Bralirwa

PART OF THE HEINEKEN COMPANY

ANNUAL REPORT AND ACCOUNTS 2023


He150ken

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History of Bralirwa

1957
Bralirwa Ltd founded

1959
First Rwandan beer, Primus produced

Inaugurated by King Mutara III Rudahiqwa

1971
HEINEKEN acquires 75% majority shares in BRALIRWA

1974
BRALIRWA starts production of Coca-Cola products under license

1987
Introduction of Mutzig, the first Rwandan premium beer

2011
First company listed on the Rwanda Stock Exchange (RSE)

2018
Started local production of Heineken beer

2021
Primary sponsor of National Football Leaque

2022
Tour Du Rwanda Sponsorship

2022
Primary sponsor of National Basketball

2023

Gisenyi Plus Brewery Capacity Extension

Our Values & Purpose

OUR PURPOSE

We brew the Joy of True Togetherness to inspire a better world. We ignite the moments that bring us together, create bonds and are unforgettable. They help make the world a little better.

One Day, One Beer, One Cheer At a time!

CARE FOR PEOPLE & PLANET

People are at the heart of our company. Green blood pumps through our green hearts. We can only thrive if all our people, communities and planet thrive.

COURAGE TO DREAM & PIONEER

Born in Amsterdam and raised by the world. We set bold ambitions & challenge the status quo with imagination, creativity and pragmatism to deliver the goods & grow sustainably.

PASSION FOR CONSUMERS AND CUSTOMERS

We are brand-builders who truly understand the needs & desires of our consumers. We brew the highest quality beers and beverages to best serve our customers to win together.

ENJOYMENT OF LIFE

We believe that joyful moments shared together are what truly matter. Nothing beats the simple pleasure of a beer, a chat and laughter with friends.

Part One
Quick Read

Quick Read

Results At A Glance

Results in Rwf millions	2023	2022	Change (%)
Revenue	183,682	157,656	16.5%
EBIT	54,498	42,171	29.2%
EBITDA	66,845	55,249	21.0%
Net Profit	29,518	22,545	30.9%
Dividend (proposed)	29,510	22,536	30.9%
Free Operating Cash flow	(10,090)	(1,675)	502.4%
Statement of financial position in Rwf millions			
Total Assets	191,931	155,989	23.0%
Net Working Capital	(34,525)	(25,647)	34.6%
Shareholder's equity	63,123	56,141	12.4%
Net debt	38,336	29,469	30.1%
Results and Statement of financial position per share			
Weighted Average Number of Shares	1,028,570,000	1,028,570,000	0.0%
Earnings per share 'Rwf	28.70	21.92	30.9%
Dividend Proposed 'Rwf	28.69	21.91	30.9%
Free Operating Cash (deficit) flow 'Rwf	(9.81)	(1.63)	501.8%
Employees in Numbers			
Average Number of Employees	393	399	(1.5%)
Key Ratios (in %)			
EBIT as % of Revenue	29.7%	26.7%	11.2%
Net Profit as % of Average Shareholder's Equity	46.8%	40.2%	16.4%
Net Debt/EBITDA	57.4%	53.3%	7.7%
EBITDA/Interest expenses (times covered)	1382.1%	1373.1%	0.7%
RONA	33.7%	28.7%	17.4%
Cash Conversion Rate	-34.2%	-7.4%	362.2%
Dividend % Payout (% of Net Profit)	100.0%	100.0%	0.0%

Chairman's Statement

Hubert Eze
Chairman of the board

I am pleased to present to you the 2023 Annual Report, which marks a year of growth for Bralirwa Plc. Despite a year of market volatility, we were able to deliver our results and progress our strategic plan.

We are proud of the progress achieved through our EverGreen strategy and the commitment of our employees. As we shape the future of beer in Rwanda, we prioritized customer centricity. Additionally, we have made significant investments, expanding our brewery in Rubavu to meet market demands and maintain our position as industry pioneers and a significant member of the Rwandan economic community.

In 2023, we continued to invest in our brands and capabilities. Revenue increased by 16.5%, driven by responsible pricing that offset inflation in 2023, as well as the carry-over benefit of 2022 pricing and growth in premium products. Volume declined slightly by 1% due to a slowdown in consumer demand caused by inflationary pressures.

Operating income increased by 29.2% primarily driven by sales growth and other income. However, the increase in revenue was partially offset by higher costs of sales. These costs were driven by higher input costs for raw materials and packaging, in line with global inflation and commodity trends. Additionally, selling and distribution costs increased due to higher transportation costs resulting from tariff increases and increased store visibility. These costs were incurred to expand coverage and improve the consumer experience.

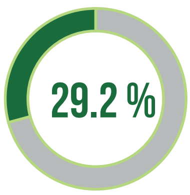
In addition to our growth in 2023, we have remained committed to the social development of Rwanda and the overall well-being of our community through our continued investment in initiatives such as water access, tree planting, responsible consumption campaigns, and agriculture, totaling more than one billion Rwandan francs over the past three years.

Looking ahead to 2024, we are optimistic about the future. As Rwanda's economy continues to rise, Bralirwa will continue to deliver quality products, improve our processes, and expand our positive impact on the community.

We look forward to what the next year has in store for us and to capitalizing on the excellent business climate we are currently experiencing in Rwanda. The cornerstone of our success will continue to be our people, who are at the heart of our exceptional products and have been the pillars of our success over the past year.

I take this opportunity to thank our valued customers and business partners for supporting us through this unprecedented year and without whom we would not have been able to achieve such positive results in 2023.

REVENUE INCREASED BY 16.5%



OPERATING INCOME INCREASED BY 29.2%

Part Two
Board of Directors and Management Team

DIRECTORS

Hubert Eze	Chairman of the Board	Appointed in September 2023
Etienne Saada	Vice Chairman and Managing Director	Appointed in January 2022
Chantal Mubarure	Independent Non-Executive Director	Re-appointed in May 2023
John Bosco Sebabi	Independent Non-Executive Director	Re-appointed in May 2023
Laurent Bukasa Nsenda	Non-Executive Director	Appointed in December 2023

COMPANY SECRETARY

David Karuhanga
P.O. Box 131
Kigali, Rwanda

REGISTERED OFFICE

Brasseries et Limonaderies du Rwanda PLC
P.O. Box 131
Kigali, Rwanda

AUDITORS

Ernst and Young Rwanda Limited
Certified Public Accountant
P.O. Box 3638
Kigali, Rwanda

ADVOCATES

Crown Law Chambers
P.O. Box 2170
Kigali, Rwanda

BANKERS

Bank of Kigali Plc
P.O. Box 175
Kigali, Rwanda

Equity Bank (Rwanda) Plc
P.O Box 494
Kigali, Rwanda

I&M Bank (Rwanda) Plc
P.O. Box 354
Kigali, Rwanda

BPR Bank Rwanda Plc
P.O. Box 1348
Kigali, Rwanda

Guaranty Trust Bank Rwanda Limited
P.O. Box 331
Kigali, Rwanda

Access Bank Rwanda Limited
P.O. Box 2059
Kigali, Rwanda

Ecobank Rwanda Limited
P.O. Box 3268
Kigali, Rwanda

Board Of Directors

Hubert Eze
Chairman of the Board

Hubert Eze was appointed to the Board of Bralirwa Plc in 2023.
He began his career in 1992 at Nigerian Breweries as a sales representative and progressed to more senior roles in Sales and Trade Marketing. In 2005, he became Regional Business Manager. From 2007 onwards, Hubert held various positions in Heineken Americas, including Marketing and Commercial Excellence Director of the Caribbean and Central America, and later the General Manager Latin American Export position. In 2010, he returned to Nigerian Breweries as the Sales Director. He then served as the Managing Director of Brarudi and Heineken Ethiopia. Since 2023, he has been the Managing Director of the Middle East, West, and Central Africa.

Etienne Saada
Managing Director & Vice Chairman of the Board

Etienne Saada joined Bralirwa Plc in January 2022 as Managing Director. He joined HEINEKEN in 1994 through France-Boissons and has held various positions, including Sales Manager, Sales Director, Subsidiary Director, Regional Director, National Key Account Manager and Chief Operating Officer. Prior to joining Bralirwa Plc, Etienne was General Manager of Tango SARL in Algeria for three years. He effectively managed several crises, notably leading the company through the economic crisis that closed the Algerian market for 11 months due to the global Covid-19 outbreak, while maintaining a positive operating following margin. In 2017, he was appointed Sales Director for Brarudi S.A. in Burundi, where he made significant contributions to the growth of the Opco company, both in volume and value.

Chantal Mubarure
Independent Non-Executive Director

Chantal Mubarure was appointed to the Board of Bralirwa Plc in 2005. She has worked with government and development partners for over 15 years. She is a Certified Performance Technologist (CPT) and Kirk Patrick certified. She is currently consultant in public sector capacity building and a member of several Rwandan boards.

John Bosco Sebabi
Independent Non-Executive Director

John Bosco Sebabi was appointed to the Board of Directors of Bralirwa Plc in 2017. He was the founder and CEO of Fortis Consult and previously served as the DDG of the Rwanda Social Security Board (RSSB) in charge of fund management from July 2014 to October 2018. Prior to RSSB, he held several senior management positions in the Rwandan financial industry, including Chief Operating Officer of the East Africa Exchange and Director General of the Operations Directorate of the National Bank of Rwanda. Mr. Sebabi holds an MSc in International Economics, Banking and Finance from Cardiff University in Wales, UK, and a BSc in Economics and from the National University of Rwanda.

Laurent Bukasa Nsenda
Non-Executive Director

Laurent Bukasa Nsenda was appointed to the Board of Bralirwa Plc in 2023. He began his career with HEINEKEN in 1996 as a salesman. He has held a number of roles within the company, including Brand Manager, Advertising and Events Manager, Trade Marketing Manager, and Marketing Manager. He also worked as Country Manager in Kenya, Tanzania, and Cameroon. After the commercial function, he joined the management team of Bralima-DRC in 2014 as Corporate Affairs Manager. Laurent has been the Managing Director of SLBL in Sierra Leone since December 2019, where he has continued to rebuild the fundamentals for success, improve supply chain operations, resolve recurring product availability issues, and systematically reduce the cost base. Laurent is now the Managing Director of Brarudi-Burundi.

Management Team

Etienne Saada
Managing Director & Vice Chairman of the Board

Etienne Saada joined Bralirwa Plc in January 2022 as Managing Director. He joined HEINEKEN in 1994 through France-Boissons and has held various positions, including Sales Manager, Sales Director, Subsidiary Director, Regional Director, National Key Account Manager and Chief Operating Officer. Prior to joining Bralirwa Plc, Etienne was General Manager of Tango SARL in Algeria for three years. He effectively managed several crises, notably leading the company through the economic crisis that closed the Algerian market for 11 months due to the global Covid-19 outbreak, while maintaining a positive operating following margin. In 2017, he was appointed Sales Director for Brarudi S.A. in Burundi, where he made significant contributions to the growth of the Opco company, both in volume and value.

Mustapha Gammar
Finance Director

Mustapha Gammar joined Bralirwa Plc in February 2021 as Finance Director. He started his career in the food industry in Tunisia, where he held various finance positions in a private biscuit company (part of the Kraft Group), including ten years as Finance Director. Mustapha joined Heineken Tunisia in 2007 as Finance & ICT Director, where he was instrumental in the establishment of the beer company, the acquisition of a local soft drink company and the implementation of and implementing Heineken standards throughout the operating company. In 2011, he was appointed Finance Director in Algeria, where he made significant contributions to the to cash management and tax optimization initiatives. Mustapha was appointed Finance Director for CBL in the Bahamas in 2015. He has led the Finance, Procurement and Information Technology functions with passion and commitment, building a professional, motivated, and high performing local teams. He is an Industrial Engineer with an Executive MBA.

Laetitia Uwera
Human Resources Director

Laetitia Uwera joined Bralirwa Plc in October 2018, as the Human Resources Director. She has 15 years of experience in human resource management. Her career in human resources began in 2009, when she was appointed HR Coordinator for Millicom International Cellular (MIC) Tigo in Rwanda. During her nine-year tenure with the MIC Group, she held various senior roles in the Africa region and Europe, where MIC operated. In 2011, she was appointed as MIC Commercial Capabilities Development Coordinator based in Tanzania. In 2014, she assumed the position of (MIC) Regional Head of Learning, Leadership and Talent Management for the six markets in Africa, the UK and Luxembourg. In 2016, Laetitia returned to Rwanda as Chief HR Officer to lead the people and change management agenda in anticipation of the upcoming merger and acquisition of (MIC) Tigo Rwanda. Ms. Laetitia holds a Bachelor's Degree in Hospitality and Human Resource Management from Napier University in Edinburgh, UK, is a Chartered Member of CIPD in London, UK, and is a HEINEKEN Career Coach.

Martine Gatabazi
Marketing Director

Martine Gatabazi joined Bralirwa Plc in September 2021 as Marketing Director. She began her career with HEINEKEN in 2006 as a Marketing Management Trainee at Bralirwa Plc. She subsequently held various positions within the marketing department. Upon completion of her traineeship, Martine assumed the roles of Brand Manager and Marketing Manager, where she spearheaded the brand strategy agenda to establish strong brands in the Rwandan market.

She played a pivotal role in revitalizing Bralirwa's flagship brand Primus through the Primus Guma Guma campaign and the launch of the 50cl bottle, among other initiatives. In November 2014, Martine relocated to Amsterdam to assume the role of Regional Brands Manager for the Africa, Middle East, and Eastern Europe Region (AMEE). In 2018, Martine joined Brassivoire as Marketing Manager where she and her team made significant contributions to the development and growth of the brand portfolio. They successfully launched several brands in Côte d'Ivoire over the last three years, including Ivoire Black, Rhino Energy Malt, locally produced Heineken, and Desperados.

Fleury Sekiyuku
Sales Director

Fleury Sekiyuku joined Bralirwa Plc in April 2023 as Sales Director. He joined Bralirwa from Brarudi - Burundi where he held several commercial roles including Sales Representative, Channel Strategy Manager and Regional Sales Manager since 2010. In this role, he oversaw the Below the Line transformation strategy and was responsible for the successful launch and rapid Nyongera brand, the world's first sorghum-based brand. As Brarudi's Sales Director, Fleury was responsible for the successful implementation of the company's commercial strategy, which he translated into execution plans that resulted in solid business delivered results in a competitive marketplace.

Carla Anigbo
Digital & Technology Manager

Carla Anigbo joined Bralirwa Plc in February 2022 as Digital & Technology Manager. She started her career with HEINEKEN in 2010 as Sales & Distribution Officer at Nigerian Breweries Plc. Over the course of five years, she held various positions including Senior Analyst and Digital Platform Manager. In 2015, Carla began a 3.5 year assignment in South Africa as part of the team that executed HEINEKEN's separation from Brandhouse. For the first 2 years, she held the role of Sales Systems Manager, creating solutions and processes to support the sales organization. She then moved into e-commerce as an e-commerce product manager, delivering digital strategies for both indirect and direct routes to market. Carla then moved to HEINEKEN Global in 2019 as the Global Product Owner for the B2B platform Heineken DOT, where she delivered great value to over 16 countries and supported thousands of customers globally as the E - Commerce Product Manager, delivering digital strategies for both the indirect and direct routes to markets.

Samuel Murumu
Supply Chain Director

Samuel Murumu joined Bralirwa Plc in May 2022 as the Supply Chain Director. He started his career with HEINEKEN in 2017 as the Supply Chain Manager at Sierra Leone Brewery Limited. During his time in Sierra Leone, Samuel oversaw the improvement and modernization of the brewery, including the installation of the country's first canning line. He also significantly improved supply chain efficiency and the local sourcing agenda, which positively impacted the financial results of the operating company. In 2019, Samuel joined Heineken Ethiopia in 2019 as Brewery Manager for the Kilinto Brewery. Prior to joining Heineken, Samuel spent 15 years with Diageo. He held numerous operational leadership positions in Uganda, Kenya, Tanzania, Jamaica, Cameroon and Scotland. Samuel holds a Bachelor of Science (Mech) Engineering degree from Makerere University, a Diploma in Brewing from the Institute and Guild of Brewing, and a Master of Business Administration from the University of Edinburgh.

Rosette Mutoni
Corporate Affairs & Communications Manager

Rosette Mutoni joined Bralirwa Plc in March 2023 as Corporate Affairs and Communications Manager. She has over 14 years of experience in communications, public relations, and corporate brand management in a variety of sectors, including international NGOs, international business, technology, finance, and banking. Prior to joining Bralirwa Plc, Rosette was the Senior Communications Manager at Irembo Ltd., where she led the Communications and Marketing Department. Previously, she served as the Communications, Marketing, and Public Relations Manager at the University of Global Health Equity in Rwanda, the Communications and Public Engagement Manager at World Vision Rwanda, the Corporate Communications Manager at KCB Bank in Rwanda, and Communications Specialist at Compassion International Rwanda. Rosette holds a Bachelor's degree in Communications from the University of Rwanda and a Master's degree in International Relations and Diplomacy from Mount Kenya University.

David Karuhanga
Company Secretary

David Karuhanga joined BRALIRWA Plc in June 2019 as a legal officer. Since then, he has successfully streamlined the operations of the legal department by addressing legal concerns within the company's legal department. His expertise has been instrumental in assisting other teams with legal and regulatory compliance. Prior to joining BRALIRWA, David served as a Legal Advisor for the Ministry of Finance and Economic Planning, Ministry of Justice of the Government of Rwanda, and Greater Virunga (2010-2019). His primary responsibilities included advising management and staff on legal and regulatory compliance matters. David has over nine years of legal experience and has been instrumental in the development of various legal instruments and frameworks, both within the organization and in previous public and private institutions for which he has worked. He holds a Bachelor of Law (LLB) from the National University of Rwanda and a Postgraduate Diploma in Legal Practice (LDP) from the Institute of Legal Practice and Development (ILPD).

Part Three
Directors' Reports

Our Brands

Mutzig proudly maintains its position as the market's top-leading brand, boosting unmatched brand influence and brand power. As part of its enduring dedication to establishing emotional connections, Mützig unveiled Mützig Amabeats Season 2 - a DJ talent search that rewards those audacious enough to start something lifechanging. This season proved to be more extensive and captivating than ever. Additionally, Mützig introduced the Live Bold Series, a show highlighting genuine success stories from entrepreneurs who exemplify living boldly and never stop starting.

Heineken celebrated its 150th anniversary with a grand event at Atelier du Vin, expressing gratitude to stakeholders and partners and offering a memorable experience to thousands of brand enthusiasts. The brand showcased its success in delivering memorable, unique, and premium experiences through its main platforms, including UCL, Formula 1, and after-work events under the credentials campaign.

Overall, the year marked a prosperous blend of milestones and engaging brand initiatives.

In 2023, Amstel achieved an impressive 53% increase in volume compared to the previous year, meeting and surpassing both volume and revenue commitments. Notably, the brand delivered unforgettable experiences, exemplified by its participation in the Tour du Rwanda and the Famous Friends of Amstel Festival, which has now become the unmissable rendez-vous for Amstel Beer aficionados. Amstel has consistently delivered unparalleled experiences throughout 2023, further solidifying its position as a beer that's synonymous with friendships and progress.

Primus maintains its position as the number one beer in Rwanda, with the highest top-of-mind awareness among beer consumers. Primus has launched new labels and a new campaign, "Primus Iduha Vibe," to rejuvenate the brand and maintain its appeal to Gen Z consumers. The campaign has been rolled out nationwide on all media touchpoints.

Primus leveraged its existing sponsorship of the National League and ambassadorship with Bruce Melody to provide consumers with unique, unforgettable brand experiences.

In its second year of its relaunch, Cheetah Energy drink has experienced significant brand equity growth through showcasing Cheetah's commitment to a diverse audience and an active lifestyle. The brand's entry into the extreme sports market, including hiking, has expanded its reach through initiatives such as "Be part of the Race" and "Iron Man."

Cheetah Energy Drink has continued its successful partnership with the National Basketball Federation, gaining traction through events such as the National Basketball Championship, playoffs, and sponsorship of the Basketball African League, a major basketball event in Africa.

Our Sales

Overall Performance

In 2023, Bralirwa navigated a challenging macro-economic environment to deliver **-1.4%** vs LY. This performance is impressive considering the macro-economic headwinds that we faced while undertaking a significant organizational transformation, restructuring our sales organization from 2 to 5 regions. This change was met with enthusiastic reception from the team and is expected to contribute to future growth.

-1.4%

2 TO 5 REGIONS

Highlights

Market Share

Maintained market leadership position

Organizational Restructuring

Implemented a shift from 2 to 5 sales regions, fostering improved market coverage, closer customer relationships

Distributor Conference

Strengthened bond with our partners to secure Bralirwa's future.

Innovation

Cheetah had a successful year with +86% growth over LY

Volume growth

Key brand performance

Macro-economic Environment:

Inflation

Reached a high of 31%,
impacting consumer spending power.

31%

Government campaigns

Tunywe less impacted demand for beer category

Climate

Floods in the North and western parts of the country affected our ability to service customers

Looking Ahead

We remain confidently optimistic about the future. The newly implemented regional structure positions us for further growth, and we will continue to focus on Premiumization of our portfolio, Digitization of our Operations to achieve 2024 objectives.

Digital & Technology

Our global ambition is to accelerate, orchestrate & deliver on HEINEKEN's journey in becoming the best-connected brewer.

For Bralirwa D&T, our focus for 2023 was;

1. **Transition preparations to Digital Backbone (DBB)**
2. **Accelerating with Data & Analytics, with focus on Value creation**
3. **Continuous reinforcement of the D&T Team through capability building & upskilling**
4. **Driving digital transformation supported by Agile methodologies.**
5. **Cross functional alignment to deliver on business-critical objectives.**

Digital Backbone

We remain one of the four operating companies to be selected as pilot for DBB.

This will allow us to accelerate our progress and remain competitive in an ever-evolving market. At the start of the year, we conducted a Fit-to-Standard workshop, which involved reviewing E2E business processes across different workstreams with the aim of simplifying, optimizing, and automating. Additionally, we conducted a Business Impact Workshop, during which we meticulously analyzed the steps for BRALIRWA to seamlessly transition to the global template across various facets, including personnel, processes, technology, and data. Tollgate 1 was successfully signed off, marking a significant milestone in this endeavor.

In September, Change Impact workshops were meticulously organized for people managers and key stakeholders. These workshops aimed to provide a comprehensive understanding of forthcoming changes, their impact on existing workflows, and to facilitate a smooth transition process.

D&T Security STIs

With the dedication of our team, Bralirwa, and other key stakeholders, we exceeded our local and regional cybersecurity STI targets, winning awards for our excellence in Vulnerability Management, Antivirus, and Patching Compliance.

Furthermore, our phishing resilience score demonstrated a notable improvement in Q3.

Data Maturity Assessment

With data, we have the potential to create significant value. To scale these product suites and unlock the value, we must invest in a robust data foundation and leverage existing tools. As part of our Bold Move 2: Data-Driven Insights & Foresights initiative, we conducted a Data Maturity Assessment across all functions in February. Our objective was to:

- Assess our current level of D&A maturity and capabilities across BRALIRWA
- Identify strengths and areas for improvement.
- Identify potential analytics use case opportunities, with the aim of addressing the points of improvement. opportunities, aimed at addressing the points of improvement.

D&T Supply Chain Partnership

In continued journey toward becoming the most connected brewer, collaboration between Supply Chain and D&T has improved with efficiency in rolling out digital solutions and driving adoption and value. Leveraging our digital solution tracker and the dedication of our local champions, we identified gaps and implemented targeted actions to address them. This partnership has already yielded fruitful results, with even greater achievements anticipated in the forthcoming year.

This partnership focused on 2 main pillars:

"The Smart Brewery Portfolio": By utilizing digital tools such as the IoT platform, Grafana, we will deploy a series of use cases within our operations. Our initial use case, "Realtime OPI," provides enhanced visibility on packaging lines.

"The Connected Worker": Implementing platforms like One2Improve, SwipeGuide, Parsable, XMReality, and Maximo, which will enable a more efficient, safer, and smarter worker. These achievements are the result of strong collaboration, which has enabled us to make significant progress on our digital roadmap.

AGILE Experimentation

As part of our Agile transformation, we launched the Agile Acceleration Program in August, led by our Global Agile Coach. This initiative has accelerated process optimization and value delivery, leading to the kickstart on relaunching our Distributor Management Solution and supporting the on-time-in-full celebration of Heineken's 150th year anniversary!

Distributor Management System (DMS) & EBM Integration

In Q2, we initiated the Customer Integration Project In our Commerce department, targeting key platforms like Sales Execution Mobile (SEM) Distributor Management System (DMS) & Bra2Biz. Our primary objective was to improve overall customer experience, optimize data accuracy, and leverage precise information for targeted marketing. With the DMS EBM integration, our distributors now have now have a one-stop shopping experience for inventory management & product sell-out while remaining compliant with RRA regulations.

Digital & Technology Day- Embracing Success Together: The Power of Celebrating Achievements as a Team

In the journey towards shared goals, the significance of acknowledging and celebrating successes as a team cannot be overstated. Whether it's completing a project, hitting a milestone, or overcoming a challenge, these moments serve as fuel for motivation and unity within the team.

Celebrating achievements fosters a culture of recognition and appreciation, affirming the collective efforts that have propelled the team forward. By highlighting individual and collective accomplishments, team members feel valued and motivated to continue striving for excellence. We are proud as D&T to celebrate our achievements, as we look forward to greater milestones ahead!

Our Corporate Social Responsibility

Sustainability and responsibility are integral to the way we do business and are part of our planning and business performance. We are committed to play our role as a socially conscious company and to contribute towards community development. We have a long history of effective corporate social initiatives. Over the years, we have actively supported the country's development aspirations, aligning our efforts with its visionary agenda. We have consistently identified and responded to key challenges facing our country, particularly in areas such as environmental protection, water sustainability, empowering livelihoods of farmers through local sourcing among other corporate social investments.

Improving water use and leading the way

In 2023, we continued our tree-planting initiatives around our water catchment areas to preserve and restore the environment. These efforts not only replenished water resources but also contributed to environmental conservation and improved the livelihoods of the people living in the area. In collaboration with One Acre Fund Rwanda and various government institutions, including Rwanda Environment Management Authority (REMA), Rwanda Forestry Authority and district authorities, we planted 20,000 fruit and agroforestry trees including bamboo trees in key areas, further demonstrating our commitment to sustainability and environmental stewardship.

Social Impact

As part of our social impact initiatives, we partnered with Bboxx Rwanda to provide solar energy to off-grid households in Muhororo sector of Ngororero District, in the western district of Rwanda. We believe that access to electricity serves as a catalyst for enabling economic development for communities.

Our partnership with Bboxx Rwanda, an international data-driven company that connects underserved rural and emerging urban communities with convenient and affordable means to access life-changing solutions, is also another stride towards reducing our carbon footprint through provision of clean energy.

Together, we contributed to sustainable energy solutions by installing solar panel systems in 51 homes and 8 business start-ups, supporting over 300 beneficiaries to improve their quality of life. Each household received a radio, while the businesses were supported with TV screens to increase their access to information.

The selection and installation of the solar energy systems was conducted in close collaboration with the district authorities at a total cost of 12 million Rwandan francs.
Growing with Communities.

In response to the heavy rainfall that caused severe flooding and landslides in the Northern, Western, and Southern Provinces of Rwanda, resulting in over 130 lost lives and significant damage to property and infrastructure, we partnered with the Rwanda Red Cross Society (RRCS), a humanitarian organization whose mission is to prevent and alleviate human suffering, to provide support to flood victims through a donation of 20,000,000 Rwandan Francs. The donation was intended to assist 40 households affected by floods and landslides in Nyamyumba Sector, Rubavu District, through the provision of construction materials such as iron sheets and cement, among others. The selection of beneficiaries was conducted in collaboration with the Rwanda Red Cross Society and the Rubavu District authorities to ensure that the selected families did not reside in high-risk areas and met other key criteria.

Through the HEINEKEN Africa Foundation (HAF) in partnership with WaterAid Rwanda and the Ministry of Health, we provided WASH facilities in the community of Kitabi sector in Nyamagabe district, in the Western province to promote access to safe water as well as promotion of hygiene behavior change messaging through social, digital, and mass media campaigns which was a total cost of 318,000,000 Rwandan Francs (€ 225,000).

In partnership with Rubavu District, we also contributed to the development of a Technical and Vocational Education and Training (TVET) Centre to promote skills development and industrial-based training with 230,000,000 Rwandan Francs to sustainably boost the labour market in the industry.

Stakeholders Engagement

Bralirwa is committed to stakeholder engagement, which is at the core of our mission. We believe that creating dynamic partnerships and collaborations can drive our business growth while fostering positive social impact. We engaged with a diverse range of stakeholders, including local communities and government agencies.

We remain dedicated to active listening, transparency, and inclusiveness. By engaging in discussions, forums, and platforms, we are able to use insights to shape our strategies, products, and operations.

Responsible Consumption

Our goal is to be at the forefront of the responsible consumption debate and to support initiatives that reduce harmful consumption. We give consumers a choice with our Heineken 0.0, which encourages customers to drink responsibly and to never drink and drive.

In 2023, we continued to work closely with the Rwanda National Police (RNP) to communicate and shape drivers' perceptions of alcohol consumption. Our 'Don't Drink and Drive' initiative is an example of our ongoing commitment to promote responsible drinking habits throughout the year.

Some of the campaign's activities included sharing our Don't Drink and Drive messaging on billboards, Rwanda National Television, popular media web banners, radio stations and on social media platforms. We continuously engaged our staff and distributors with the same messaging as our first ambassadors of responsible consumption through bulk messages and physical training sessions. We believe that our campaign reached over 5 million Rwandans, making a positive impact in the communities where we operate.

Supply Chain

Safety

Safety is our No.1 priority. We put safety first in everything we do to ensure a safe working environment for our people, our contractors and all visitors. We achieve this through the Life Saving Commitments, which aim to put people at the front and center since safety is all about people and their behaviors. All staff have completed the Life Saving Commitment training, and we are now extending it to our contractors.

This training provides the essential knowledge and skills required for safe behavior, while also fostering a personal commitment to safety.

In 2023, our two production sites did not have any recordable accident. The Soft Drinks plant has now been accident-free for nine years, and the Gisenyi brewery has been accident-free for more than two years.

This impressive safety record was also acknowledged through the Soft Drinks Plant’s receipt of the ‘Coca-Cola Safety Franchise Award’ for the year..

Quality

We believe that the quality of our brands is why consumers continue to choose us first. Our ‘Quality, no debate’ principle guides our rigorous focus on quality. We enforce the highest quality standards from our input raw materials throughout our production and distribution network. Our passion for quality coupled with our technical expertise are key to deliver quality right first time.

We have invested in the technology, equipment and processes which are capable to deliver the quality expectations. Every year our production processes are assessed and certified to meet both local and international quality management and food safety systems

Operations and Investment

Global supply chain disruption is becoming a new normal and 2023 was no exception. We continued to face shortages of internationally sourced raw materials as well as delayed deliveries due to the shipping crisis. This means that we faced increase raw material costs and well as longer lead times for our imports. We relied heavily on robust forecasting as well as our global sourcing network through HEINEKEN to avoid any impact on our operations and ensure full availability of our products.

Our Total Productive Management (TPM) program is the driving force behind operational excellence in our production facilities. TPM enables us to achieve results by eliminating waste and losses and unlocking the potential of our people. In 2023, the Kigali Soft Drinks Plant was awarded the Silver TPM status, becoming the first soft drinks plant in HEINEKEN to achieve this award. The Gisenyi Brewery has also made progress on its pursuit of the bronze status.

The Gisenyi Plus investment project to upgrade and modernize the brewery was completed during the year. The project aimed to expand our beer processing and packaging capacity, which culminated in the commissioning of a brand new packaging line. This packaging line has the highest capacity in the country and will support the delivery of our short- to medium-term demand volume.

We aim to become the best-connected brewer. Our connected brewery program has resulted in the development of a digital roadmap, which outlines the implementation of digital tools in our operations. These digital tools empower our teams with real-time access to information, simplification of tasks, and elimination of non-value-adding activities.

Two of our production lines have been connected to the global Internet of Things (IoT) platform, which enables us to tap into and learn from the wider Heineken network of operations by deploying best practice use cases.

Local Sourcing

Our local sourcing agenda aims to reduce our exposure to imports by procuring more of our raw materials within the country or in the African region. This year , our focus has been on the scale up of our local barley growing program. Barley, which is a key ingredient in the production of beer, has been successfully grown in some parts of the country. We have conducted a series of activities during the year to create awareness and adoption of barley as an alternative cash crop. Through these initiatives, we have reached 1,800 farmers.

Furthmore, we have contracted an experienced agricultural extension services provider to support farmers on the barley scale-up agenda. We continue to provide high-quality seed and technical expertise to support the barley farmers. Bralirwa Plc also provides contracts to guarantee it will purchase all the locally grown barley.

Our People, Our Organization

Unlock the Potential of our People and Organization

We encountered significant successes in 2023 despite the notable challenges. Throughout the year, our people exhibited unwavering commitment, contributing to collective performance. Year after year, their consistent and sustainable achievements affirm that our workforce is not only delivering effectively but also deeply engaged and firmly aligned with the enduring strategies and value our company. Furthermore, our people strategies continued to evolve, marked by significant efforts to enhance workforce diversity, foster an inclusive culture, and streamline processes through digitalization. This approach not only strengthens our organizational adaptability and technological capabilities but also cultivates collaboration, encourages creativity, and drives innovation.

Company Culture

We continue to evolve our company culture by enhancing performance management and embedding the HEINEKEN behaviors into all our people processes.

Our annual climate survey was conducted in September 2023 with the objective of understanding how our people perceive the company. Over 350 employees participated, representing a 98% response rate compared to 95% in 2022. We continue to achieve outstanding results, exceeding 2022's performance across various dimensions of the employee climate survey. This reflects our winning culture, with 92% of employees expressing pride in working with Bralirwa in 2023.

Gender Diversity, Equity, and Inclusion

We continue to intentionally foster an inclusive and equitable environment where diverse talents can thrive. We have made significant progress in this area through various strategies and practices. Notably, all our people leaders have been empowered to lead inclusively, resulting in 86% of employees feeling part of the team and 81% feeling comfortable giving feedback to their managers.

92% of employees expressed pride in working with Bralirwa

Our management team has consistently maintained a 50% female representation rate over the past three years. **50%**

In our male-dominated industry, achieving a gender-balanced workforce can be challenging. However, our commitment to enhancing gender diversity and empowering women is clear. In 2023, 32% of the 67 new hires were women, a significant increase from 2019, when women represented only 3% of new hires. Furthermore, our management team has maintained a 50% female representation rate for the past three years. We believe that a gender-balanced workplace fosters creativity, innovation, and enhances business performance. In light of these achievements, we will continue to prioritize initiatives such as the Women Interactive Network (WIN), the Women Mentorship Program, and the Management Trainee Program, delivered through both global and local partners.

People Development and Career growth

Our ongoing commitment to fostering individual growth includes self-paced digital learning, involvement in projects, and assignments abroad. We prioritize the development of recent graduates through an 18-month program designed to provide them with essential skills for the future. These initiatives have strengthened our succession planning efforts, resulting in a notable increase in internal promotions compared to prior years, as well as enhanced productivity and increased employee engagement. In 2023, 40% of the 62 available vacancies were filled through internal promotions.

32% of the 67 new hires were women

Part Four
Notice of the Annual General Meeting

Notice of Annual Meeting

Notice is hereby given that the 14th annual general meeting of shareholders of Bralirwa Plc as a listed company will be held on 28th June 2024 at 2:00 pm for the following purposes:

ORDINARY BUSINESS

1. Consideration of the annual report;
2. Receiving the auditor's report;
3. Consideration and approval of the financial statements;
4. Appropriation of profit and total comprehensive income for the year
5. Discharge of the Directors and Auditors for the financial year 2023;
6. Appointment of Directors;
7. Appointment of Independent Auditors.

NOTES:

(a) PROXIES

A member of the Company entitled to attend and vote is entitled to appoint a proxy to attend instead of him/her. A proxy for a corporation may vote on a show of hands and on a poll. A proxy form is attached to the Annual Report and Accounts. If the proxy form is to be valid for the purposes of the meeting, it must be completed and deposited at the head office of BK Capital Rwanda Ltd, the registrars located at KN 30 St Kigali, Street Kigali/ Rwanda, by 25th June 2024.

(b) DIVIDEND

The payment of a total cash dividend for 2023 of Rwf 28.69 per share will be proposed to the Annual General Meeting of shareholders on 28th June 2024.

Please note that the payment will be subject to a withholding tax. The books close date for Bralirwa Plc shares will be on 30th July 2024, meaning that the final dividend will be paid to all whose names appear in the Register of Shareholders on 30th July 2024 before close of business.

By order of the Board

David Karuhanga

For the Company Secretary

Kigali, 22nd March 2024

1. Legal status of the company

Bralirwa Plc is a public company limited by shares since 9th June 2010 incorporated in the Republic of Rwanda under the law No. 07/2009 of 27th April 2009 relating to companies and registered by the Registrar General Office under no. 100004348. Bralirwa Plc was the first company to be listed on the Rwanda Stock Exchange (RSE) as from 31st January 2011.

The Company is a subsidiary of Heineken N.V. based in the Netherlands, which owns 75% of the total shareholding while the remaining 25% is owned by the public. The Company has a capital of Rwf 5,142,850,000 divided into 1,028,570,000 ordinary shares with a nominal value of Rwf 5.00.

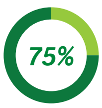
The Board of Directors is composed of 5 members. The Directors who held office during the year and to the date of this report are set out on page 11.

The Directors submit their report together with the audited financial statements for the year ended 31st December 2023, which discloses the state of affairs of the Company.

The company has a share capital of
FRW 5,142,850,000

divided into
FRW 1,028,570,000
ordinary shares

Public shares



Heineken N.V. shares

2. Shareholding *Analysis*

SHAREHOLDER	MEMBER OF SHARES	CLASS OF SHARES	PERCENTAGE OF ISSUES CAPITAL
HEINEKEN INTERNATIONAL B.V.	411,480,000	Ordinary	40%
BELEGGINGSMAATSCHAPPIJ LIMBA B.V.	359,950,000	Ordinary	35%
RWANDA SOCIAL SECURITY BOARD RSSB	87,823,000	Ordinary	8.54%
SBSA NOM OBO ISL STEYN BEST IDEAS T143C	55,061,800	Ordinary	5.35%
FRONTAURA GLOBAL FRONTIER FUND LLC T150A	24,999,000	Ordinary	2.43%
SBSA NOM OBO ISL STEYN AFRICA-T143D	20,721,700	Ordinary	2.01%
STANDARD CHARTERED BANK (MAURITIUS) LTD T113BL	16,762,000	Ordinary	1.63%
STANDARD CHARTERED BANK (MAURITIUS) LTD - 113BJ	11,497,500	Ordinary	1.12%
MO CAPITAL LTD	3,389,400	Ordinary	0.33%
ROBERT WACHIRA KAMAU	2,955,300	Ordinary	0.29%
Top 10	994,639,700	Ordinary	96.70%
Other Shareholders	**33,930,300**	Ordinary	3.30%
TOTAL	**1,028,570,000**		**100%**

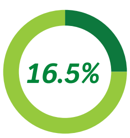
3. Operational Review

The revenue increased by 16.5% driven by responsible pricing to offset inflation in 2023, and carry-over benefit of pricing from 2022 and growth of premium products. The volume decreased slightly by 1% due to a slowdown in consumer demand caused by inflationary pressures.

The results from operating activities increased by 29.2% mainly driven by top line growth and other income however partially offset by increased cost of sales (15.9 % vs. LY) due to higher cost of inputs (raw and packaging materials) in line with global inflationary and commodity trends and higher selling and distribution costs (7.9 % vs LY) driven by higher cost of transportation due to tariffs increase, and more outlets visibility led by the increased coverage and to more trade support to increase consumer experience.

In view of the aforementioned factors, Profit and total comprehensive income grew by 30.9 % to Rwf 29.5 billion (2022: Rwf 22.5 billion. This resulted in better earnings per share of Rwf 28.70 (2022: Rwf 21.92).

Rwf millions	2023	2022	Change (%)
Revenue	**183,682**	**157,656**	**16.5%**
Results from operating activities	**54,497**	**42,171**	**29.2%**
Net finance cost	-11,840	-6,381	85.6%
Profit before income tax	**42,657**	**35,790**	**19.2%**
Income tax expense	-13,140	-13,245	(0.8%)
Profit and total comprehensive income for the year	**29,518**	**22,545**	**30.9%**



THE REVENUE INCREASED BY 16.5% DRIVEN BY RESPONSIBLE PRICING TO OFFSET INFLATION IN 2023

OPERATING ACTIVITIES INCREASED BY

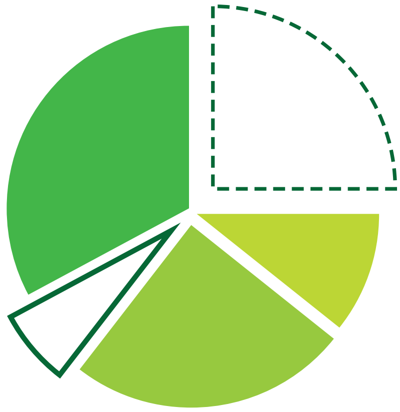
29.2%

PROFIT AND TOTAL COMPREHENSIVE INCOME GREW BY 30.9%

Rwf 29.5 billion

4. Dividends

The Directors are recommending to the 14th Annual General Meeting of Shareholders the declaration of a total dividend of **Rwf 28.69** per share. As per the law, the proposed final dividend approved will be subject to a deduction of withholding tax, the taxation is applicable to all shareholders whose names appear in the Company's register of Shareholders at the close of business on 30th July 2024.



A TOTAL DIVIDEND OF
Rwf 28.69

5. Corporate Governance

Bralirwa Plc Board of Directors is responsible for the overall governance of the Company and is accountable to the shareholders for ensuring that the Company complies with the law and the highest standards of best practices in corporate governance and business ethics.

The Directors are committed to fostering a culture that values ethical behavior, integrity and respect and the need to conduct the business and operations of the company in accordance with generally accepted corporate practices. The Directors believe that adopting and operating in accordance with high standards of corporate governance is essential for sustainable long-term performance and value creation.

a) Board of Directors

The Articles of Association of the Company provides that the business and affairs of the Company are to be managed under the direction of the Board. The Board clearly understands its role, powers, duties and functions.

The Chairman of the Board is responsible for leadership and effective performance of the Board and for the maintenance of relations between Directors and Management that are open, cordial and conducive to productive cooperation.

The Board has in place an annual Work Plan that enables it to have detailed reviews of the Company's operations, approval of strategy, business plans, budgets and financial statements.

The Board receives regular reports on the Company's financial and operational results. The full Board meets at least four times a year. The Directors receive all information relevant to the discharge of their obligations in accurate, timely and clear form so that they can guide and maintain full and effective control over strategic, financial, operational and compliance issues. In line with good governance practice, the Board has delegated authority for conduct of day-to-day business to the Vice Chairman and Managing Director. The Board nonetheless retains responsibility for establishing and maintaining the Company's overall internal control of financial, operational and compliance issues as well as implementing strategies for the long-term success of the Company.

Four (4) out of the five (5) members of the Board are non-executive including the Chairman of the Board, and all others except the Vice Chairman and Managing Director are subject to periodic re-appointment in accordance with the Company's Articles of Association.

b) Audit and Risk Committee

The Audit and Risk Committee exists pursuant to article 154 of the Law governing Companies in Rwanda and the Board resolution of 25th May 2016.

The objective of the Committee is to support and advise the Board in its duties of adequately reviewing and approving the Company's financial statements, monitoring the effectiveness of internal controls and regularly assessing the main risks facing the Company.

The Committee is mandated to assist the Board in its oversight role of monitoring the effective implementation by Management and in assessing the proper functioning of the internal and external auditors. The Committee reports to the Board on how it has discharged its responsibilities.

It is composed of three (3) non-executive Directors with at least one member having the relevant financial experience and competence in accounting and/or auditing. Its meetings are also attended by the Managing Director, Financial Director and Process & Control Improvement Manager.

Other non-committee members are invited to attend all or part of any meeting as and when appropriate and necessary and assist the Committee from time to time, according to the particular items being considered and discussed.

The Committee meets at least twice a year and the meetings are aligned with the Board meetings to allow for work arising from the Committee to be carried out and reported to the Board.

The Committee monitors the integrity of the financial statements of the Company, including its annual and half-yearly reports, interim management statements, preliminary announcements and any other formal statements relating to its financial performance, and review and reports to the Board on significant financial reporting issues and judgements which those statements contain having regard to matters communicated to it by the auditor.

The Committee also reviews any other statements requiring Board approval which contain financial information and advises on where to carry out a review prior to the Board approval would be practicable and consistent with any prompt reporting requirements under Rwandan laws and regulations including all regulatory instruments for listed companies on the Rwanda Stock Exchange (RSE).

Where the Committee is not satisfied with any aspect of the proposed financial reporting by the Company, it reports its views to the Board.

The Committee's chairperson formally reports to the Board on its proceedings after each meeting on all matters within its duties and responsibilities and on how it discharged its responsibilities. The Committee makes recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

c) Management Committee

The Management Committee comprises of the Vice Chairman and Managing Director and other Senior Managers occupying a strategic role in the business with the Company Secretary serving as the secretary.

The Committee is responsible for agreeing priorities, allocating resources, setting overall corporate target, agreeing and monitoring functional strategies and plans and has responsibilities for superintending the affairs of the business on a day-to-day basis. It is chaired by the Vice Chairman and Managing Director of the Company.

Part Five

BRALIRWA Statement of Financial Accounts

DIRECTORS REPORT

The directors submit their report and the audited financial statements for the year ended 31st December 2023 which show the state of the company's affairs.

1. PRINCIPAL ACTIVITY

The principal activities of the Company are the marketing, brewing and selling of beer and non-alcoholic beverages.

2. RESULTS

The results for the year are set out on page 8.

3. DIVIDEND

The dividend for 2023 Rwf 28.69 per share will be proposed to the annual general meeting of shareholders scheduled for 28th June 2024. The proposed dividend, if approved, be paid to all whose names appear in the Register of Shareholders on 30th July 2024 before close of business.

4. RESERVES

The reserves of the company are set out on page 10 and note 11.4.

5. DIRECTORS

The directors who served during the year and to the date of this report were:

NAMES	POSITION	DATE APPOINTED
Hubert Eze	Chairman	Appointed in September 2023
Etienne Saada	Vice Chairman and Managing Director	Appointed in January 2022
Chantal Mubarure	Independent Non-Executive Director	Re-appointed in May 2023
John Bosco Sebabi	Independent Non-Executive Director	Re-appointed in May 2023
Laurent Bukasa Nsenda	Non-Executive Director	Appointed in December 2023

6. AUDITOR

Ernst & Young Rwanda Limited have expressed their willingness to continue in office.

7. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the board of directors on 22nd March 2024 and authorised for issue on 30th March 2024.

David Karuhanga
By Order of the Board

....
Company Secretary

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of the operating results of the Company for that year. It also requires the Directors to ensure that the Company keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company. They are also responsible for safeguarding the assets of the Company.

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and the requirements of the Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023, and for such internal controls as Directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Directors accept responsibility for the financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards and in the manner required by the Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023.

The Directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the company, its operating results as at 31st December 2023 and of its profit and cash flows for the year then ended in accordance with the International Financial Reporting Standard and the requirements of the Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023.

The Directors further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the Directors to indicate that the Company will not remain a going concern for at least twelve months from the date of this statement.

Approval of the financial statements

The financial statements, as indicated above, were authorised for issue by the Board of Directors on 22nd March 2024 and were signed on its behalf by:

....	....
Chairman of the Board	Vice Chairman of the Board
Hubert Eze	**Etienne Saada**

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc
Report on the audit of the financial statements

Opinion

We have audited the financial statements of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc (the Company), which comprise the statement of financial position as at 31st December 2023, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31st December 2023, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023.

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 are independent of the Company in accordance with the Institute of Certified Public Accountants of Rwanda Code of ethics (ICPAR Code of Ethics), which is consistent with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Rwanda, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in the audit of the financial statements of the current period. These matters were addressed in the context of the audit of the financial statements as a whole, and in forming the auditor's opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

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INDEPENDENT AUDITOR'S REPORT
To the shareholders of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc

Report on the Audit of the Financial Statements (continued)

Key audit matters (continued)

Deposit liability for returnable packaging material	How the matter was addressed in the audit
Included in trade and other payables in note 7.3 to the financial statements is an amount of Rwf 25,219,746 (2022: 19,136,313) relating to deposit on returnable packaging material (RPM deposit). The Directors have made significant estimates and judgement in determining the value of the deposit on returnable packaging material. Judgement and estimates are made in relation to the number of containers; bottles and crates in circulation, the average useful lives of the bottles and crates and the average circulation time for the containers in the market. Once the number of containers in the market has been estimated, this is multiplied by the price of the containers and the liability at period end is determined. The price of the containers is the amount that the Company would refund customers if they returned the containers for cash. The key assumptions related to deposit liability for returnable packaging material have been included in note 4 "Use of estimates and judgement" in the financial statements. We focused on the deposit liability for returnable packaging material because the liability is material to the financial statements and its determination requires significant judgement and estimates.	Our audit procedures included the following: ▪ We reviewed the reconciliation for the estimate of the deposit liability for RPM. ▪ We evaluated and tested the reasonableness of the methods and assumptions the Directors used to determine the estimates and amount. ▪ We evaluated whether the methods for calculating the estimates and amount are applied consistently. The key assumptions applied are related to circulation time and market loss for RPM. ▪ We recomputed the RPM deposit and assessed the inputs of the calculation for reasonableness.

Other information included in The Company's 2023 Annual Report

Other information consists of the information included in the Annual Report, other than the financial statements and our auditor's report thereon. Management is responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information 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. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard

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INDEPENDENT AUDITOR'S REPORT
To the shareholders of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc

Report on the Audit of the Financial Statements (continued)

Responsibilities of the Directors for the Financial Statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs the requirements of Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023, and for such internal control as management determines 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, management is responsible for assessing the 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 management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. The Directors are responsible for overseeing the Company'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 judgment and maintain professional skepticism 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 Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's 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 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, future events or conditions may cause the Company to cease to continue as a going concern.

- 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.

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INDEPENDENT AUDITOR'S REPORT
To the shareholders of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

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, actions taken to eliminate threats or safeguards applied.

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

As required by the Law No. 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023, we report to you based on our audit that:

i. We have no relationship, interests and debts in the company;

ii. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;

iii. In our opinion, proper books of account have been kept by the company, so far as appears from our examination of those books;

iv. We have communicated to you through the management letter, internal control weaknesses identified in the course of our audit including our recommendations with regard to those matters.

Stephen K Sang
For Ernst & Young Rwanda Limited

02/04/2024

Year ended 31st December 31st December	Notes	2023 Rwf '000	2022 Rwf '000
Revenue	**6.1**	**183,681,849**	**157,656,425**
Cost of sales		(99,661,778)	(85,957,083)
Gross profit		**84,020,071**	**71,699,342**
Other income	6.2	1,137,525	580,453
Selling and distribution costs		(17,245,311)	(15,976,838)
Administrative expenses		(13,581,216)	(14,411,715)
Impairment charge for related party loan		-	-
Impairment charge for Trade receivables		167,286	279,830
Total expenses		**(30,659,241)**	**(30,108,723)**
Results from operating activities		**54,498,355**	**42,171,072**
Foreign Exchange gains/(losses)	11.1	(7,003,211)	(2,357,630)
Finance costs	11.1	(4,836,533)	(4,023,795)
Net finance cost		**(11,839,744)**	**(6,381,425)**
Profit before income tax		**42,658,611**	**35,789,647**
Income tax expense	12.1	(13,140,247)	(13,244,656)
Profit after tax		**29,518,364**	**22,544,991**
Other Comprehensive Income		-	-
Total comprehensive income for the year		**29,518,364**	**22,544,991**
Attributable to:			
Equity holders of the parent		22,138,773	16,908,743
Equity attributable to other shareholders		7,379,591	5,636,248
		29,518,364	22,544,991
Basic earnings per share – Rwf	**6.7**	**28.70**	**21.92**

The notes set out on pages 46 to 88 are an integral part of these financial statements.

Year ended 31st December	Notes	2023 Rwf '000	2022 Rwf '000
Assets			
Non-current assets			
Property, plant and equipment	6.6	120,562,007	102,646,554
Intangible assets	8.2	919,796	965,665
Investments	8.4	9,224	9,224
Receivable from related parties - principal	13.2	587,706	587,706
Total non-current assets		**122,078,733**	**104,209,149**
Current assets			
Inventories	7.1	35,783,529	32,526,497
Receivable from related parties	13.2	3,025,898	3,009,020
Trade and other receivables	7.2	25,768,827	14,358,259
Tax recoverable	12.1	1,394,669	-
Bank and cash balances	11.2	3,879,196	1,886,131
Total current assets		**69,852,119**	**51,779,907**
Total assets		**191,930,852**	**155,989,056**
Equity & Liabilities			
Equity			
Share capital	11.4	5,142,850	5,142,850
Share premium	11.4	84,857	84,857
Other reserves	11.4	2,071,990	2,071,990
Retained earnings	11.4	55,823,405	48,841,010
Total equity		**63,123,102**	**56,140,707**
Liabilities			
Non-current liabilities			
Loans and borrowings LT	11.3	16,450,012	18,055,569
Lease liability non current portion	11.3	308,537	186,982
Deferred tax liability	12.2	7,671,922	4,178,594
Total non-current liabilities		**24,430,471**	**22,421,144**
Current liabilities			
Loans and borrowings ST	11.3	-	-
Bank Overdraft	11.2	25,764,809	13,299,419
Lease liability current Portion4	11.3	282,215	194,162
Payable to related parties	13.2	15,899,456	6,201,795
Trade and other payables	7.3	62,430,799	52,691,863
Tax payable	12.1	-	5,039,965
Total current liabilities		**104,377,279**	**77,427,205**
Total liabilities		**128,807,750**	**99,848,349**
Total equity and liabilities		**191,930,852**	**155,989,056**

The Board of Directors approved the financial statements set out on pages **42 to 45** on 22nd March 2024.
and were signed on its behalf by:

Chairman of the Board
Hubert Eze

Vice Chairman of the Board
Etienne Saada

Year ended 31st December	Notes	Share capital	Share premium	Other reserves	Retained earnings	Total equity
		Rwf '000	Rwf '000	Rwf '000	Rwf '000	Rwf '000
1st January 2023		**5,142,850**	**84,857**	**2,071,990**	**48,841,010**	**56,140,707**
Profit after tax		-	-	-	29,518,364	29,518,364
Dividends paid in the year	11.4	-	-	-	(22,535,969)	(22,535,969)
Long term incentive plan					-	-
Balance at 31st December 2023		**5,142,850**	**84,857**	**2,071,990**	**55,823,405**	**63,123,102**
1st January 2022		**5,142,850**	**84,857**	**2,071,990**	**43,812,566**	**51,112,263**
Profit after tax		-	-	-	22,544,991	22,544,991
Dividends paid in the year		-	-	-	(17,516,547)	(17,516,547)
Total transactions with owners		5,142,850	84,857	2,071,990	48,841,010	56,140,707
Balance at 31st December 2022		**5,142,850**	**84,857**	**2,071,990**	**48,841,010**	**56,140,707**

The notes on page 46 to 88 are an integral part of these financial statements.

Year ended 31st December	Notes	2023 Rwf '000	2022 Rwf '000
Operating activities			
Profit before tax		42,658,611	35,789,647
Adjustments for:			
Impairment of related party loan	6.1	-	-
Interest expense	11.1	4,825,264	4,000,906
Interest lease expense	11.1	11,269	22,888
Foreign exchange difference on loans	11.3	-	-
Depreciation	8.3	12,044,783	12,468,150
Amortization of intangible assets	8.2	302,207	609,931
Loss / (Gain) on sale of property, plant, and equipment	6.1	-	-
Loss / (Gain) on sale of property, plant, and equipment	6.2	(386,650)	(456,938)
Cash from operations before changes in working capital		**59,455,484**	**52,434,584**
Changes in working capital			
Changes in trade and other receivables	7.2	(11,410,568)	(10,383,644)
Changes in related party balances	13.2	9,680,781	(2,230,964)
Changes in inventories	7.1	(3,257,032)	(13,051,866)
Changes in trade and other payables	7.3	9,937,141	22,534,166
Cash generated from operating activities		64,405,806	49,302,276
Income tax paid	12.1	(16,081,554)	(6,459,093)
Net cash flow from operating activities		**48,324,253**	**42,843,183**
Cash flow from investing activities			
Investments	13.2	-	4,454
Proceeds from sale of property, plant, and equipment	6.2	387,814	629,720
Purchase of property, plant and equipment	8.3	(29,684,160)	(30,013,137)
Purchase of intangible assets	8.2	(256,339)	(39,778)
Net cash used in investing activities		(29,552,685)	(29,418,741)
Cash flow from financing activities			
Proceeds of loans and borrowings	11.3	-	10,000,000
Repayment of loans and borrowings	11.3	(1,484,000)	(3,404,665)
Dividends paid to equity holders of the company	11.4	(16,901,977)	(13,137,410)
Dividends paid to other shareholders	11.4	(5,633,992)	(4,379,137)
Payment of lease commitments	11.3	(387,390)	(154,637)
Interest on leases	11.1	(11,269)	(22,890)
Interest expense	11.1	(4,825,264)	(4,000,906)
Net cash flows used in financing activities		(29,243,892)	**(15,099,645)**
Net increase in cash and cash equivalents		**(10,472,325)**	**(1,675,203)**
Cash and cash equivalents at 1st January	11.2	(11,413,288)	**(9,738,085)**
Cash and cash equivalents as at 31st December	11.2	**(21,885,613)**	**(11,413,288)**

The notes on page 46 to 88 are an integral part of these financial statements.

1. Reporting Entity

007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30th March 2023 and is domiciled in Rwanda. The address of its registered office is:
Kicukiro
P.O. Box 131
Kigali, Rwanda

The principal activities of the Company are the marketing, brewing and selling of beer and non-alcoholic beverages. Its parent and ultimate holding company is Heineken N.V. based in the Netherlands.

2. Basis of Preparation

The financial statements are:

- Prepared in accordance with International Financial Reporting Standards (IFRSs) and comply with the financial reporting requirements by the law No 007/2021 of 05/02/2021 governing companies as amended by Law No. 019/2023 of 30 March 2023. Consequently, the accounting policies applied by the Company also comply fully with IFRS as issued by the IASB.
- Prepared by the Management of the Company and authorized for issue and will be submitted for adoption to the Annual General Meeting of Shareholders.
- Prepared on the historical cost basis unless otherwise indicated.
- Presented in RWF, which is the Company's functional currency.
- Rounded to the nearest thousand unless stated otherwise.

3. Application of new and revised International Financial Reporting Standards (IFRSs) and interpretations (IFRICs)

IFRS 17 Insurance Contracts

IFRS 17 Insurance Contracts is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. IFRS 17 replaces IFRS 4 Insurance Contracts. IFRS 17 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them as well as to certain guarantees and financial instruments with discretionary participation features; a few scope exceptions will apply. The overall objective of IFRS 17 is to provide a comprehensive accounting model for insurance contracts that is more useful and consistent for insurers, covering all relevant accounting aspects. IFRS 17 is based on a general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach)
- A simplified approach (the premium allocation approach) mainly for short-duration contracts

The new standard had no impact on the company's financial statements.

Definition of Accounting Estimates - Amendments to IAS 8

The amendments to IAS 8 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments had no impact on the Company's financial statements.

Disclosure of Accounting Policies - Amendments to IAS 1 and IFRS Practice Statement 2

The amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments have had an impact on the Company's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Company's financial statements.

Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12

The amendments to IAS 12 Income Tax narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities. The amendments had no impact on the Company's financial statement.

3. Application of new and revised International Financial Reporting Standards (IFRSs) and interpretations (IFRICs)

International Tax Reform—Pillar Two Model Rules – Amendments to IAS 12

The amendments to IAS 12 have been introduced in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after 1st January 2023, but not for any interim periods ending on or before 31th December 2023. The amendments had no impact on the Company 's financial statements.

4. Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

Amendments to IFRS 16: Lease Liability in a Sale and Leaseback

In September 2022, the IASB issued amendments to IFRS 16 to specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendments are effective for annual reporting periods beginning on or after 1st January 2024 and must be applied retrospectively to sale and leaseback transactions entered into after the date of initial application of IFRS 16. Earlier application is permitted and that fact must be disclosed.

The amendments are not expected to have a material impact on the Company's financial statements.

Amendments to IAS 1: Classification of Liabilities as Current or Non-current

In January 2020 and October 2022, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

The amendments are effective for annual reporting periods beginning on or after 1st January 2024 and must be applied retrospectively. The Company is currently assessing the impact the amendments will have on current practice and whether existing loan agreements may require renegotiation.

Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7

In May 2023, the IASB issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments will be effective for annual reporting periods beginning on or after 1st January 2024. Early adoption is permitted, but will need to be disclosed.

The amendments are not expected to have a material impact on the Company's financial statements

5. General accounting policies

a. General

The accounting policies described in these financial statements have been applied consistently to all periods presented in these financial statements.

b. Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies using the exchange rates at transaction date. Receivables, payables and other monetary assets and liabilities denominated in foreign currencies are re-translated to the functional currency using the exchange rates at the balance sheet date. Resulting foreign currency differences are recognised in the income statement, except for foreign currency differences arising on re-translation of Fair Value through Other Comprehensive Income (FVOCI) investments and financial liabilities designated as a hedge of a net investment, which are recognised in other comprehensive income.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are re-translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured at cost are translated into the functional currency at the exchange rate at transaction date.

c. Cash flow statement

The cash flow statement is prepared using the indirect method. Dividends paid to shareholders and interests paid are included in financing activities.

d. Offsetting financial instruments

If Bralirwa PLC has a legal right to offset financial assets with financial liabilities and if HEINEKEN intends either to settle on a net basis or to realise the asset and settle the liability simultaneously, financial assets and liabilities are presented in the statement of financial position as a net amount.

6. Operating activities

6.1. Operating segments

The Company only operate in one geographical segment and it distinguishes the reportable segments by product for beer and soft drink as described below, which are the Company's strategic business units. The strategic business units offer different products and are managed separately because they require different technology and located at different sites. For each of the strategic business units, the Company's Managing Director reviews internal management reports on at least a quarterly basis. The Company has multiple distributor models to deliver goods to end customers. The Company does not rely on any major customers, neither does it generate revenue in excess of 10 percent of the Company's revenue from a single customer.

The following summary describes the operations in each of the Company's reportable segments:

Business segments

- The two main business segments are:
- Beer: Includes purchasing, manufacturing, sale, and distribution of beer products; and
- Soft drinks: Includes purchasing, manufacturing, sale and distribution of soft drinks.

Year ended 31st December 2023	*Beer Rwf '000'*	*Soft Drink Rwf '000'*	*Total Rwf '000'*
Revenue	**139,091,463**	**44,590,385**	**183,681,849**
Operating Profit	44,008,449	10,489,906	54,498,355
Net Finance Cost	(8,806,730)	(3,033,014)	(11,839,744)
Depreciation and amortisation	(8,953,315)	(3,393,677)	(12,346,991)
Profit before income tax	35,201,721	7,456,891	42,658,611
Income tax expense	(9,815,486)	(3,324,760)	(13,140,247)
Profit for the year	**25,386,234**	**4,132,130**	**29,518,364**

Year ended 31st December 2022	*Beer Rwf '000'*	*Soft Drink Rwf '000'*	*Total Rwf '000'*
Revenue	**118,592,444**	**39,063,980**	**157,656,425**
Results from operating actitvities	34,943,464	7,227,606	**42,171,071**
Net Finance Cost	(4,478,781)	(1,902,642)	**(6,381,423)**
Depreciation and amortisation	(9,543,549)	(3,534,531)	**(13,078,080)**
Profit before income tax	30,154,335	5,635,316	**35,789,650**
Income tax expense	(9,969,725)	(3,274,932)	**(13,244,656)**
Profit for the year	**20,184,610**	**2,360,384**	**22,544,994**

6. Operating activities (continued)

The segmented assets and liabilities at 31st December 2023 and capital expenditure for the year then ended are as follows:

Year ended 31st December 2023	*Beer Rwf '000'*	*Soft Drink Rwf '000'*	*Total Rwf '000'*
Assets	144,281,848	46,254,335	190,536,183
Liabilities	94,485,946	26,649,882	121,135,828
Capital Expenditure:			
(i) Additions to property, plant and equipment	22,478,069	7,206,091	29,684,160
(ii) Additions to intangible assets	194,111	62,229	256,339

Year ended 31st December 2022	*Beer*	*Soft Drink*	*Total*
	Rwf '000'	Rwf '000'	Rwf '000'
Assets	117,338,215	38,650,841	155,989,056
Liabilities	74,622,409	21,047,346	95,669,755
Capital Expenditure:			
(i) Additions to property, plant and equipment	22,576,506	7,436,631	30,013,137
(iI) Additions to intangible assets	29,922	9,856	39,778

Segment assets compromises primarily property, plant and equipment, intangible assets, inventories, receivables and operating cash. They exclude deferred tax.

Capital expenditure comprises additions to property, plant and equipment.

6.1.1 Revenue

Year ended 31st December	2023 Rwf '000'	2022 Rwf '000'
Net turnover		
- Beer	139,091,463	118,592,444
- Soft drinks	44,590,385	39,063,980
	183,681,849	**157,656,425**

6.1.2 Key expenses included in the segment profit or loss

The table below presents the key expenses included in both the cost of sales and administrative expenses

Year ended 31st December	2023 Rwf '000'	2022 Rwf Rwf '000'
Depreciation on property. plant and equipment (Note 14)	11,903,107	12,323,433
Amortization and intangible assets (Note 15)	302,207	609,931
Repairs and maintenance of property, plant & equipment	2,194,803	1,645,418
Raw materials and consumables	59,249,102	50,022,297
Personnel expenses (see Note 11)	16,437,944	16,266,713
Auditors and consultancy remuneration	122,507	76,637
Impairment of related party loan	-	-
Net loss on sale and property, plant and equipment	1,164	172,782

6.1.3 Selling and Distribution expenses

Year ended 31st December	2023 Rwf '000'	2022 Rwf '000'
Advertising Development expenses	581,416	582,558
Advertising Media expenses	832,173	1,088,194
Sponsorship expenses	1,321,971	1,056,007
Brand Development	31,642	27,961
Market Research	154,254	745,097
Other selling expenses	14,323,855	12,477,021
Impairment of related party loan	**17,245,311**	**15,976,838**

6.1.4 Administrative Expenses

Year ended 31st December	2023 Rwf '000'	2022 Rwf '000'
Salaries & Allowances	6,604,213	7,553,614
Depreciation & Amortisation	1,176,449	1,674,108
Repairs & Maintenance	135,558	143,591
Admin Energy and Water	393,177	71,734
Travelling expenses	766,989	835,792
Other Administrative Expenses	4,504,830	4,132,876
	13,581,216	**14,411,715**

6. Accounting Policies (Continued)

6.1 Operating activities (Continued)

Accounting estimates and judgments

Bralirwa PLC makes estimates when determining discount accruals in revenue at year-end, specifically for conditional discounts. Refer to note 7.3. for more explanation on how discount accruals are estimated.

Accounting policies

Segment reporting

Operating segments are reported in a consistent manner with the internal reporting provided to the Management Team, which is considered to be Bralirwa PLC's Managing Director decision-maker. An operating segment is a component of Bralirwa PLC 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 Bralirwa PLC's other components. All operating segments' operating results are reviewed regularly by the Management Team to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results, assets and liabilities that are reported to the Management Team include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the period to acquire property, plant and equipment and intangible assets other than goodwill.

Performance is measured based on operating profit, as included in the internal management reports that are reviewed by the Management Team.

Operating profit is not a financial measure calculated in accordance with IFRS. Operating profit is used to measure performance as management believes that this measurement is the most relevant in evaluating the results of the segments. The presentation of these financial measures may not be comparable to similarly titled measures reported by other companies due to differences in the ways the measures are calculated.

Bralirwa PLC has multiple distribution models to deliver goods to end customers. There is no reliance on major clients. Deliveries to end consumers include deliveries via third party distribution, key accounts (hotels, supermarkets and hotels) and wholesalers. In addition, these various distribution models are not centrally managed or monitored. Consequently, the Management Team does not allocate resources or assess the performance based on business type information. Accordingly, no segment information on business type is provided.

Inter-company transfers or transactions are determined on an arm's length basis.

Revenue

The majority of BRALIRWA PLC's revenue is generated by the sale and delivery of products to customers. The product portfolio of BRALIRWA PLC mainly consists of beer and soft drinks. Products are mostly own-produced finished goods from BRALIRWA PLC's brewing activities. BRALIRWA PLC's customer group can be split between on-trade customers like cafés, bars and restaurants and off-trade customers like retailers, distributors and wholesalers.

Revenue is recognised when control over products has transferred and BRALIRWA PLC fulfilled its performance obligation to the customer. For the majority of the sales, control is transferred either at delivery of the products or upon pickup by the customer from BRALIRWA PLC's premises.

Revenue recognised is based on the price specified in the contract, net of returns, discounts, sales taxes and excise taxes collected on behalf of the Rwanda Revenue Authority.

6. Accounting policies (Continued)

6.1 Operating activities (Continued)

Discounts

BRALIRWA PLC uses different types of discounts depending on the nature of the customer. Some discounts are unconditional, like cash discounts, early payment discounts and temporary promotional discounts. Unconditional discounts are recognised at the same moment of the related sales transaction.

BRALIRWA PLC also provides conditional discounts to customers. These contractually agreed conditions include volume and promotional rebates. Conditional discounts are recognised based on estimated target realisation. The estimation is based on accumulated experience supported by historical and current sales information.

A discount accrual is recognised at each reporting date for discounts payable to customers based on their expected or actual volume up to that date.

Other discounts include listing and shelving visibility fees charged by the customer whereby the payments to customers are closely related to the volumes sold. BRALIRWA PLC assesses the substance of contracts with customers to determine the classification of payments to customers as either discounts or marketing expenses.

Discounts are accounted for as a reduction of revenue. Only when these payments to customers relate to a distinct service, the amount is classified as operating expense.

Excise tax expense

Local tax authorities impose multiple taxes, duties and fees. Excise duties are common in the beverage industry. Increases in excise duties are not always (fully) passed on to customers and BRALIRWA PLC cannot, or can only partly, reclaim the excise duty in the case products are eventually not sold to customers. Excise tax is borne by BRALIRWA PLC and shown as expenses.

To provide transparency on the impact of the accounting for excise, BRALIRWA PLC presents the excise tax expense on a separate account and included in the Revenue subtotal line in the income statement. This 'Revenue' subtotal is 'revenue' as defined in IFRS 15 (after discounts) minus the excise tax expense where the excise is borne by BRALIRWA PLC.

6.2. Other income

Other income includes the gain on sale from transactions that do not arise from contracts with customers and are therefore presented separately from revenue.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Transport income less distribution expenses	-	-
Miscellaneous income	750,875	93,038
Release of deposit liability	-	30,477
Net gain on sale of property. plant and equipment	386,650	456,938
	1,137,525	**580,453**

6. Accounting policies (Continued)

Operating activities (Continued)

Other income is recognised in profit or loss when control over the asset sold is transferred to the buyer. The amount recognised as other income equals the proceeds obtained from the buyer minus the carrying value of the sold asset.

6.4 Personnel expenses

Bralirwa PLC's employees receive compensations such as salaries and wages, pensions, and share-based payments The personnel expenses are included under the cost of sales and administrative expenses as shown in statement of

comprehensive income.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Wages and salaries	11,828,675	10,887,444
Compulsory social security contributions	1,246,609	933,922
Contributions to defined contribution plans	306,735	(10,361)
Expenses related to defined benefit plans	(4,210)	100,725
Expenses related to other long-term employee benefits	-	-
Equity-settled share-based payment plan	22,406	34,084
Other personnel expenses	3,037,729	4,320,899
	16,437,944	**16,266,713**

Accounting policies

Personnel expenses are recognised when the related service is provided. For more details on accounting policies related to post retirements obligations and share-based payments (refer to note 6.5)

6.5. Share-based payments

Bralirwa PLC has Long-term incentive plan (as part of the Short-term incentive plan of the Executive Board).

Long-term incentive plan (LTIP)

HEINEKEN has a performance-based Long-term incentive plan (LTIP) for the Executive Board and senior management. Under this LTIP, share rights are conditionally awarded to participants on an annual basis. The vesting of these rights is subject to the performance of Heineken N.V. on specific internal performance conditions and continued service over a three-calendar year period by the employee. The share rights are not dividend-bearing during the performance period.

The performance conditions for LTIP are organic net revenue growth, organic operating profit beia growth, earnings per share beia growth and free operating cash flow. The performance conditions are equally weighted.

At target performance, 100% of the awarded share rights vest. At threshold performance, 50% of the awarded share rights

vest and at maximum performance, 200% of the awarded share rights vest.

The number of outstanding share rights and the movement over the year under the LTIP of the Executive Board and senior management are as follows:

Year ended 31st December	*Number of share rights 2023*	*Number of share rights 2022*
Outstanding as at 1st January	1,053	733
Granted during the year	263	215
Forfeited during the year	-	-
Vested previous year	(253)	(99)
Performance adjustment	(277)	204
Outstanding as at 31st December	786	1,053
Share price as at 31st December	91	91

6. Accounting policies (Continued)

6.5. Share-based payments (Continued)

HEINEKEN's share-based compensation plans are equity-settled share rights granted to the Executive Board and senior management.

The grant date fair value is calculated by deducting expected foregone dividends from the grant date during the performance period share price. The costs of the share plans are adjusted for expected performance and forfeiture and spread evenly over the service period. Share-based compensation expenses are recorded in the profit or loss, with a corresponding adjustment to equity.

In the Bralirwa records, only the LTIP accrual communicated by the Global HR needs to be recorded LTIP accruals. The accrual is included in the other payables.

6.6. Amortisation, depreciation, and impairments

Property, plant, and equipment are fixed assets that are owned by Bralirwa PLC, as well as right of use (ROU) assets under a lease agreement. Owned and ROU assets are held for use in Braliwa PLC's operating activities. Refer to the table below for the split between owned assets and ROU assets as per balance sheet date:

In Rwf '000'	*Note*	*2023*	*2022*
Property, plant and equipment - owned assets		120,213,979	102,434,090
Right of use assets	2	348,028	212,464
Property, plant and equipment		**120,562,007**	**102,646,554**

Refer to note 8.1 for the impairment losses.
Property, plant and equipment includes depreciation of ROU assets of RWF 348 million (2022: RWF 212 million).

Accounting policies

Refer to note 8.2 for the accounting policy on impairments and amortization, and to note 8.3 for the policy on depreciation.

6.7. Earnings per share

The calculation of earnings per share (EPS) for the period ended 31st December 2023 is based on the profit attributable to the shareholders of the Company (net profit/(loss)) and the weighted average number of shares outstanding (basic and diluted) during the year ended 31st December 2023.

The calculation of basic earnings per share at 31st December 2023 was based on the profit attributable to ordinary shareholders of Rwf 29,518,364,000 (2022: Rwf 22,544,991,000) and on 1,028,570,000 ordinary shares of Rwf 5 each being the weighted average number of ordinary shares in issue.

Year ended 31st December	*2023 Rwf' 000*	*2022 Rwf' 000*
a) Profit attributable to ordinary shareholders		
Profit of the year - Rwf '000'	29,518,364	22,544,991
b) Weighted average ordinary shares		
Issued ordinary shares as at 1st January	1,028,570,000	1,028,570,000
Weighted average ordinary shares as at 31st December	1,028,570,000	1,028,570,000
Earnings per share	**28.70**	**21.92**
Profit attributable to ordinary equity holders of the parent:	22,138,773	16,908,743
Profit attributable to other ordinary equity holders:	**22,138,773**	**16,908,743**
	29,518,364	22,544,991
In Rwf per share (basis or diluted) for the period ended 31st December	*2023 Rwf millions*	*2022 Rwf millions*
Basic earnings per share	28.70	21.92
Diluted earnings per share	28.70	21.92

6.7. Earnings per share (continued)

Bralirwa PLC presents basic and diluted earnings per share (EPS) data for its shares. Basic EPS is calculated by dividing the profit or loss attributable to shareholders of the Company by the weighted average number of shares outstanding during the year, adjusted for the weighted average number of own shares held in the year. Diluted EPS is determined by dividing the profit or loss attributable to shareholders by the weighted average number of shares outstanding, adjusted for the weighted average number of own shares held in the year and for the effects of all dilutive potential shares which comprise share rights granted to employees and the Executive Board. The effects of anti-dilutive potential ordinary shares are ignored in calculating Diluted EPS.

7.1. Inventories

Inventories include raw and packaging materials, work in progress, spare parts, goods for resale and finished products.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Raw materials	18,629,598	15,881,551
Work in progress	1,465,735	1,355,914
Finished goods	321,737	513,960
Goods for resale	497,480	313,727
Non-returnable packaging	5,212,739	5,676,909
Spare parts	7,716,848	6,723,387
Other inventories	**2,392,651**	**3,256,841**
	36,236,788	33,722,289
Provision for spare parts	(453,259)	(1,195,792)
	35,783,529	**32,526,497**

The cost in inventories recognized as an expense during the year in respect to continuing operations was include in the cost of sales being Rwf 99,661 million (2022: Rwf 85,957 million)

Inventories are measured at the lower of cost and net realizable value. The cost of inventories is based on standard cost and weighted average cost, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

7.2. Trade and other receivables

Trade and other receivables arise during ordinary activities, for example from the sale of inventory.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Trade receivables	26,219,674	13,945,056
Less: Impairment losses	(1,118,412)	(1,253,699)
Trade receivables – net	**25,101,262**	**12,691,357**
Other receivables and prepayments- net	667,565	1,666,902
	25,768,827	**14,358,259**
The allowance at the end of the year is made up of:		
Provision for trade receivables (note 5a)	**1,118,412**	**1,253,699**
Provision for other receivables (note 5a)	-	31,999
At end of year	**1,118,412**	**1,285,698**
Movement in provision		
Opening balance	1,285,698	1,565,528
Movements in income statement	(167,286)	(279,830)
Closing balance	**1,118,412**	**1,285,698**

Trade and other receivables contain a net impairment gain of RWF 167 million (2022: RWF 279 million) from contracts with customers, which is included in selling and distribution expenses.

The ageing of trade and other receivables as at 31st December 2023 is as follows:

7.2 Trade and other receivables (Continued)

2023	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days	26,219,674	-	26,219,674
31 – 120 days	-	-	-
120 days and above	-	-	-
Trade receivables (Note 7.2)	**26,219,674**	**-**	**26,219,674**

2022	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days	13,945,056	-	13,945,056
31 – 120 days	-	-	-
120 days and above	-	-	-
Trade receivables (Note 7.2)	**13,945,056**	**-**	**13,945,056**

The ageing of receivables from related companies at the reporting date was:

2023	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days	-	-	-
31 – 120 days	3,025,898	-	3,025,898
120 days and above	-	-	-
Receivables from related companies (Note 13.2)	**3,025,898**	**-**	**3,025,898**

2022	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days		-	-
31 – 120 days	-	-	-
120 days and above	3,009,020	-	3,009,020
Receivables from related companies (Note 13.2)	**-**	**-**	**3,009,020**

The ageing of other receivables at the reporting date was:

2023	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days	667,565	-	667,565
31 – 120 days	-	-	-
120 days and above	-	-	-
Other receivables (Note 7.2)	667,565	-	667,565

2022	*Gross Rwf '000*	*Impaired Rwf '000*	*Net Rwf '000*
Current			
0 – 30 days	1,666,902	-	1,666,902
31 – 120 days	-	-	-
120 days and above	31,999	(31,999)	-
Other receivables (Note 7.2)	**1,698,901**	**(31,999)**	**1,666,902**

7.2 Trade and other receivables (Continued)

For all categories of receivables, the amount over 30 days are past due their contractual due dates.. Refer to note 11.5

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Balance as at 1st January	1,565,528	1,447,718
Movement in provision during the year	(167,674)	117,810
Balance as at 31st December	**1,397,854**	**1,565,528**

Accounting estimates

Bralirwa PLC determines on each reporting date the impairment of trade and other receivables using a model (e.g. flow rate method) which estimates the lifetime expected credit losses that will be incurred on these receivables. Individually significant financial assets are tested for impairment on an individual basis.. As part of these assessments, Bralirwa PLC has incorporated all reasonable and supportable information available such as whether there has been a breach or deterioration of payments terms, a request for extended payment terms or a request for waived payment terms. For more information on

Bralirwa PLC's credit risk exposure refer to note 11.5.

Accounting policies

Trade and other receivables are held by Bralirwa PLC in order to collect the related cash flows. These receivables are measured at fair value and subsequently at amortized cost minus any impairment losses. Trade and other receivables are derecognized by Bralirwa PLC when substantially all risks and rewards are transferred or if Bralirwa PLC does not retain control over the receivables. The company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and economic environment.

7.3. Trade and other payables

In the ordinary course of business, payable positions arise towards suppliers of goods and services, as well as to other parties. Refer to the table below for the different types of trade and other payables.

Year ended 31st December	*2023 Rwf '000*	*2022 Rwf '000*
Trade payables	18,999,100	20,822,590
Deposit on returnable containers	25,219,746	19,136,313
Other payables and accrued expenses	18,211,953	12,732,960
Goods for resale	62,430,799	52,691,863

Included in other payables, are provisions of Rwf 88 million (2022: Rwf 265 Million) related to ongoing litigations.

Accounting estimates

Bralirwa PLC makes estimates in the determination of discount accruals. When discounts are provided to customers, these reduce the transaction price and consequently the revenue. The conditional discounts in revenue (refer to note 6.1) are estimated based on accumulated experience supported by historical and current sales information. Expected sales volumes are determined considering (historical) sales patterns and other relevant information. A discount accrual is recognised for expected volume and year-end discounts payable to customers in relation to sales made until the end of the reporting period.

Accounting policies

Payables are initially measured at fair value and subsequently at amortised cost.
Trade payables are derecognised when the contractual obligation is either discharged, cancelled, or expired.

7.4. Returnable packaging materials

Bralirwa PLC uses returnable packaging materials such as glass bottles, crates and kegs in selling the finished products to the customer.

Returnable packaging materials

Most returnable packaging materials is classified as property, plant and equipment. The category 'Returnable Packaging' in Property, plant and equipment (refer to note 8.3).

Returnable packaging deposit liability

Bralirwa PLC has a constructive obligation to take back the materials from the market. A deposit value is generally charged upon sale of the finished product, which is reimbursed when the empty returnable packaging material is returned.

Accounting estimates

The main accounting estimate relating to returnable packaging materials is determining the returnable packaging materials in the market and the expected return thereof. This is based on circulation times and losses of returnable packaging materials in the market.

Accounting policies

Returnable packaging materials

Returnable packaging materials may be classified as property, plant and equipment or inventory.
The classification mainly depends on whether ownership is transferred and if Bralirwa PLC has the legal or constructive obligation to buy back the materials.

Refer to note 8.3 for the general accounting policy on property, plant, and equipment. Specifically, for returnable packaging materials, the estimated useful life depends on the loss of the materials in the market as well as on HEINEKEN sites.

Returnable packaging deposit liability

Bralirwa PLC recognises a deposit liability when a legal or constructive obligation exists to reimburse the customer for returnable packaging materials that are returned. The returnable packaging deposit liability is based on the estimated returnable packaging materials in the market, the expected return thereof and the deposit value.

8. Non-current assets

8.1 Impairment testing of intangible assets and Property, plant, and equipment

(a) Introduction

The results of impairment testing for non-financial non-current assets covers the impairment testing for Property, plant, and equipment (PP&E) and intangible assets with a finite useful life.

(b) Summary of impairments on Intangible assets and Property, plant and equipment

During the year, no impairment losses have been recorded for tangibles and intangibles.

8.2 Intangible assets

Intangible assets within Bralirwa PLC are mainly software. Most intangible assets have been recognized by Bralirwa PLC as part of acquisitions. Refer to the table below for the historical cost per asset class and the movements during the year including amortization.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Cost		
Balance at 1st January	3,117,051	3,077,273
Additions	256,339	39,778
Disposals	-	-
Balance at 31st December	**3,373,390**	**3,117,051**
Amortization and impairment loss		
Balance at 1st January	2,151,387	1,541,456
Amortization for the year	302,207	609,931
Disposals	-	-
Balance at 31st December	**2,453,594**	**2,151,387**
Net book value at end of year	**919,796**	**965,665**

Impairment losses

The software impairment test did not result in an impairment loss for the current year.

Sensitivity to changes in assumptions

The outcome of a sensitivity analysis of a 100 basis points adverse change in key assumptions (i.e. lower growth rates or higher discount rates respectively) did not result in a materially different outcome for the impairment test and the headroom for no software would have been reduced to nil.

Accounting estimates and judgements

The cash flow projections used in the value in use calculations for software impairment testing contain various judgements and estimations as described in the key assumptions for the Value In Use (VIU) calculations.

For intangible assets, other than goodwill, estimates are required to determine the (remaining) useful lives. Useful lives are determined based on the market position (for brands), estimated remaining useful life of the customer relationships or the period of the contractual arrangements, or estimates on technological and commercial developments (for software/ development expenditure).

Amortisation is charged to profit or loss on a straight-line basis over the estimated useful life. Bralirwa PLC believes that straight-line depreciation most closely reflects the expected pattern of consumption of the future economic benefits embodied in the intangible asset.

Accounting policies

Software

Purchased software is measured at cost less accumulated amortisation. Expenditure on internally developed software is capitalised when the expenditure qualifies as development activities, otherwise it is recognised in profit or loss when incurred.

Expenditure on research activities, undertaken with the prospect of gaining new technical knowledge, is recognised in profit or loss when incurred.

Amortisation

Amortisation is calculated over the cost of the asset less its residual value. Intangible assets with a finite life are amortised on a straight-line basis over their estimated useful lives from the date they are available for use.
The estimated useful life for software is 3 to 7 years.

8.2 Intangible assets(continued)

The amortisation method, useful lives and residual values are reassessed annually. Changes in useful lives or residual value are recognised prospectively.

De-recognition of intangible assets

Intangible assets are derecognised when disposed or sold. Gains on sale of intangible assets are presented in profit or loss as other income (refer to note 6.2); losses on sale are included in amortisation.

Impairment of non-financial assets

At each reporting date Bralirwa PLC reviews the carrying amounts of its non-financial assets (except for inventories and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generate cash inflows from continuing use. The CGU for other non-financial assets is often the operating company on country level. The recoverable amount of an asset or CGU is the higher of an asset's FVLCD and VIU. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset or CGU.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its CGU exceeds its recoverable amount. Impairment losses are first allocated to goodwill and intangible assets with an indefinite useful life. A remaining impairment loss is then allocated to the other assets in the unit on a pro rata basis.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

8.3 Property, plant, and equipment

PP&E are fixed assets that are owned by Bralirwa PLC, as well as right of use (ROU) assets under a lease agreement. Owned and ROU assets are held for use in BRALIRWA's operating activities. Refer to the table below for the split between owned assets and ROU assets as per balance sheet date:

In Rwf '000'	*Note*	2023	2022
Property, plant and equipment - owned assets		120,213,979	102,434,090
Right of use assets	2	348,028	212,464
Property, plant and equipment		**120,562,007**	**102,646,554**

Owned assets

The table below details the historical cost per asset class and the movements during the year for owned assets:

Year ended 31st December	Land and Buildings	Plant and Equipment	Furniture & Fittings	Commercial Assets	Motor Vehicles	Work in progress	Returnable packaging	Total
	Rwf '000'	Rwf '000'	Rwf '000'	Rwf '000'	Rwf '000'	Rwf '000'	Rwf '000'	Rwf '000'
Cost								
As at 1st January 2022	**13,261,435**	**87,438,605**	**7,154,504**	**7,146,532**	**7,024,283**	**4,510,178**	**61,819,723**	**188,355,260**
Additions	126,970	187,666	260,895	339,723	2,300	28,668,605	426,977	30,013,137
Transfers	249,435	601,983	223,239	(105,560)	1,502,542	(5,468,700)	2,997,060	-
Disposals	-	(1,570,417)	(2,349,487)		(2,637,712)	-	(3,777,096)	(10,334,712)
As at 31st December 2022	**13,637,840**	**86,657,838**	**5,289,151**	**7,380,695**	**5,891,414**	**27,710,083**	**61,466,664**	**208,033,685**
Balance at 1st January 2023	**13,637,840**	**86,657,838**	**5,289,151**	**7,380,695**	**5,891,414**	**27,710,083**	**61,466,664**	**208,033,685**
Additions	68,955	167,488	476,727	954,654	(2)	27,715,406	300,933	29,684,160
Transfers	242,527	1,444,718	65,074	-	676,964	(10,518,306)	8,089,024	-
Disposals	-	-	(9,670)	-	(835,581)	-	(860,595)	(1,705,846)
As at 31st December 2023	**13,949,322**	**88,270,044**	**5,821,282**	**8,335,349**	**5,732,794**	**44,907,183**	**68,996,025**	**236,011,999**
Depreciation								
As at 1st January 2022	**2,467,524**	**37,314,470**	**5,993,868**	**5,747,038**	**5,977,326**	**-**	**45,937,866**	**103,438,092**
Charge for the year	530,942	5,076,221	505,557	377,520	706,264	-	5,126,928	12,323,433
Transfers	(841)	-	(24,494)	15,352	-	-	9,984	0
Disposals	-	(1,401,270)	(2,345,852)	-	(2,637,712)	-	(3,777,096)	(10,161,930)
As at 31st December 2022	**2,997,625**	**40,989,421**	**4,129,079**	**6,139,910**	**4,045,878**	**-**	**47,297,682**	**105,599,595**
Balance as at 1st January 2023	**2,997,625**	**40,989,421**	**4,129,079**	**6,139,910**	**4,045,878**	**-**	**47,297,682**	**105,599,595**
Charge for the year	533,231	4,982,754	532,238	550,765	583,283	-	4,720,837	11,903,107
Transfers	-		-	-	-	-	-	-
Disposals	-	-	(8,506)	-	(835,581)	-	(860,595)	(1,704,682)
As at 31st December 2023	**3,530,856**	**45,972,174**	**4,652,811**	**6,690,674**	**3,793,580**	**-**	**51,157,924**	**115,798,020**
Net book value as at 31st December 2023	**10,418,466**	**42,297,869**	**1,168,471**	**1,644,675**	**1,939,214**	**44,907,183**	**17,838,101**	**120,213,979**
Net book value as at 31st December 2022	**10,640,215**	**45,668,417**	**1,160,072**	**1,240,786**	**1,845,536**	**27,710,083**	**14,168,982**	**102,434,090**

8.3. Property, plant, and equipment (Continued)

Commercial assets are items (usually branded) with significant individual value that are expected to be used for more than 1 year such as draught beer installations, outlet visibility materials, merchandise refrigerators and other vending equipment. There are no assets pledged as a collateral for liabilities (2023: Rwf 0)

Land and buildings include the brewery and soft drinks plants, offices of Bralirwa PLC as well as depots and residential houses. The plant and machinery asset class contain all the assets needed in Bralirwa PLC's brewing, packaging, and filling activities. Other fixed assets mainly consist of packaging materials, commercial fixed assets and furniture, fixtures, and fittings. Refer to note 7.4 for further information on returnable packaging materials that are included in this category.

Impairment losses

Bralirwa PLC assessed its CGUs for an indication of an impairment. Following the assessment, CGUs with a total fixed asset base of Rwf 120b (2022: Rwf 102b) were tested for asset impairment. As a result, no impairment losses have been recorded for tangible assets.

Impairments are recorded on the line 'Amortisation, depreciation and impairments' in the Income Statement.

Right of use (ROU) assets

Bralirwa PLC leases offices and residential houses. Refer to the table below for the carrying amount of ROU assets per asset class per reporting date:

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Office	293,418	293,418
Residential house	277,240	-
Carrying amount ROU assets as at 31st December	**570,658**	**293,418**

During 2023 no additional ROU assets rather an adjustment of the existing contract. The depreciation of ROU assets for the financial year ending 31st December is as follows:

Year ended 31st December	2023 *Rwf '000'*	2022 *Rwf '000'*
Cost		
Balance at 1ST January	293,418	590,830
Additions	-	-
Disposals	-	(590,830)
Adjustments	277,240	293,418
Transfers from work in progress	-	-
Balance at 31st December	**570,658**	**293,418**
Depreciation		
Balance at 1ST January	80,954	527,067
Charge for the year	141,676	144,717
Disposals		(590,830)
Adjustments	-	-
Balance at 31st December	**222,630**	**80,954**
Net book value at end of year	**348,028**	**63,763**

8.3. Property, plant, and equipment (Continued)

Lease/Rent contractual arrangements.

The Company leases offices and residential houses in the ordinary course of business. The leases run for a period of three years, with no option of renewal after that date.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Less than one year	282,216	194,162
Between one and five years	308,537	186,983
	590,753	**381,144**

Accounting estimates and judgements

Estimates are required to determine the (remaining) useful lives of fixed assets. Useful lives are determined based on an asset's age, the frequency of its use, repair and maintenance policy, technology changes in production and expected restructuring.

Bralirwa PLC estimates the expected residual value per asset item. The residual value is the higher of the expected sales price (based on recent market transactions of similar sold items) and its material scrap value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of items of PP&E. Bralirwa believes that straight-line depreciation most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Significant judgement is required to determine the lease term. The assessment of whether Bralirwa is reasonably certain to exercise such options impacts the lease term, which as a result could affect the amount of lease liabilities and ROU assets recognised.

Accounting policies

Owned assets

A fixed asset is recognised when it is probable that future economic benefits associated with the PP&E item will flow to Bralirwa PLC and when the cost of the PP&E can be reliably measured. The majority of the PP&E of Bralirwa PLC are owned assets, rather than leased assets.

PP&E are recognised at historical cost less accumulated depreciation and impairment losses. Historical cost includes all costs directly attributable to the purchase of an asset. The cost of self-constructed assets includes all directly attributable costs to make the asset ready for its intended use. Spare parts that meet the definition of PP&E are capitalised and accounted for accordingly. If spare parts do not meet the recognition criteria of PP&E, they are either carried in inventory or consumed and recorded in profit or loss.

Subsequent costs are capitalised only when it is probable that the expenses will lead to future economic benefits and can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

For the contractual commitments on ordered PP&E refer to note 13.1.

Depreciation and impairments

Depreciation is calculated using the straight-line method, based on the estimated useful life of the asset class. The estimated useful lives of the main asset classes are as follows:

- Buildings 15-40 years
- Plant and equipment 15-25 years
- Motor vehicles 5-8 years
- Furniture and fittings 5-15 years
- Commercial assets 5-10 years
- Returnable packaging 5-7 years

8.3 Property, plant, and equipment (Continued)

Accounting policies (Continued)

Land and assets under construction are not depreciated. When assets under construction are ready for its intended use, they are transferred to the relevant category and depreciation starts. All other PP&E items are depreciated over their estimated useful live to the asset's residual value.

The depreciation method, residual value and useful lives are reassessed annually. Changes in useful lives or residual value are recognised prospectively.

Bralirwa PLC reviews whether indicators for impairment exist on CGU level. When an indicator of impairment exists, assets are tested for impairment. Impairment losses on assets, other than goodwill, recognised in prior periods are assessed at each reporting date for any indication of a reversal.

De-recognition of Property, plant, and equipment

PP&E is derecognised when it is scrapped or sold. Gains on sale of PP&E are presented in profit or loss as other income (refer to note 6.2); losses on sale are included in depreciation.

Right of use (ROU) assets

Definition of a lease

A contract is or contains a lease if it provides the right to control the use of an identified asset for a period of time in exchange for an amount payable to the lessor. The right to control the use of the identified asset exists when having the right to obtain substantially all of the economic benefits from use of that asset and when having the right to direct the use of that asset.

Bralirwa PLC as a lessee

At the start date of the lease, Bralirwa PLC (lessee) recognises a right of use (ROU) asset and a lease liability on the balance sheet. The ROU asset is initially measured at cost, and subsequently at cost less accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability.
For measurement of the lease liability, refer to note 11.3.

8.4. Investment

Accounting estimates

The management has considered whether there is any impairment of their investments in joint ventures and has made an assessment to impair the investment Joint venture as it is deemed not recoverable This due to the fact that the joint venture is in a net liability position and has been making losses. This has been considered as a single cash-generating unit and impairment undertaken in accordance with the requirements of IAS 36.

Bralirwa PLC determines on each reporting date the impairment of other receivables using an expected credit loss model, which estimates the credit losses over 12 months. Only in case a significant increase in credit risk occurs (e.g. more than 30 days overdue, change in credit rating, payment delays in other receivables from the customer) the credit losses over the lifetime of the asset are incurred. The loan to joint venture is tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics. For more information on Bralirwa PLC's credit risk exposure refer to 11.5.

Accounting policies

Fair value through OCI investments

BRALIRWA PLC's investments in equity securities are classified as FVOCI. These investments are interests in entities where BRALIRWA PLC has less than significant influence. This is generally the case by ownership of less than 20% of the voting rights. Upon the sale of these equity securities the accumulated fair value- and currency translation changes are transferred to retained earnings.

FVOCI investments are measured at fair value. The fair value changes are recognised in OCI and presented within equity in the fair value reserve. Dividend income is recognised in profit or loss.

8.4. Investment (continued)

Other non-current assets mainly consist of a loan to a joint venture with a duration longer than 12 months.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Fair value through OCI investments	9,224	9,224
Loans to joint ventures and associates	-	-
	9,224	**9,224**

Equity investments

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Development Bank of Rwanda	9,224	9,224
Cogelgaz	179,861	179,861
Less: Impairment allowance (Cogelgaz & BraMin)	(179,861)	(179,861)
	9,224	**9,224**

9. Provisions and contingent liabilities

9.1 Provisions

Provisions within Bralirwa PLC mainly relate to tax, civil and litigations that arise in the ordinary course of business. The outcome depends on future events, which are by nature uncertain.

Claims and litigation

There are certain lawsuits and claims pending against the company in various courts of law which are being handled by the external legal counsel. The contingent liabilities in respect of pending litigation and claims amounted to Rwf 88 million as at December 31ST, 2023 (2022: Rwf 220 million).

Accounting estimates

In determining the likelihood and timing of potential cash out flows, Bralirwa PLC needs to make estimates.
For claims, litigation, and tax provisions, Bralirwa PLC bases its assessment on internal and external legal assistance and established precedents. For large restructuring, management assesses the timing of the costs to be incurred, which influences the classification as current or non-current liabilities.

Accounting policies

A provision is a liability of uncertain timing or amount. A provision is recognised when Bralirwa PLC has a present legal or constructive obligation as a result of past events that can be estimated reliably, and it is probable (>50%) that an outflow of economic benefits will be required to settle the obligation. In case of accounting for business combinations, provisions are also recognised when the likelihood is less than probable, but more than remote (>5%).

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 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 part of net finance expenses.

9 Provisions and contingent liabilities (Continued)

9.1 Provisions (Continued)

Other provisions

A provision for guarantees is recognised at the time the guarantee is issued. The provision is initially measured at fair value and subsequently at the higher of the amount determined in accordance with the expected credit loss model and the amount initially recognised.

9.2. Contingencies

Bralirwa PLC's contingencies are mainly in the area of tax, litigations (part of other contingencies).

Tax

The tax contingencies mainly relate to tax positions in Rwanda and include a large number of cases with a risk assessment lower than probable but possible. Assessing the amount of tax contingencies, is highly judgmental, and the timing of possible outflows is uncertain. The best estimate of tax related contingent liabilities is Rwf 0 (2020: Rwf 2.4billion).

Other contingencies

Other contingencies mainly relate to certain lawsuits and claims pending against the company in various courts of law which are being handled by the external legal counsel.
Management's best estimate of the potential financial impact for these cases is Rwf 88 million (2020: Rwf 88 million).

Accounting estimates and judgements

Bralirwa PLC operates in one single jurisdictions. Bralirwa PLC is required to exercise significant judgement in the recognition of taxes payable and determination of tax contingencies.

Also, for the other contingencies, Bralirwa is required to exercise significant judgement to determine whether the risk of loss is possible but not probable. Contingencies involve inherent uncertainties including, but not limited to, court rulings, negotiations between affected parties and governmental actions.

Accounting policies

A contingent liability is a liability of uncertain timing and amount. Contingencies are not recognised in the balance sheet because the existence can only be confirmed by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of Bralirwa PLC or because the risk of loss is estimated to be possible (>5%) but not probable (<50%) or because the amount cannot be measured reliably.

10 Acquisitions, disposals, and investments

10.1 Investments in joint ventures

Accounting policies

Associates are entities in which Bralirwa PLC has significant influence, but not control or joint control.
Significant influence is generally obtained by ownership of more than 20% but less than 50% of the voting rights. Joint ventures (JVs) are the arrangements in which Bralirwa PLC has joint control.

BRALIRWA PLC's investments in associates and JVs are accounted for using the equity method of accounting, meaning they are initially recognised at cost. The consolidated financial statements include BRALIRWA PLC's share of the net profit or loss of the associates and JVs whereby the result is determined using the accounting policies of BRALIRWA PLC.

When BRALIRWA PLC's share of losses exceeds the carrying amount of the associate or joint venture, the carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that BRALIRWA PLC has an obligation or has made a payment on behalf of the associate or JV.

Investment joint ventures

Investment in joint ventures continued After application of the equity method, the company determines whether it is necessary to recognise an impairment loss on its investment in its joint venture.

At each reporting date, the company determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the company calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within joint venture' in the statement of profit.

The company based its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated.

11. Financing and capital structure

11.1 Net finance income and expense

Interest expenses are mainly related to interest charges over long-term loan from IFC (International Finance Corporation) and bank commercial loans (refer to note 11.3). Other finance expenses comprises unwinding of discount for lease liability.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Finance costs:		
Foreign exchange (loss)	7,003,211	2,357,631
Finance costs	4,836,533	4,023794
Net finance costs	**11,839,743**	**6,381,425**

Accounting policies

Interest expenses are recognized as they accrue, using the effective interest method.

11.2 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. In general bank overdrafts form an integral part of Bralirwa PLC's cash management and are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Bank and cash balances	3,879,196	1,886,131
Bank overdraft (Note 23)	(25,764,809)	(13,299,419)
Total Cash and Cash equivalents per cash flow statement	**(21,885,613)**	**(11,413,288)**

The following table presents recognised 'Cash and cash equivalents' and 'Bank overdrafts', and the impact of the netting of gross amounts. The 'Net amount' below refers to the impact on Bralirwa PLC's balance sheet if all amounts subject to legal offset rights are netted.

Year ended 31st December					*2023 Rwf' 000*
	Gross amounts	Gross amounts offset in the statement of financial position	Net amounts presented in the statement of financial position	Amounts subject to legal offset riths	Net amount
Assets					
Cash and cash equivalents	3,879,196	-	3,879,196	-	**3,879,196**
Liabilities					
Bank overdrafts	(25,764,809)	-	(25,764,809)	-	**(25,764,809)**
					2022 Rwf' 000
Assets					
Cash and cash equivalents	1,863,612	-	1,863,612	-	**1,863,612**
Liabilities					
Bank overdrafts	(11,601,697)	-	(11,601,697)	-	**(11,601,697)**

Accounting policies

Cash and cash equivalents are initially recognized at fair value and subsequently at amortized cost.

Bralirwa PLC has cash and cash equivalents with legally enforceable rights to offset cash and overdraft balances. Where there is an intention to settle on a net basis, cash and overdraft balances relating to the cash and cash equivalents are reported on a net basis in the statement of financial position.

11.3 Borrowings and Leases

Bralirwa PLC mainly uses bank loans to ensure sufficient financing to support its operations. Net interest-bearing debt is the key metric for Bralirwa PLC to measure its indebtedness.

Loan from related parties; this refers to a facility given by Heineken International N.V on 8 August 2014 with an interest rate of USD LIBOR or its successor as determined by the lender plus a margin of 100 basis points payable at the end of the relevant drawing period. The loan is unsecured. During the year the tenor of the loan was increased by 3 years to terminate in March 2022.

The loan from International Finance Corporation is unsecured and has been used for expanding and upgrading Bralirwa's production capacity.

11.3 Borrowings (continued)

11.3.1 Borrowings

Movement in non-current loans and borrowings	2023 *Rwf '000'*	2022 *Rwf '000'*
Year ended 31st December		
Balance as at January 1ST	**18,055,569**	**11,460,234**
Loans obtained	-	10,000,000
Loans repaid	(1,484,003)	(3,404,665)
Exchange differences	-	-
Balance as at December 31ST	**16,571,566**	**18,055,569**
Total Borrowings	16,571,566	18,055,569
Less current borrowings	-	-
Non-current borrowings	**16,571,566**	**18,055,569**

Breakdown of the Borrowings balances

Loans and Borrowings long term	*2023 Rwf '000'*	*2022 Rwf '000'*
Year ended 31st December		
Outstanding loan - Heineken International BV	8,273,944	8,273,944
International Finance Corporation	-	0
Bank of Kigali	**8,176,068**	9,781,625
	16,450,012	**18,055,569**

Loans and Borrowing short term

Year ended 31st December	*Rwf '000*	*Rwf '000*
Outstanding IFC Loan	-	-
	-	-

Changes in borrowings

Cash flows from financing activities are mainly generated by bank loans and other interest-bearing liabilities presented above. The above table details the reconciliation of the liabilities and assets arising from financing activities to the cash flow from financing activities.

Bank overdrafts form an integral part of Bralirwa PLC's cash management and are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

The interest rate on the net debt position as at 31st December 2023 was 12% (2022: 12%).

Accounting estimates and judgements

Significant judgement is required to determine the lease term and the incremental borrowing rate. The assessment of whether Bralirwa PLC is reasonably certain to exercise extension options or not to make use of termination options impacts the lease term, which as a result could affect the amount of lease liabilities recognized. The assumptions used in the determination of the incremental borrowing rate could impact the rate used in discounting future payments, which as a result could have an impact on the amount of lease liabilities recognized.

11.3 Borrowings (continued)

Accounting policies

Borrowings

Borrowings are initially measured at fair value less transaction costs. Subsequently the borrowings are measured at amortised cost using the effective interest rate method.

Borrowings for which Bralirwa PLC has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date are classified as non-current liabilities. For the accounting policy on cash and cash equivalents refer to 11.2

11.3.2 Lease liability

Movement in non- current loan and borrowings

Year ended 31st December	*2023 Rwf' 000*	*2022 Rwf' 000*
Balance as at January 1ST	381,144	242,380
Payment of interest portion on lease liabilities	(11,269)	(22,888)
Payment of the Principal portion	(387,392)	(154,637)
Accretion of interest	11,269	22,888
Addition of Leases	277,240	293,418
Unrealized foreign exchange differences	319,761	(17)
As at 31st December	**590,753**	**381,144**

Maturity analysis

Year ended 31st December	2023 Rwf' 000	2022 Rwf' 000
Less than 12 months	282,216	194,162
1 to 3 years	308,537	186,983
	590,753	**381,144**

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be paid during the lease term, discounted using the incremental borrowing rate ('IBR'). Lease liabilities are subsequently increased by the interest cost on the lease liabilities and decreased by lease payments made. The lease liabilities will be remeasured when there is a change in the amount to be paid (e.g. due to indexation) or when there is a change in the assessment of the lease terms.

The IBR is determined on a country level. For each country there are separate rates depending on the contract currency and the term of the lease. The IBR is calculated based on the local risk-free rate plus a country default spread and a credit spread.

The lease term is determined as the non-cancellable period of a lease, together with:

- Periods covered by a unilateral option to extend the lease if BRALIRWA PLC is reasonably certain to make use of that option.
- Periods covered by an option to terminate the lease if BRALIRWA PLC is reasonably certain not to make use of that option.

BRALIRWA PLC applies the following practical expedients for the recognition of leases:

- Apply a single discount rate per country to a portfolio of leases with reasonably similar characteristics.
- Include non-lease components in the lease liability for equipment leases.

11.3 Borrowings (continued)

Maturity analysis

Year ended 31st December	*2023*	*2022*
	Rwf' 000	Rwf' 000
Less than 12 months	282,216	194,162
1 to 3 years	308,537	186,983
	590,753	**381,144**

11.4 Capital and reserves

Share capital

Refer to the table below for the issued share capital as at 31st December. All issued shares are fully paid.

Year ended 31st December	2023	2022
As at 1st January and 31st December	1,028,570,000	1,028,570,000
Authorized par value (Rwf)	5	5
Ordinary share capital (Rwf)	**5,142,850,000**	**5,142,850,000**

The shareholders are entitled to receive dividends as declared from time to time and are entitled to one vote per share at shareholder meetings of the Company.

Share premium

As at 31st December 2023, the share premium amounted to Rwf 84,856,750 (2022: Rwf 84,856,750) relating to share premium.

Other legal reserves

For retained earnings of subsidiaries which cannot be freely distributed due to legal or other restrictions, a legal reserve is recognized.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Fiscal reserve	148,252	148,252
Statutory reserve	1,885,167	1,885,167
Legal reserve	38,571	38,571
	2,071,990	**2,071,990**

Fiscal reserves

The fiscal reserve is based on Article 138 paragraph 3 of the Ministerial order of 1994 which required the company to maintain a special reserve of 20% of the profits for 1994. The reserve is not distributable to shareholders.

Statutory reserve

The statutory reserve is a voluntary reserve created by the shareholders of the company and is distributable to shareholders. The reserve includes revaluation of inventory done in 1994 after a strong depreciation of the Rwandese franc (Rwf -1,297,370 thousand) and Rwf 212,466 thousand being the outstanding balance of revaluation reserve for property, plant, and equipment. The Company elected to apply the optional exemption to use this previous revaluation as deemed cost at 1st January 2009, the date of transition to IFRS.

Legal reserve

The legal reserve was based on a Government decree of 12th February 1998 which required an appropriation of 5% of net income for the prior year until a maximum level of 10% of the issued share capital. The legal reserve is not distributable to shareholders and is no longer required.

Dividends

For 2023, a payment of a total cash dividend of Rwf 28.69 per share (2022: 21.91) will be proposed at the AGM on 28th June 2023 If approved, the full dividend will be paid on 30th July 2023 as no interim dividend was paid during 2023. The payment will be subject to a 15% withholding tax.

After the balance sheet date, Directors proposed the following appropriation of net profit. The dividends have not been provided for.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Final dividend Rwf 28.69 per qualifying ordinary share (2022: Rwf 21.91)	29,509,673	22,535,969
Dividends paid to equity holders of the company	22,132,255	16,901,977
Dividends paid to other shareholders	7,377,418	5,633,992
	29,509,673	**22,535,969**

Long term incentive plan

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Long term incentive plan	2,502	2,502

Capital management

There were no major changes in Bralirwa PLC's approach to capital management during the year. The Management Team's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business and acquisitions.

Bralirwa PLC is not subject to externally imposed capital requirements other than the legal reserves.

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
	Rwf' 000	Rwf' 000
Loans and borrowings	42,214,821	31,354,986
Bank and cash balances	(3,879,196)	(1,886,131)
Net debt	**38,335,625**	**29,468,855**
Equity	**63,123,102**	**56,140,707**
Gearing (Net debt/Equity)	**61%**	**52%**

Accounting policies

Shares are classified as equity. When share capital recognised as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, is net of any tax effects recognised as a deduction from equity. Repurchased shares recorded at purchase price are classified as treasury shares and are presented in the reserve for own shares.

When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is transferred to or from retained earnings.
Dividends are recognised as a liability in the period in which they are declared.

11.5 Credit, liquidity, and market risk

This note summarises the financial risks that Bralirwa PLC is exposed to, and Bralirwa PLC's policies and processes that are in place for managing these risks.

Risk management framework

The Executive Board sets rules and monitors the adequacy of Bralirwa PLC's risk management and control systems. These systems are regularly reviewed to reflect changes in market conditions and Bralirwa PLC's activities.

Managing the financial risks and financial resources includes the use of derivatives, primarily spot and forward exchange contracts, options, and interest rate swaps. It is Bralirwa PLC's policy not to enter into speculative transactions.

In the normal course of business Bralirwa PLC is exposed to the following financial risks:

- Credit risk
- Liquidity risk
- Market risk

11.5 Credit, liquidity, and market risk (Continued)

	Note	External credit rating	12-month or lifetime ECL	Gross carrying	Loss allowance	Net carrying
				Amount	Amount	Amount
31st December 2023						
Receivable from related parties (non-current)	13.2	N/A	Lifetime ECL	814,670	-167,286	981,956
Receivable from related parties (current)	13.2	N/A	Lifetime ECL	3,025,898	-	3,025,898
Trade and other receivables	7.2	N/A	Lifetime ECL	26,219,674	-1,118,412	27,338,086
Bank and cash balances	11.2	N/A	Lifetime ECL	3,879,196	-	3,879,196
31st December 2022						
Receivable from related parties (Non-current)	13.2	N/A	Lifetime ECL	647,384	59,678	587,706
Receivable from related parties (Non-current)	13.2	N/A	Lifetime ECL	3,009,020	-	3,009,020
Trade and other receivables	7.2	N/A	Lifetime ECL	13,945,056	-1,253,699	15,198,755
Bank and cash balances	11.2	N/A	Lifetime ECL	1,886,131	-	1,886,131

Credit risk is the risk of a loss to BRALIRWA PLC when a customer or counterparty fails to pay.

The company considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the company may also consider a financial asset to be in default when internal or external information indicates that the company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

All local operations are required to comply with the Global Credit Policy and develop local credit management procedures accordingly. BRALIRWA PLC reviews and updates the Global Credit Policy periodically to ensure that adequate controls are in place to mitigate credit risk.

Credit risk arises mainly from BRALIRWA PLC's receivables from customers like trade receivables, loans to customers and advances to customers. At the reporting date, there were no significant concentrations of credit risk.

Trade and other receivables

BRALIRWA PLC's local management has credit policies in place and the exposure to credit risk is monitored on an ongoing basis. Under these policies all customers requiring credit above a certain amount are reviewed and new customers are analysed individually for creditworthiness before BRALIRWA PLC's standard payment and delivery terms and conditions are offered. This review can include external ratings, where available, and in some cases bank references. Credit limits are determined for each customer and are reviewed regularly. Customers that fail to meet BRALIRWA PLC's credit requirements transact only with BRALIRWA PLC on either a prepayment or cash on delivery basis.

Customers are monitored, on a region basis, according to their credit risk characteristics. Distinction is made between individuals and legal entities, type of distribution channel, geographic location, ageing profile, maturity, and existence of previous financial difficulties.

BRALIRWA PLC has a policy in place in respect of compliance with Anti-Money Laundering Laws. BRALIRWA PLC considers it important to know with whom business is done and from whom payments are received.

Allowances

BRALIRWA PLC establishes allowances for impairment of trade and other receivables using an expected credit losses model. These allowances cover specific loss components that relate to individual exposures, and a collective loss component established for groups of similar customers. The collective loss allowance is determined based on historical data of payment statistics and updated periodically to incorporate forward looking information. Management considers GDP and Inflation when calculating the expected credit loss. The loans and advances to customers, trade and other receivables are written off when there is no reasonable expectation of recovery.

11.5 Credit, liquidity, and market risk (Continued)

As part of assessments, BRALIRWA PLC has incorporated all reasonable and supportable information available such as whether there has been a breach or deterioration of payments terms, a request for extended payment terms or a request for waived payment terms. The company has assessed the low credit risk relating to its financial assets particularly the bank balances and balance due to related party for which the impairment assessed was immaterial.

The Expected Credit Losses model - simplified approach requires an company to recognise credit losses on their financial assets that they expect to incur. Recognising the credit loss can be done in 2 ways: (a.) recognising an allowance account and (b.) incurring direct credit losses.

a. Allowance account for expected credit losses on trade and other receivables
Depending on the Company and quantity of customers, this can be done individually or collectively using provisioning matrices.

i. Individually assessed customers: when the customers of an company are monitored individually each month the allowance account for the specific customers is determined individually.

ii. Collectively assessed customers: when the amount of customers is too high to assess individually, the allowance for credit losses is determined collectively using provisioning matrices. The following steps apply:

1. Segmentation
2. Customer should be grouped in customer segments with similar risk characteristics, based on: Geographic Location, Customer Business Model, Customer Size,Customer Channel (On –Trade/Off Trade) , Collateral or other credit insurance i.e. On Premise, Off Premise, Property Companies, Single Landlord Owned Customers, etc.
3. Determine default rates for each channel based on historical collection data.
4. Adjust rates for forward looking information ie GDP, inflation rates etc

When a customer is 100% sure of not being able to pay the outstanding amount, the receivable is
written-off in full in the P&L. The company considers a financial asset in default when contractual payments are 30 days past due. Below is the summary of the loss rate and the impairment amount as per the trade receivable aging.

2023	*Gross Rwf '000'*	*ECL loss Rate*	*ECL Rwf '000'*	*Net Rwf '000'*
Current				
0-30 days	15,294,256	0.01%	15,29	15,292,727
31-120 days	1,252,170	100%	1,252,170	-
120 days and above	-			
Total	**16,546,426**		**1,253,699**	

2022	*Gross*	*ECL loss Rate*	*ECL*	*Net*
	Rwf '000		Rwf'000	Rwf '000
Current				
0-30 days	15,294,256	0.01%	1529.2724	15,292,727
31-120 days	1,252,170	100%	1,252,170	-
120 days and above	-			
Total	**16,546,426**		**1,253,699**	

The indicator for the significant increase in credit risk is if the customer contractual payment 30 days past due.

11.5 Credit, liquidity, and market risk (Continued)

Investments

BRALIRWA PLC did not make any investment for the year ended 31st December 2023 (2022:0).

Guarantees

BRALIRWA PLC's policy is to avoid issuing guarantees unless this leads to substantial benefits for BRALIRWA PLC. For some loans (to customers) BRALIRWA PLC does issue guarantees. In these cases, BRALIRWA PLC aims to receive security from the customer to limit the credit risk exposure.

Liquidity risk

Year ended 31st December	*Carrying amount Rwf '000*	*6 months or less Rwf '000*	*6-12 months Rwf '000*	*More than 12 months Rwf '000*
2023				
Assets				
Receivables from related parties	3,025,898	3,025,898	-	-
Trade and other receivables	26,887,239	26,887,239	-	-
Bank and cash balances	3,879,196	3,879,196	-	-
Total financial assets	**33,792,333**	**33,792,333**	**-**	-
Liabilities				
Loans and borrowings	16,758,549	-	-	16,758,549
Lease liability	-			-
Bank overdraft	25,764,809	25,764,809	-	-
Trade payables	62,430,799	62,430,799	-	-
Payable to related companies	15,899,456	15,899,456	-	-
Total financial liabilities	**120,853,613**	**104,095,064**	**-**	**16,758,549**
Net Liquidity Gap	**(87,061,280)**	**(70,302,731)**	**-**	**(16,758,549)**
2022 **Assets**				
Receivables from related parties	3,009,020	3,009,020	-	-
Trade and other receivables	15,611,958	15,611,958	-	-
Bank and cash balances	1,886,131	1,886,131	-	-
Total financial assets	20,507,109	20,507,109	-	-
Liabilities	-			-
Loans and borrowings	18,242,552	-	-	18,242,552
Lease liability	-			-
Bank overdraft	13,299,419	13,299,419	-	-
Trade payables	52,691,863	52,691,863	-	-
Payable to related companies	6,201,796	6,201,796	-	-
Total financial liabilities	**90,435,630**	**72,193,078**	**-**	**18,242,552**
Net Liquidity Gap	**(69,928,521)**	**(51,685,969)**	**-**	**(18,242,552)**

Liquidity risk is the risk that Bralirwa PLC will have difficulties to meet payment obligations associated with its financial liabilities, like payment of financial debt or trade payables when they are due. Bralirwa PLC's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient funds to meet its liabilities when due without incurring unacceptable losses Bralirwa PLC seeks to align the maturity profile of its long-term debts with its forecasted cash flow generation. More information about borrowing facilities is presented in note 11.3. Furthermore, strong cost and cash management as well as controls over investment proposals are in place.

11.5 Credit, liquidity, and market risk (Continued)

Exposure to credit risk

The maximum exposure to credit risk as at 31st December is as follows:

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Bank and cash balances (Note 11.2)	3,879,196	1,886,131
Trade receivables (Note 7.2)	26,219,674	13,945,056
Other receivables (Note 13.2)	667,565	1,666,902
Equity investment (Note 8.4)	9,224	9,224
Receivables from related companies (Note 13.2)	3,025,898	3,009,020
	33,801,557	**20,516,333**

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates, commodity prices and equity prices, will adversely affect Bralirwa PLC's income or the value of its financial instruments.

The objective of our market risk management was to manage and control market risk exposures within acceptable boundaries.
Foreign currency and interest rate operations are governed by internal policies and rules.

Foreign currency risk

BRALIRWA PLC is exposed to:

- Transactional risk on (future) sales, working capital, (future) purchases, deposits, borrowings, and dividends paid in a currency other than the respective functional currencies of BRALIRWA PLC entities.
- Translational risk, which is the risk resulting from the translation of foreign operations into the reporting currency of BRALIRWA PLC.

The main currencies that give rise to this risk are the US Dollar and Euro.

In managing foreign currency risk, BRALIRWA PLC aims to ensure the availability of foreign currencies and to reduce the impact of short-term fluctuations on earnings. Over the longer term, however, permanent changes in foreign exchange rates and the availability of foreign currencies, especially in emerging markets, will have an impact on profit.

BRALIRWA PLC services a long-term financial liability in foreign currencies (US Dollar).
The corresponding interest on these liabilities is also denominated in currencies that match the cash flows generated by the underlying operations of BRALIRWA PLC.

In respect of other monetary assets and liabilities denominated in currencies other than the functional currencies of BRALIRWA PLC, BRALIRWA PLC ensures that its net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rates when necessary to address short-term imbalances.

Exposure to foreign currency risk

Based on notional amounts, BRALIRWA PLC's transactional exposure to the US Dollar and Euro as at 31st December is as follows. The amounts below include intra-BRALIRWA PLC cash flows.

	31st December 2023		*31st December 2022*	
	Euro	*US$*	*Euro*	*US$*
	Rwf '000	Rwf '000	Rwf '000	Rwf '000
Bank and cash balances	182,994	204,451	182,994	204,451
Related party balances	(5,645,835)	13,275	(5,645,835)	13,275
Trade and other payables	(410,877)	273,721	(410,877)	273,721
Net exposure	**(5,873,718)**	**491,447**	**(5,873,718)**	**491,447**

The following exchange rates applied during the year

Currency	*Average rate*		*Reporting date spot rate*	
	2023	2022	2023	2022
EUR	1,142.88	1,142.88	1,153.76	1,153.76
USD	1,009.61	1,009.61	1,081.31	1,081.31

Sensitivity analysis on foreign currency rates
A 10 percent strengthening of the Rwanda francs against the following currencies at 31st December would have increased/(decreased) equity and profit by the amount shown below. This analysis assumes

	Income statement	
Effect	2023	2022
	Rwf '000	Rwf '000
EUR	26,219,674	13,945,056
+10% Rwf Movement	587,372	(49,145)
-10% Rwf Movement	(587,372)	49,145
USD		
+10% Rwf Movement	(49,145)	587,372
-10% Rwf Movement	49,145	(587,372)

The sensitivity analysis above shows the impact on equity and profit of a 10% strengthening of the US Dollar against the Euro or, in case of the Euro, a strengthening of the Euro against all other currencies as at 31st December 2023. This analysis assumes that all other variables, in particular interest rates, remain constant. In case of a 10% weakening, the effects are equal but with an opposite effect.

Interest rate risk

The company has term deposits and loan and borrowings that have fixed interest rates.

The table below summarizes the interest rate profile of the company's interest-bearing financial assets and liabilities.

Year ended 31st December	*2023 Rwf '000*	*2022 Rwf '000*
Fixed rate instruments		
Loans and borrowings	16,758,549	17,749,684
Variable rate instruments		
Bank overdrafts	25,764,809	29,837,015

11.5 Credit, liquidity, and market risk (Continued)

Fair value sensitivity analysis for fixed rate instruments

The company does not account for any fixed rate financial asset and liabilities at fair value through profit and loss. Therefore a change in interest rate at the reporting date would not affect profit and loss.

Interest rate sensitivity for variable rate instruments

Interest rate risk is the risk that changes in market interest rates affect the fair value or cash flows of a financial instrument. The most significant interest rate risk for BRALIRWA PLC relates to borrowings (note 11.3).

By managing interest rate risk, BRALIRWA PLC aims to reduce the impact of short-term fluctuations on earnings. Over the longer term however, permanent changes in interest rates will have an impact on profit.

BRALIRWA PLC opts for bank loans. Currently, BRALIRWA PLC's interest rate position is more weighted towards fixed than floating.

12. Tax

12.1 a. Income tax expense

Recognized in profit or loss.

Year ended 31st December	*2023 Rwf ‘000’*	*2022 Rwf ‘000’*
Current tax expense	9,646,919	12,517,694
Prior year (over)/under provision	-	1,643,495
	12,454,889	**14,161,189**
Deferred income tax		
Deferred tax charged	2,981,867	(916,533)
Impact of change in tax	511,460	-
Deferred income tax charged to profit and loss	**685,357**	**(916,533)**
Income tax expense	**13,140,247**	**13,244,656**

b. Tax (payable)/recoverable

Year ended 31st December	*2023 Rwf ‘000’*	*2022 Rwf ‘000’*
At January 1st	**(5,039,965)**	**1,018,636**
Income tax charge for the year	(9,646,919)	(12,517,694)
Tax paid during the year	16,081,554	6,459,093
As at December 31st	**1,394,669**	**(5,039,965)**

For the income tax impact on items recognised in other comprehensive income, refer to note 12.1.

12.2 Deferred tax assets and liabilities

Recognised deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following items:

Deferred income tax liability is calculated using the enacted income tax rate of 28% (2022: 30%). Deferred income tax liabilities, deferred income tax charge/ (credit) in the income statement and deferred income tax charge/ (credit) in equity are attributable to the following items:

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Property plant and equipment	8,209,064	8,396,419
Provisions	(1,048,603)	(4,217,825)
Reduction due to reduction in tax rates	511,461	-
Net deferred income tax liability	**7,671,922**	**4,178,594**

Management's projections support the assumption that it is probable that the results of future operations will generate sufficient taxable income to utilise these deferred tax assets. This judgement is performed annually and based on budgets and business plans for the coming years, including planned commercial initiatives

No deferred tax liability has been recognised in respect of undistributed earnings of joint ventures and associates, with no impact in 2020 and 2019. This is because Bralirwa PLC is able to control the timing of the reversal of the temporary differences, and it is probable that such differences will not reverse in the foreseeable future.

12.2 Deferred tax assets and liabilities (Continued)

Movement in deferred tax balances during the year

2023	*At 1st January*	*(Over)/Under Provision*	*Recognised in profit or loss*	*At 31st December*
	Rwf '000	*Rwf '000*	*Rwf '000*	*Rwf '000*
Property plant and equipment	8,396,419	-	(187,355)	8,209,064
Provisions	(4,217,825)	-	3,169,222	(1,048,603)
Reduction due to reduction in tax rates	-	511,461		511,461
Net deferred income tax liability	**4,178,594**	**3,319,432**	**173,897**	**7,671,922**

2022	*At 1st January*	*(Over)/Under Provision*	*Recognised in profit or loss*	*At 31st December*
	Rwf '000	*Rwf '000*	*Rwf '000*	*Rwf '000*
Property. plant and equipment	9,321,358		(924,939)	8,396,419
Provisions	(4,226,233)		8,408	(4,217,825)
Net deferred income tax liability	**5,095,125**	-	**(916,531)**	**4,178,594**

Accounting estimates and judgements

In determining the current and deferred income tax position, judgement is required. New information may become available that causes BRALIRWA PLC to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact the income tax expense in the period that such a determination is made.

Accounting policies

Income tax comprises current and deferred tax. Current tax is the expected income tax payable or receivable in respect of taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to income tax payable in respect of previous years.

Deferred tax is a tax payable or receivable in the future and is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases.

Deferred tax is not recognised on temporary differences related to:

- The initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.
- Investments in subsidiaries, associates and joint ventures to the extent that Bralirwa PLC is able to control the timing of the reversal of the temporary differences and it is probable (>50% chance) that they will not reverse in the foreseeable future.
- The initial recognition of non-deductible goodwill.

The amount of deferred tax provided is based on the expected manner of recovery or settlement of the carrying amount of assets and liabilities, using tax rates (substantively) enacted, at year-end.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which they can be utilised.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different taxable entities which intend either to settle current tax liabilities and assets on a net basis or to realise the assets and settle the liabilities simultaneously.

Current and deferred tax are recognised in the income statement (refer to note 12.2), except when it relates to a business combination or for items directly recognised in equity or other comprehensive income.

13. Other

13.1 Off-balance sheet commitments

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Letters of credit	-	-
Bank Guarantee	3,000	3,000
PPE ordered	23,791,072	512,007
Undrawn committed bank facilities	21,275,941	32,198,303

Committed bank facilities are credit facilities on which a commitment fee is paid as compensation for the bank's requirement to reserve capital. The bank is legally obliged to provide the facility under the terms and conditions of the agreement.

PPE ordered are fixed assets that have been ordered but not yet received.
Undrawn committed bank facilities are lines of credit on which the bank is legally obliged to provide the facility under the terms and conditions of the agreement.

Accounting policies

Off-balance sheet commitments are reported on an undiscounted basis.

13.2 Related parties

The Company is controlled by Heineken International B.V. incorporated in the Netherlands. The ultimate parent of the Company is Heineken N.V., a group also incorporated in the Netherlands. There are other companies which are related to the Company through common shareholdings or common directorships.

The Company has transactions with its parent (Heineken International B.V.) and other related parties who are related to the Company only by virtue of being members of the Heineken Group. As such all other companies other than Heineken International B.V., are sister companies. The matching share entitlements for each year are based on the performance in that year.

Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances including loans at the year-end are unsecured and interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables.

Identification of related parties

The following parties are considered to be related to Bralirwa PLC:

- Key management personnel: The Management Team
- Parent company Heineken Holding N.V. and other Heineken Holding N.V. subsidiaries
- Associates and Joint ventures of Bralirwa PLC.

The total amounts due to related parties by the nature of the transaction are shown below:

Key management remuneration

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Short-term employment benefits	2,585,799	2,509,439
Post-employment benefits	318,165	212,857
Other long term benefits	39,537	50,393
Share based payments	22,406	34,084
Termination benefits	-	80,305
	2,965,906	**2,887,078**

The key management remuneration are benefit given to the management team and they are included in the personnel costs.

Management fees and royalties paid to group companies

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
i) Management fees		
Heineken International B.V.	772,831	599,994
Heineken Supply Chain B.V.	-	-
Total	**772,831**	**599,994**
ii) Royalties paid/payable	-	80,305
Amstel Brouwerijen B.V.	748,904	471,857
Heineken International B.V.	-	-
Premium Beverages International B.V.	1,800,742	1,403,922
Heineken Brouwerijen B.V.	537,698	317,127
Total	**3,087,344**	**2,192,906**

13.2 Related parties(continued)

Purchase and sale of goods and services

Year ended 31st December	*2023 Rwf '000'*	*2022 Rwf '000'*
Sales		
Bralima sarl	-	-
Brarudi SA	1,010,707	1,010,707
Brasserie Nationale d'Haiti S.A.	17,109	17,109
Brasseries de Bourbon S.A	9,786	9,786
Heineken Brouwerijen B.V.	519,500	519,500
Heineken International B.V.	409,186	409,186
250 Stores	1,003,584	1,003,584
Jamaica Denoes & Geddes	2,095	2,095
Sierra Leone Brewery Ltd	27,355	27,355
	2,999,322	**2,999,322**
Purchases		
Bralima sarl	24,749	24,749
Heineken International B.V.	736,283	736,283
Ibecor N.V.	3,301,402	3,301,402
Nigerian Breweries PLC	33,009	33,009
Proseco B.V.	1,150	1,150
Brasseries De Bourbon La Dodo	2,253	2,253
	4,098,846	**4,098,846**
Total	**7,098,168**	**7,098,168**

13.2 Related parties(continued)

Outstanding balances arising from sale and purchase of goods/services

Year ended 31st December	*2023*	*2022*
	Rwf '000	*Rwf '000*
Payables to related parties		
250 Stores	129,154	187,565
Amee Export - Heineken Brouwerijen B.V.	733,836	-
Brasseries de Bourbon S.A	-	2,161
Amstel Brouwerijen B.V.	-	120,448
Bralima sarl	-	24,067
Brarudi SA	241,318	-
Brasserie Nationale d'Haiti S.A.	-	43
Brassivoire	-	4,244
Heineken Brouwerijen B.V.	10,506	51,115
Heineken Enterprise & Others	57,365	1,103
Heineken International B.V.	2,064,975	1,508,194
Heineken Supply Chain B.V.	606,792	397,043
Heineken Uganda Ltd	12,263	10,388
Ibecor N.V.	11,328,621	3,513,888
Premium Beverages International B.V.	171,082	-
Nigerian Breweries PLC	-	32,366
Sub-Saharan Fees	543,544	349,171
	15,899,456	**6,201,796**
Current receivables from related parties		
Bralima sarl	-	-
Brarudi SA	1,248,273	1,010,707
Brasseries de Bourbon S.A	-	9,786
Heineken Brouwerijen B.V.	-	545,120
Heineken International B.V.	489,433	409,184
Jamaica Denoes & Geddes	-	2,095
250 Stores	1,255,963	1,003,584
Sierra Leone Brewery Ltd	32,229	27,355
Sub-Saharan Fees	-	1,189
	3,025,898	**3,009,020**
Non-current receivables from related parties		
At 01st January	**587,706**	**592,159.89**
250 Stores	-	- 4,454.14
	587,706	587,706

14. Subsequent events

For subsequent events, the Directors are not aware of any events after the reporting date that require disclosure in or adjustments to the financial statements as at the date of this report.

15. Other disclosures

A Auditor fees

Fees for audit services include the audit of the financial statements of the Company. Fees for other audit services include quality product services. Fees for tax services include tax compliance and tax advice. Fees for other non-audit services include agreed-upon procedures and advisory services.

In 2023 Rwf 48 million of fees are recognised in the financial statements for services provided by Ernst & Young Rwanda (2022: Rwf 43 million). In the overview below, the breakdown per type of service is provided:

Year ended 31st December	*2023 Rwf '000*	*2022 Rwf '000*	*2023 Rwf '000*	*2022 Rwf '000*	*2023 Rwf '000*	*2022 Rwf '000*
Audit of Bralirwa PLC	38,546	38,546	-	-	38,546	38,546
Other audit services	-	-	-	-	-	-
Tax services	-	-	10,435	4,908	10,435	4,908
Other non-audit services	-	-	-	-	-	-
Total	**38,546**	**38,546**	**10,435**	**4,908**	**48,981**	**43,454**

Accounting policies

Fees for audit services are included in the other expenses in the financial statements (refer to note 6.1.2 of the financial statements for more information). These fees are recognised when the service is provided.\

B Off-balance sheet commitments

Less than 1st year	*2023 Rwf '000'*	*2022 Rwf '000'*
Undrawn committed bank facility	21,275,941	32,198,303

Remuneration

Refer to note 13.2 of the financial statements for the remuneration and incentives of the Management Team.

Board of Directors

The members of the Board of Directors signed the financial statements in order to comply with their statutory obligation pursuant to Article 123 of the Law Governing Companies.

Part Six
Glossary, Proxy and Dividend Disposal Preference Forms

Glossary

Other information Revenue

Revenue
Net realized sales proceeds after deduction of excise duties.

EBIT
Earnings before interest and taxes and net finance expenses.

EBITDA
Earnings before interest and taxes and net finance expenses before depreciation and amortization.

Total and total comprehensive income for the year
Net profit

Net profit
Profit and total comprehensive income for the year (profit attributable to equity holders of the company).

Free operating cash flow
This represents the total of cash flow from operating activities, cash flow from operational investing activities and cash flow from financing activities.

Earnings per share
Net profit divided by the weighted average number of shares – basic – during the year.

Net Assets
Non-current assets plus net working capital.

Net Working Capital
Current assets minus current liabilities.

Cash and Cash Equivalents
Bank and cash balances plus bank overdrafts.

Net debt
Non-current and current interest-bearing loans and borrowings and bank overdrafts less investments held for trading and cash.

Net debt/EBITDA ratio
The ratio is based on a twelve-month rolling calculation for EBITDA.

Gearing
Net debt/total equity.

Dividend payout
Proposed dividend as percentage of net profit.

Cash conversion ratio
Free operating cash flow/Net profit before deduction of non-controlling interests.

Proxy Form

The undersigned ....
acting in my capacity of Shareholder of Brasseries et Limonaderies du Rwanda (Bralirwa) Plc with registered Office at Kigali, Rwanda (further "the company"), or at ....

do hereby nominate and appoint ....

as my lawful attorney, to attend on my behalf the annual general meeting of shareholders of "the Company" to be held on 28 June 2028 in Kigali-Marriot Hotel according to the following agenda:

1. Consideration of the annual report;
2. Receiving the auditor's report;
3. Consideration and approval of the financial statements;
4. Appropriation of profit and total comprehensive income for the year;
5. Discharge of the Directors and Auditors for the financial year 2023;
6. Appointment of Directors;
7. Appointment of Independent Auditors.

and to execute the right of vote on my behalf in all matters included into the agenda of the meeting at the above-mentioned date or any other date on the same agenda, hereby ratifying and confirming all that the attorney may do in my name.

Given at ...., the .... 2024.

Dividend Disposal Preference Form

To: BK Capital Ltd
The Registrar, BRALIRWA
KN 30 St, Kigali - Rwanda
Support line: (250) 788 143 241
PO Box: 175, Kigali/Rwanda
Email: bkcapital@bk.rw
Kigali, Rwanda

Client Names:
Client ID/Passport No/Certificate of Incorporation:
CSD Number:
Broker:

Dear Sirs,

RE: Dividend Disposal Preference

I / We hereby request that Dividends due to me/us from BRALIRWA Plc be treated as follows (Check one):

1. Via EFT to Bank Account (Transfer charges apply for transfers outside Rwanda)

Bank Name:

Account Name:

Account Number:

Swift Code (non-local banks):

2. Via Broker for re-investment: Broker Bank Details:

Bank Name:

Account Name:

Account Number:

Sincerely,

Client Name, Date, Stamp and Signature:

www.bralirwa.co.rw
Bralirwa Plc, PO BOX 131
bralirwa@heineken.com