(208)</b>	<b>-</b>	<b>4,062</b>	<b>(1,373)</b>	<b>(8,779)</b>
At 1 February 2019	3,925	(15,185)	(208)	-	4,062	(1,373)	(8,779)
Income statements	(564)	-	-	-	-	(142)	(706)
Equity	-	-	43	-	-	-	43
<b>At 31 January 2020</b>	<b>3,361</b>	<b>(15,185)</b>	<b>(165)</b>	<b>-</b>	<b>4,062</b>	<b>(1,515)</b>	<b>(9,442)</b>

Deferred taxation is principally composed of deferred tax assets and liabilities which are to be recovered and settled after more than twelve months.

At 31 January 2020, the Group and the Company had unrecognised deferred tax assets consisting of unutilised tax credits arising from:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Unutilised tax credits	54,534	57,020	54,534	57,020

Whereas tax losses have no expiry date, unabsorbed capital allowances and other tax credits are forfeited upon cessation of trade. The Group and the Company has unrecognised tax credits in the form of investment tax credits and conversion tax credits of €54,534,000 (2019: €57,020,000). €26,496,000 (2019: €29,158,000) relate to investment tax credits which have no expiry date while €28,038,000 (2019: €27,862,000) relate to conversion tax credits which expired in 2020.

**21. Provisions for other liabilities and charges**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Termination benefit provisions</b>				
At 1 February	96	120	96	120
Charged to profit and loss	92	113	92	113
Utilised during the year	(102)	(137)	(102)	(137)
<b>At 31 January</b>	<b>86</b>	<b>96</b>	<b>86</b>	<b>96</b>

The Company has offered early retirement in exchange for a termination benefit to selected employees. This has been communicated to the selected employees, together with the amounts payable. The staff restructuring and termination costs charged for 2020 total €92,000 while for 2019 total €113,000 (note 23). It is anticipated that €50,000 (2019: €61,000) of the provision will be paid during the financial year ending 31 January 2021.

**22. Trade and other payables**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Non-current</b>				
Capital and other payables	456	610	456	610
<b>Current</b>				
Trade payables	7,359	6,129	2,766	2,735
Capital and other payables	2,612	3,735	2,589	3,016
Amounts due to subsidiaries	-	-	-	357
Amounts owed to related parties	-	29	25	-
Indirect taxes and social security	2,439	2,388	1,796	1,672
Accruals and deferred income	8,350	7,192	5,720	5,103
	20,760	19,473	12,896	12,883
<b>Total trade and other payables</b>	<b>21,216</b>	<b>20,083</b>	<b>13,352</b>	<b>13,493</b>

The Group's and Company's exposure to currency and liquidity risk related to trade and other payables is disclosed in note 2.

As at 31 January 2020, capital and other payables include institutional grants amounting to €610,000 (2019: €764,000) relating to funds advanced directly by the Government of Malta or other institutions to the Group, co-financing its capital expenditure on the property, plant and equipment. The non-current portion of deferred institutional grants amounted to €456,000 (2019: €610,000). Such funds are treated as deferred income and are credited to profit or loss on a systematic basis over the useful lives of the assets.

**23. Expenses by nature**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Depreciation of property, plant and equipment (note 5)	7,796	7,348	6,734	6,367
Depreciation of right-of-use assets (note 6)	1,327	-	2	-
Profit on disposal of property, plant and equipment (note 5)	(200)	(6)	(142)	-
Employee benefit expense (note 24)	20,900	19,283	11,499	10,303
Termination benefits (note 24)	92	113	92	113
Raw materials, imported goods and consumables	45,419	43,746	12,175	11,352
Changes in inventories of finished goods and work in progress (note 9)	381	1,082	(309)	530
Movement in loss allowance (net of receivable write offs) (note 10)	668	(762)	417	(572)
Amortisation of intangible assets (note 7)	44	40	-	-
Other expenses	13,374	13,620	14,558	13,192
<b>Total cost of sales, selling and distribution costs and administrative expenses</b>	<b>89,801</b>	<b>84,464</b>	<b>45,026</b>	<b>41,285</b>

Operating profit is stated after crediting deferred institutional grants amounting to €154,000 (2019: €154,000), which are included in 'Cost of sales'.

*Auditor's fees*

Fees charged by the auditor for services rendered during the financial periods ended 31 January 2020 and 2019 relate to the following:

	Group	
	2020	2019
	€'000	€'000
Annual statutory audit	158	152
Other assurance services	8	8
Tax advisory and compliance services	20	28
Other non-assurance services	9	38
	195	226

**24. Employee benefit expense**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Wages and salaries	19,518	17,976	12,327	11,096
Social security costs	1,330	1,255	835	786
Other employee related costs	52	52	52	52
	20,900	19,283	13,214	11,934
Recharged to subsidiaries	-	-	(1,715)	(1,631)
	20,900	19,283	11,499	10,303
Termination benefits	92	113	92	113
	20,992	19,396	11,591	10,416

The average number of full time equivalents employed during the year:

	Group		Company	
	2020	2019	2020	2019
Brewing, production and sale of branded beers and beverages	492	481	474	463
Importation, wholesale and retail of food and beverages, including wines and spirits	97	89	-	-
Operation of franchised food retailing establishments	271	283	-	-
	860	853	474	463

**25. Net exchange differences**

The net exchange differences charged and credited to the income statements include:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Foreign exchange differences	47	13	26	(32)
Fair value losses on derivative instruments:				
- Foreign exchange forward contracts	-	(23)	-	(23)
	47	(10)	26	(55)

**26. Finance income**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Interest on amounts owed by subsidiaries	-	-	7	85

**27. Finance costs**

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Interest on bank loans and overdrafts	474	597	468	500
Interest rate subsidy	(289)	(347)	(289)	(347)
Finance lease interest	276	17	23	17
Interest on bonds	700	700	700	700
Fair value loss on derivative financial instruments	194	250	194	250
Other finance costs	15	22	-	33
	1,370	1,239	1,096	1,153

During the year ended 31 January 2020, the Company was granted net interest subsidy amounting to €289,000 (2019: €347,000) from Malta Enterprise related to approved investment loans of €9.1 million (2019: €11.4 million). A net effective interest rate of 0.99% (2019: 1.20%) was applied, representing the borrowing cost of the loans utilised to finance capital projects. This rate is net of the interest rate subsidy provided by Malta Enterprise.

## 28. Tax expense/ (income)

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Current tax expense	1,243	1,128	-	-
Deferred tax income (note 20)	(792)	(2,164)	(706)	(2,260)
Tax expense/(income)	451	(1,036)	(706)	(2,260)

The tax on the Group's and Company's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Profit before tax	12,320	14,095	9,195	10,705
Tax on profit at 35%	4,312	4,934	3,218	3,747
Tax effect of:				
Benefits available under the Business Promotion Act, comprising tax credits and allowances	(2,731)	(3,757)	(2,731)	(3,757)
Movements in unrecognised deferred tax assets	(2,483)	(2,010)	(2,483)	(2,010)
Differences related to termination benefits	-	48	-	48
Under/(over) provision in unrecognised and recognised deferred tax related to prior years	1,430	(62)	1,432	(121)
Non-taxable income or allowable expenses	(77)	(189)	(142)	(167)
Tax expense/(income)	451	(1,036)	(706)	(2,260)

## 29. Directors' emoluments

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<i>Amounts paid</i>				
Fees	238	240	238	240
Salaries	108	75	108	75
Other emoluments	347	271	347	271
Total directors' remuneration	693	586	693	586

A number of directors availed themselves of an allowance for the use of Company cars during the year. The estimated value of this benefit has been included within the directors' emoluments, which also includes other allowances.

In addition to the above, a provision amounting to €327,000 is included in these accounts in connection with the deferred potential liability of an annuity referred to in the Remuneration Statement.

## 30. Earnings per share

Earnings per share is based on the profit for the financial year attributable to the shareholders of Simonds Farsons Cisk plc divided by the weighted average number of ordinary shares in issue during the year and ranking for dividend.

	Group	
	2020	2019
Profit attributable to shareholders (€'000)	11,869	15,131
Weighted average number of ordinary shares in issue (thousands)	30,000	30,000
<b>Basic and diluted earnings per share for the year attributable to shareholders</b>	<b>€0.396</b>	<b>€0.504</b>

The Company does not have any dilutive contracts on own shares in issue.

**31. Cash generated from operations**

Reconciliation of operating profit to cash generated from operations:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Operating profit	13,690	15,334	10,284	11,773
Adjustments for:				
Depreciation of property, plant and equipment (note 5)	7,796	7,348	6,734	6,367
Depreciation of right-of-use assets (note 6)	1,327	-	2	-
Profit on disposal of property, plant and equipment (note 23)	(200)	(6)	(142)	-
Amortisation of intangible assets (note 7)	44	40	-	-
Amortisation of institutional grant (note 22)	(154)	(154)	(154)	(154)
Amortisation of bond issue costs (note 18)	32	16	32	16
Increase/(decrease) in provision for impairment of trade and other receivables (note 10)	668	(1,159)	417	(866)
Provision for termination benefits (note 21)	92	113	92	113
	23,295	21,532	17,265	17,249
Changes in working capital:				
Inventories	(1,607)	(1,513)	(893)	(897)
Trade and other receivables	(5,927)	373	(4,119)	4,085
Trade and other payables	1,286	(2,171)	637	(4,929)
<b>Cash generated from operations</b>	<b>17,047</b>	<b>18,221</b>	<b>12,890</b>	<b>15,508</b>

*Net debt reconciliation*

All the movements in the Company's net debt (bank and bond borrowings net of cash and cash equivalents) related only to cash flow movements and disclosed as part of the financing activities in the statement of cash flows on page 73.

**32. Commitments****Capital commitments**

Commitments for capital expenditure with respect to property, plant and equipment not provided for in these financial statements are as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Authorised but not contracted	10,302	16,670	9,102	14,839
Contracted but not provided for	9,222	7,469	9,222	7,469
	19,524	24,139	18,324	22,308

**Operating lease commitments - where a group company is a lessee**

These leases principally relate to property rentals. Operating leases expenditure recognised during the year have been included within 'direct operating expenses'. The future minimum lease payments payable under non-cancellable operating leases are as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Not later than 1 year	-	1,329	-	-
Later than 1 year and not later than 5 years	-	3,402	-	-
Later than 5 years	-	842	-	-
	-	5,573	-	-

With effect from 1 February 2019, the Group and the Company have recognised right-of-use assets for leases in accordance with the requirements of IFRS 16 (notes 6 and 19). Hence the above disclosure is no longer required as from financial year end 2020.

**Operating lease commitments - where a group company is a lessor**

These leases principally relate to property rentals. The future minimum lease payments receivable under non-cancellable operating leases are as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Not later than 1 year	55	55	-	-

**Finance lease commitments**

In 2017, the Group and Company entered into finance lease agreements for the supply and leasing of operational equipment. The future minimum lease payments under the finance lease liabilities are as follows:

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
Not later than 1 year	-	154	-	154
Later than 1 year and not later than 5 years	-	462	-	462
	-	616	-	616
Future finance charges on finance leases	-	(34)	-	(34)
<b>Present value of finance lease liabilities</b>	<b>-</b>	<b>582</b>	<b>-</b>	<b>582</b>

With effect from 1 February 2019, the Group and the Company have recognised right-of-use assets for leases in accordance with the requirements of IFRS 16 (notes 6 and 19). Hence the above disclosure is no longer required as from financial year end 2020.

**33. Contingent liabilities**

At 31 January 2020, the Group and the Company had contingent liabilities amounting to €791,000 (2019: €785,000) and €95,000 (2019: €88,000) respectively, with regards to guarantees mainly in favour of the Comptroller of Customs issued by the bank on behalf of the Group and Company in the ordinary course of business and capital expenditure.

**34. Related party transactions**

The following companies (and their respective subsidiaries and jointly-controlled entities) are related parties by virtue of their shareholding in the Company:

	Percentage of shares held	
	2020	2019
Farrugia Investments Limited	26.50	26.50
M.S.M. Investments Limited	26.50	26.50
Sciclunas Estates Limited	26.32	26.32

The remaining 20.68% (2019: 20.68%) of the shares are widely held. The transactions set out below were carried out with related parties. The directors make particular reference to the fact that Trident Estates plc and its subsidiaries are considered to be related parties due to common directors and the common shareholding.

	Group		Company	
	2020	2019	2020	2019
	€'000	€'000	€'000	€'000
<b>Income from goods and services</b>				
- Sales of goods to subsidiaries	-	-	2,268	2,109
- Sales of goods to related parties	553	684	425	522
- Recharge of costs to subsidiaries	-	-	1,314	1,260
- Recharge of payroll costs to subsidiaries	-	-	2,190	2,327
- Recharge of payroll costs to a related party	236	295	236	295
- Finance income on loans to subsidiaries	-	-	7	85
	789	979	6,440	6,598
<b>Expenditure for goods and services</b>				
- Purchases of goods from subsidiaries	-	-	860	775
- Purchases of goods and services from related parties	802	1,076	738	949
- Rental expenses from related parties	702	659	84	34
- Finance costs on loans from subsidiaries	-	-	84	34
	1,504	1,735	1,682	1,758

Key management personnel compensation, consisting of directors' and senior management remuneration, is disclosed as follows:

	Group	
	2020	2019
	€'000	€'000
Directors (note 29)	693	586
Senior Management	690	706
	1,383	1,293

The Company has no profit sharing, share options or pension benefits arrangements with key management personnel.

Amounts due from/to subsidiaries, in connection with sales and purchases and treasury transactions, are disclosed in notes 10 and 22 of these financial statements.

### 35. Events subsequent to the financial reporting date

On 11 March 2020, the World Health Organisation (WHO) declared the COVID-19 outbreak to be a global pandemic. In Malta, the authorities moved quickly and introduced measures that have thus far successfully contained the number of infections and fatalities experienced on the Island. In the face of the precipitous economic downturn and the threat of mass unemployment, government has also responded with business support initiatives and employment protection programmes.

For financial reporting purposes, events relating to the COVID-19 pandemic are deemed to be non-adjusting subsequent events, and accordingly the financial results and financial position of the Company and Group reported within these financial statements for the year ended 31 January 2020 have not been impacted by these events.

As reported in the Directors' report, the Farsons Group has entered this crisis from a position of financial and product strength. Immediately after the Government measures were announced the Board and Management moved quickly to implement certain operational and cost efficiency initiatives aimed at mitigating the impact of the sudden and unexpected crisis on the businesses of the Group.

These actions included strict cost containment, the curbing of certain discretionary and marketing spend, and lower production runs. A number of steps were also implemented in the human resource area. Moreover, in situations of this nature cash conservation measures are imperative. Therefore, early steps were taken for the deferral of certain capital expenditure projects and more robust working capital controls were introduced. Application was made for temporary capital moratoria on a number of bank loans and additional focus brought to bear on inventory levels and the collection of trade receivables.

Going forward, the unprecedented evolution of the COVID-19 pandemic is likely to impact the financials of the Group in a number of areas including but not limited to significantly reduced turnover, possible write offs of certain stock holdings and the further evaluation of the impairment provision on the trade and other receivables.

Management and the Board have been examining various contingency planning scenarios (including stressed models) under which the impact of the current crisis on the businesses of the Group is being assessed. The scenarios have adopted varying assumptions depending on the duration of the effective shut down on parts of the business and the anticipated rate and shape of the recovery as restrictions are gradually lifted. The Board has concluded that as a result of (a) the existing strength of the Group's financial position and its core product range and (b) the measures being taken by management to address and mitigate the impact of the current COVID-19 crisis, the Farsons Group will be able to sustain its business operations over the next twelve months in a manner that is cash flow positive. Accordingly, based on currently available information the Board is confident that the Group will meet all its obligations as and when they fall due over the next twelve months and beyond and therefore that the going concern basis adopted for the preparation of these accounts is entirely appropriate.

### 36. Statutory information

Simonds Farsons Cisk plc is a public limited company and is incorporated in Malta.

### 37. Comparative information

Comparative figures disclosed in the main components of these financial statements have been reclassified to conform with the current year's disclosure format for the purpose of fairer presentation.

### 38. Subsidiaries

The principal subsidiaries at 31 January 2020 are shown below:

	Registered office	Principal activities	Percentage of shares held	
			2020	2019
EcoPure Limited	The Brewery, Mdina Road, Zone 2, Central Business District, Birkirkara	Sale and distribution of bottled water	100	100
Farsons Distribution Services Limited	The Brewery, Mdina Road, Zone 2, Central Business District, Birkirkara	Non-operating	100	100
Farsons Beverage Imports Company Limited	The Brewery, Mdina Road, Zone 2, Central Business District, Birkirkara	Importation and wholesale of beverages, wines and spirits	100	100
Food Chain Limited	303, Qormi Road, Marsa	Operation of franchised food retailing establishments	100	100
Portanier Warehouses Limited	The Brewery, Mdina Road, Zone 2, Central Business District, Birkirkara	Property leasing	100	100
Quintano Foods Limited	303, Qormi Road, Marsa	Importation and wholesale of food products	100	100

# SHAREHOLDER INFORMATION

## Directors' interests in the share capital of the Company

	Ordinary shares held as at 31 January 2020	Ordinary shares held as at 27 May 2020
Louis A. Farrugia	30,223	30,223
Michael Farrugia	5,552	5,552
Marina Hogg	12,698	12,698
Baroness Christiane Ramsay Pergola	54,140	54,140
Marquis Marcus John Scicluna Marshall	27,456	27,456
Marcantonio Stagno d'Alcontres	3,430	3,430

Directors' interests listed above are inclusive of shares held in the name of the relative spouse and minor children as applicable.

Mr Marcantonio Stagno d'Alcontres and Ms Marina Hogg have a beneficial interest in M.S.M. Investments Limited. Mr Louis A. Farrugia has a beneficial interest represented by 1 share in Farrugia Investments Limited. Mr Louis A. Farrugia and Mr Michael Farrugia respectively have a beneficial interest in 25% and in 12.5% of the shares in Farrugia Holdings Limited which holds the rest of the shares in Farrugia Investments Limited apart from directly holding 42,916 shares in Simonds Farsons Cisk plc. Baroness Christiane Ramsay Pergola has a beneficial interest in Sciclunas Estates Limited. There has been no movement in the above stated shareholdings during the period from 31 January 2020 to 27 May 2020.

## Shareholders holding 5% or more of the equity share capital as at 27 May 2020

Ordinary shares

	Number of shares	Percentage holding
Farrugia Investments Limited	7,948,862	26.50
M.S.M. Investments Limited	7,948,862	26.50
Sciclunas Estates Limited	7,896,164	26.32

## Shareholding details

As at 27 May 2020, the Company's issued share capital was held by the following shareholders:

	Number of shareholders
Ordinary shares of €0.30 each	1,922

The holders of the Ordinary shares have equal voting rights.

## Number of shareholders as at 27 May 2020

	Number of shareholders	Number of shares	Percentage holding
Ordinary shares of €0.30 each			
Up to 500 shares	711	160,023	0.53%
501 – 1,000	376	275,302	0.92%
1,001 – 5,000	629	1,391,940	4.64%
More than 5,000	206	28,172,735	93.91%
	1,922	30,000,000	100.00%

**Antoinette Caruana**

*Company Secretary*

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# FIVE YEAR SUMMARISED GROUP RESULTS

	2020	2019	2018	2017	2016	
	€'000	€'000	€'000	€'000	€'000	
<b>Revenue</b>	<b>103,491</b>	99,798	95,331	88,414	86,370	
Operating costs	(89,801)	(84,464)	(81,005)	(75,528)	(75,044)	
<b>Operating profit</b>	<b>13,690</b>	15,334	14,326	12,886	11,326	
Changes in fair value of investment property	-	-	(89)	928	(2,182)	
Share of results of associate	-	-	-	-	763	
Net finance costs	(1,370)	(1,239)	(1,207)	(1,465)	(1,363)	
<b>Profit/(loss) before taxation arising from:</b>						
- continuing operations	12,320	14,095	13,455	11,387	10,112	
- discontinued operations	-	-	(425)	962	(1,568)	
Tax	(451)	1,036	732	(217)	2,679	
<b>Profit attributable to Ordinary shareholders</b>	<b>11,869</b>	15,131	13,762	12,132	11,223	
<b>Net dividends paid on Ordinary shares</b>	<b>4,000</b>	3,600	40,611	3,200	3,000	
Shareholders' funds	116,223	108,273	96,632	123,271	109,459	
Lease liabilities	6,391	-	-	-	-	
Borrowings (net of cash and cash equivalents)	34,146	33,117	39,114	35,195	24,388	
<b>Total capital employed (adjusted)</b>	<b>156,760</b>	141,390	135,746	158,466	133,847	
Fixed Assets	126,397	117,254	118,049	111,505	90,641	
Non-current Assets	9,890	10,300	9,051	6,488	6,967	
Current Assets (excluding cash and cash equivalents)	43,246	35,864	32,708	32,914	30,962	
Assets held for sale	-	-	-	31,266	31,558	
Liabilities (excluding cash borrowings and lease liabilities)	(22,773)	(22,028)	(24,062)	(23,707)	(26,281)	
<b>Total assets less liabilities (excluding net borrowings)</b>	<b>156,760</b>	141,390	135,746	158,466	133,847	
Shares in issue during the financial year:						
- Ordinary shares	'000	30,000	30,000	30,000	30,000	
Number of Ordinary shareholders	1,922	1,886	1,887	1,857	1,830	
Earnings per Ordinary share (note 30)	€0.396	€0.504	€0.459	€0.404	€0.374	
Return on average capital employed	percentage	9.4	10.6	9.8	8.7	8.8
Dividend cover	times	2.97	4.20	4.05	3.79	3.74
Dividends per Ordinary share (net of tax)	€0.133	€0.120	€0.113	€0.107	€0.100	
Net asset value per Ordinary share	€3.87	€3.61	€3.22	€4.11	€3.65	
Gearing	percentage	25.86	23.42	28.81	22.21	18.22

**Revenue and operating costs** include those from discontinued operations up to financial year ended 31 January 2018.

**Ordinary shares** are equivalent to the weighted average number of shares in issue during the financial year.

**Return on average capital employed** is calculated by dividing operating profit from continuing operations by the average of the opening and closing total capital employed for the relevant year.

**Dividend cover** is calculated by dividing the profit attributable to the ordinary shareholders by the total net dividends paid in cash during the year.

**Net asset value per ordinary share** is calculated by dividing shareholders' funds attributable to the ordinary shareholders by the number of ordinary shares in issue at the end of the year.

**Gearing** is calculated by dividing net borrowings by the sum of total equity and net borrowings.



FARSONS GROUP

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