Navigating through Adversity

INTEGRATED REPORT 2021

Rogers

Rogers

Not all those who wander are lost

For the most part of 2020-2021, many of us felt at sea, in the vastness of uncertainty, through waves of seemingly unsurmountable obstacles, left facing the uncharted waters of adversity.

On the brighter side, we have been sharing the same boat and, above all, the same compass: a unified sense of direction towards progress, betterment and inspiration through a collective awakening and discovery of our selves.

Today, the results of this collective enterprise are starting to show and the safety of land is peeking over the horizon.

Dear Shareholder,

Your Board of Directors is pleased to present the Integrated Report of Rogers and Company Limited for the year ended 30 June 2021.

This report was approved by the Board and is available on our website: https://www.rogers.mu

Jean-Pierre Montocchio
Chairman

Philippe Espitalier-Noël
Executive Director and Chief Executive Officer

Date: 08 March 2022

About this report

Progressing on our Integrated Reporting Journey

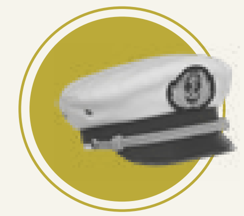
Rogers and Company Limited's sixth Integrated Report (IR) reflects the progress we have made on our Integrated Reporting journey, which began in 2016-2017. Since embarking on this journey, we have been embedding integrated thinking into our organisational culture, enabling us to strengthen the connection between our business and economic, environmental and social value creation. This has led to a culture of continuous learning and improvement within the Group, headquartered in Port-Louis.

Our Integrated Report 2020-2021

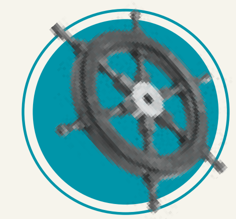
This report covers the 2020-2021 financial year (FY21) and aims to offer complete, reliable and transparent information to our stakeholders on our strategy, business model, operating context, performance, risks, opportunities and governance. It tells the story of how we navigated uncharted waters as a strong and united Group and addressed the needs of our stakeholders—our employees, customers, partners, shareholders, local communities and the natural environment.

Our capitals are illustrated in the report as follows:

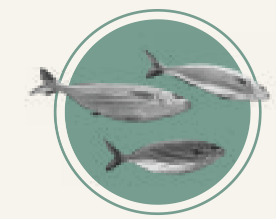
Financial



Human



Intellectual



Social & Natural

Compliance Reporting

This report was prepared in accordance with the principles and requirements contained in the:

- International Financial Reporting Standards (IFRS)
- International IR Framework of the International Integrated Reporting Council (IIRC)
- Mauritius Companies Act 2001
- National Code of Corporate Governance for Mauritius (2016)
- Financial Reporting Act 2004
- Global Reporting Initiative – Core option
- World Economic Forum (WEF) International Business Council (IBC) – Core option (only for the Planet Section)
- Business Mauritius SigneNatir (only for the Planet section)

Materiality Analysis

Our Sustainability Team is currently working on the Materiality Assessment of Rogers Group in accordance with the Sustainability Accounting Standards Bureau (SASB) to report on our material ESG topics.

Targeted Audience

This report is mainly intended for the shareholders of Rogers and Company Limited. It may also be useful to other stakeholders, whom we define as any individual or entity with an interest in the performance and activities of the Group. This includes, but is not limited to, the Government, regulatory bodies, prospective investors, providers of capital, customers and clients, suppliers and service providers, community members.

Forward-Looking Statements

Our report contains certain forward-looking statements with respect to the financial conditions, results, operations and businesses of the Group. By their nature, these statements and forecasts involve risk and uncertainty, and the underlying estimates and assumptions made by Management may be altered over time. Actual performance could differ from these assumptions and undue reliance should not be placed on them.

External Audit and Assurance

EY has performed an independent audit of the Group's financial statements. The firm also reports on the manner and extent to which we have complied with the Code of Corporate Governance.

Other sections of the Integrated Report have not been subject to an independent audit or review and are derived from the Group's internal sources or from publicly available information.

Contents

Rogers

Rogers at a Glance

We continuously seek to expand our footprint beyond our shores.

Rogers Group started its business operations in 1899 with the belief that an entrepreneurial spirit begins with a leap of faith, but it only carries on and endures when it is a mindset, an attitude.
Guided by this belief, we have carefully crafted our identity through innovation, becoming forerunners in various sectors and contributing to the country's economic and social development.
Today, we hold leadership positions in each of our Served Markets and continue to be driven by our innovative spirit and United Energies as we continuously seek to expand our footprint beyond our shores.

Revenue
Rs **7,574**m

EBITDA*
Rs **620**m

PAT*
Rs **(681)**m

*Excluding other gains and losses

Our Values

We believe that Energy inspires our people with the spirit of entrepreneurship required to have a meaningful impact on our various stakeholders. Our values are the foundation of our Group's culture and help permeate the art of being and doing in the organisation.

Agility + **Leadership** + **Excellence**

Agility: Our ability to anticipate changes, adapt and improve.

Leadership: Our audacity and engagement to co-create sustainable success.

Excellence: Our commitment to deliver the quality we promise, on time.

The synergy of these three values drives our people to use their spirit of entrepreneurship to Co-Create Meaningful Opportunities with and for our clients, employees, local communities and partners.

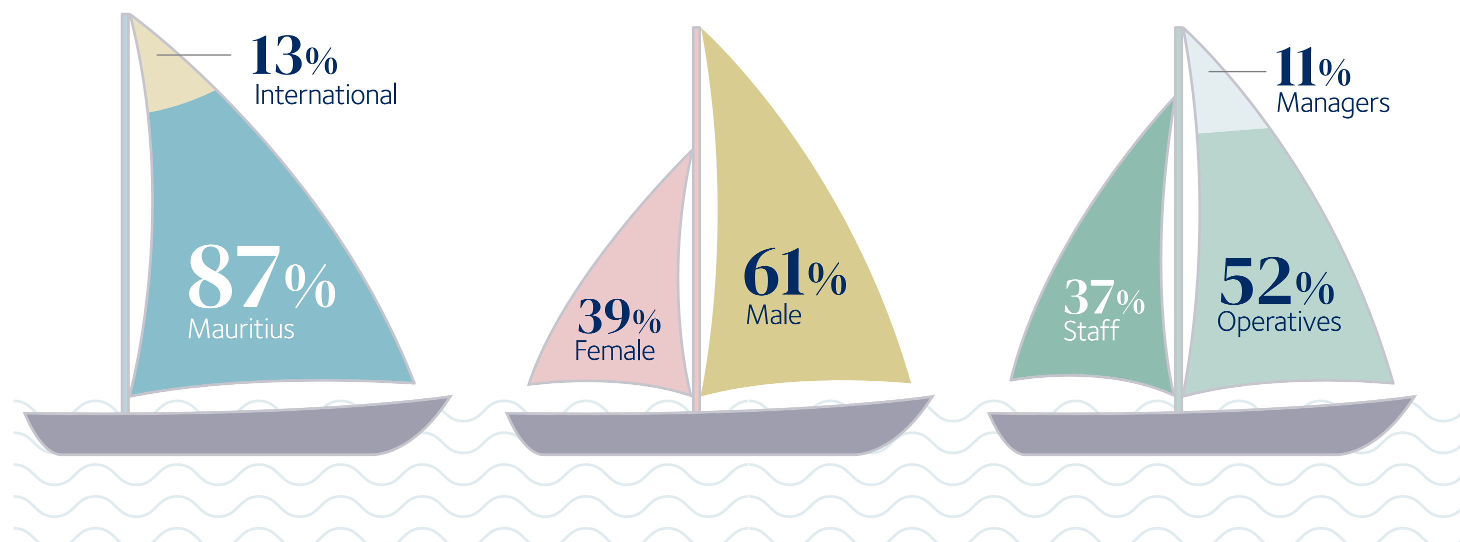
4,600+ Employees

110+ Workplaces

4 Served Markets

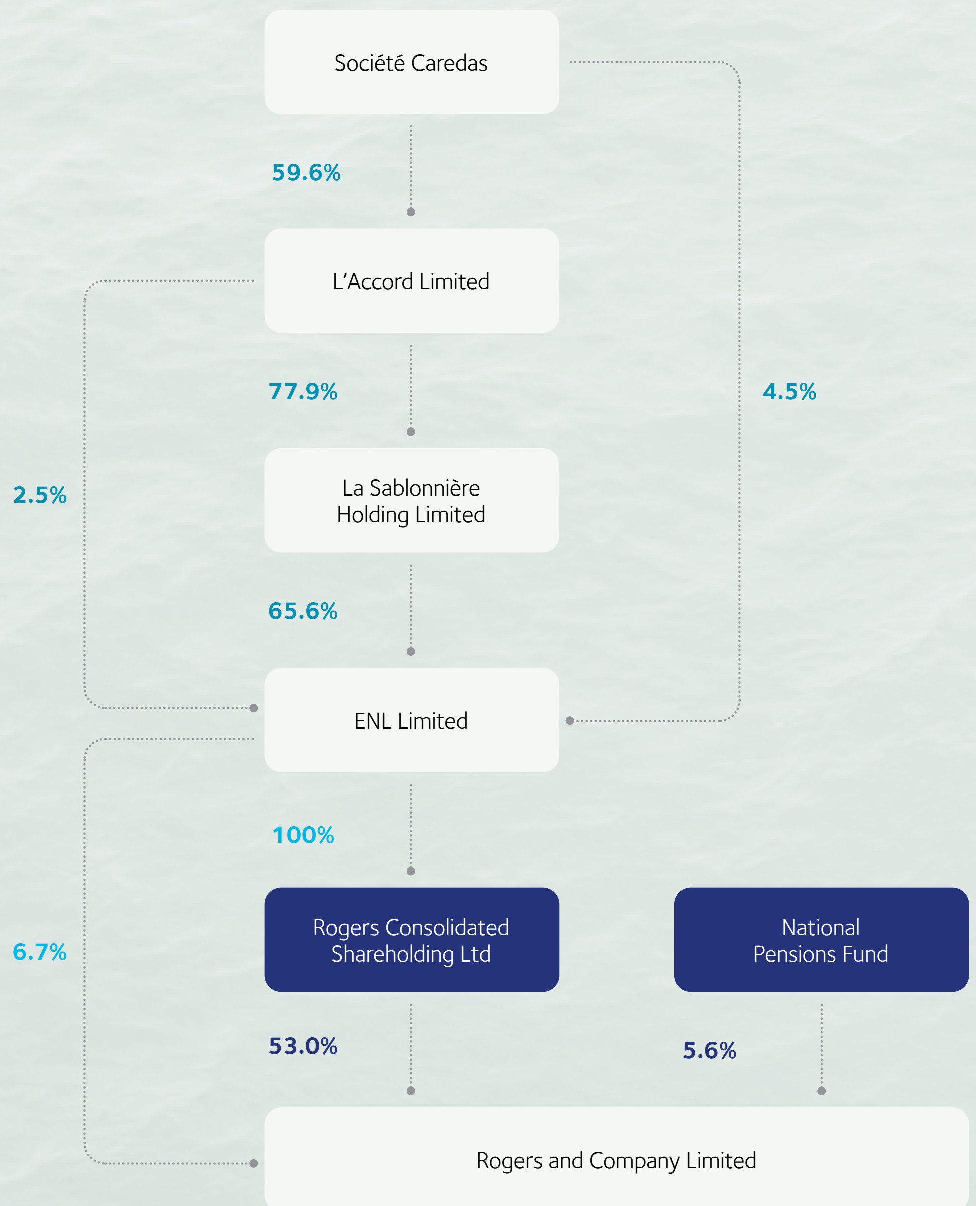
11 Countries

Headcount by Geography, Gender and Job Category for FY21



Voting Rights

as at 30 June 2021



“The most challenging times bring us the most empowering lessons.”

Karen Salmansohn
Author

From front to back:

Jean-Michel Loustau-Lalanne // *Operations Manager - Heritage Villas Valriche*
Madhvi Bokhoree-Bootun // *Head-Business Development - Rogers Capital Corporate Services*
Denis Hung // *Chief Operations Officer - Velogic*

Organisational Structure

CHIEF EXECUTIVE OFFICER

Philippe Espitalier-Noël

ROGERS EXECUTIVE TEAM

CHIEF STRATEGY AND SUSTAINABLE DEVELOPMENT EXECUTIVE
Mehul Bhatt

CHIEF HUMAN RESOURCES EXECUTIVE
Manish Bundhun

HEAD OF INTERNAL AUDIT AND RISK MANAGEMENT
Eric Cotry

CHIEF COMMUNICATION EXECUTIVE
Céline Guillot-Sestier*

CHIEF FINANCE EXECUTIVE
Damien Mamet

CHIEF LEGAL AND COMPLIANCE EXECUTIVE
Aruna Radhakeesoon

* Appointed as at 01 October 2021

FinTech

Our FinTech platform, which operates under the Rogers Capital brand, provides services in three areas of expertise. Rogers also directly holds a

29.5% stake in Swan General and

20.0% of shares in Swan Financial Solutions.

Hospitality

The Hospitality Served Market provides vertically integrated activities extending across Hotels, Travel and Leisure services.

Through our operations in VLH and a

22.9% equity investment in NMH,

Rogers is a major player in the tourism industry, accounting for more than

20.0% of total rooms available in Mauritius.

Logistics

Our Logistics arm, Velogic, provides an integrated logistics platform with services consolidated under Port and Haulage Services, Freight Forwarding, Shipping and Sugar Packaging.

Property

Our property portfolio includes our

36.1% equity investment in Ascencia,

the largest domestic property fund listed on the Stock Exchange of Mauritius, as well as our Agricultural, Property and Leisure activities carried out in Bel Ombre and Case Noyale.

Heritage Villas Valriche is the largest villas-only property development in Mauritius.

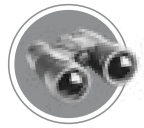
	FinTech	Hospitality	Logistics	Property
Sectors	Corporate Services Technology Services Financial Services	Hotels and Leisure Travel	Logistics Solutions	Property Investments Property Development and Agribusiness
Main Companies	Rogers Capital	Veranda Leisure & Hospitality (VLH) Rogers Aviation Island Living	Velogic	Ascencia Agria Case Noyale Les Villas de Bel Ombre (LVBO)
Key Investments	Swan General Swan Financial Solutions	New Mauritius Hotels (NMH)	Not Applicable	Le Morne Development Corporation (LMDC) Semaris The Beau Vallon Shopping Mall

Building on 120 years of existence and its solid footprint in Mauritius, Rogers has established a network of offices and affiliates all over the world, led by a team of professionals. As we pursue our expansion, we are constantly seeking out viable business relationships based on trust, mutual success and shared values. Today, the Rogers brand has a strong international presence.

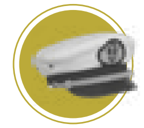
	FinTech	Hospitality	Logistics	Property
International Presence	Rogers Capital has representative offices in Seychelles and Ivory Coast.	VLH currently has sales teams in France, the UK and Germany. Rogers Aviation has 20 overseas offices based in seven countries, namely Comoros, Madagascar, Mozambique, Mayotte, Reunion Island, South Africa and Mauritius.	Velogic is established in countries such as France, India, Madagascar, Reunion Island, Bangladesh, Singapore and Kenya. It also represents the UPS brand through agents in Seychelles, Comoros and Mayotte.	Not Applicable
Main Brands	Rogers Capital	VLH Rogers Aviation Island Living	VELOGIC	Ascencia AGRIA Heritage Villas Valriche
Chief Executive Officer	Ashley Coomar Ruhee	**Hotels** Thierry Montocchio **Travel** Alexandre Fayd'herbe de Maudave	Nayendranath Nunkoo	**Property Investments** Frédéric Tyack **Property Development & Agribusiness** Thierry Sauzier
Chief Finance Officer	Yashinn Bhoyroo	**Hotels** Jean Michel Colin **Travel** Stéphane Langlois	Naveen Sangeelee	**Property Investments Fund Manager** Belinda Vacher **Property Development & Agribusiness Finance Manager - Projects And Operations** Vishan Paupiah **Finance Manager - Account and Administration** Bruno Pydiah

Value Creation Map

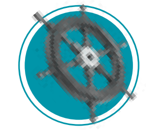
1. Capital input



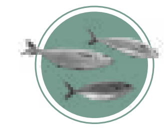
Financial
- Equity raising
- Debt financing
- Reinvestment



Human
- Strong leadership team
- Skills & career development
- Engaged workforce



Intellectual
- Culture shaping
- Brand & reputation
- Systems



Social & Natural
- Customer relationships
- Stakeholder confidence
- Corporate Social Responsibility

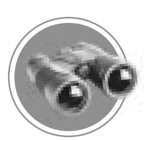
2. Strategic map

Building a leading services and investment business focused on four Served Markets

Served Markets	Strategic Objectives	Main Achievements in 2020-2021			Main Targets for 2021-2022			Main Risks impacting Objectives (refer to page 103)
FinTech	Ensuring business continuity, protecting our stakeholders, enhanced digitalisation strategy.	**Corporate** 1. Hybrid service delivery from the office and from home was enabled seamlessly. 2. Launch of Rogers Capital Tax Specialist Services in November 2020 as an autonomous and independent entity.	**Financial** 1. Stringent cost controls and prudent credit policies amidst a high-risk economic environment. 2. The structuring of a sophisticated analytics capability with high-calibre staff leveraging powerful technology and automation engines.	**Technology** 1. Implementation of its own fibre optic connectivity network in Ebene Cybercity and Port Louis City Centre. 2. Introduction of Cybersecurity advisory capability further strengthened. 3. A strong digitalisation impetus unlocked material productivity gains, allowing Rogers Capital Corporate Services (RCCS) and Rogers Capital Finance Ltd (RCFL) businesses to further optimise their cost structure.	**Corporate** 1. The setting up of "jet-lagged" DFI-backed CIS and a conducive work and live environment. 2. Additional efficiency gains through process automation and the increased usage of recently developed digital enablers are also expected to contribute to a better performance.	**Financial** Strategic partnerships to reduce funding costs, while progressively albeit prudently increasing financed amounts, will constitute RCFL's strategic priority.	**Technology** Approval for the deployment of an ultra-fast, nationwide optic fibre connectivity network.	B, C, E, H, I, M, N, O
Hospitality	Key measures were taken by Management to mitigate the adverse effect on performance and to sustain the business despite the challenging conditions.	**Hotels and Leisure** 1. Veranda Tamarin and Heritage Resorts reopened to the public, while Veranda Grand Baie, Veranda Paul et Virginie and Veranda Pointe aux Biches hotels volunteered to be used as quarantine centres. 2. "Pricing & Packaging" strategies for the local market. 3. Partnership with LIBA (Laboratoire International de Bio Analyse) for the development and certification of the Group's "FeelSafe" label. 4. Pledge for a better future through its sustainability programme, 'Now for Tomorrow'.	**Travel** 1. Digitalisation strategy with a fully transactional website for BlueSky in Mauritius, and implementation of a CRM. (Customer Relationship Management) 2. Chartering business and operated several passenger and cargo Charters across our geographies. 3. New services, such as PCR tests and COVID insurance, are now being offered, and a Travel Advisory is in place to provide our customers with updated information on the latest travel requirements.		**Hotels and Leisure** 1. Heritage Resorts to offer its guests carbon-neutral stays. 2. Integration of VLH and ISL's operations with a broader range of experiences under a unique umbrella, Rogers Hospitality. 3. Implementation of strict Health & Safety protocols and sanitary measures.	**Travel** 1. Expansion of airlines portfolio and entry into new territories for Airlines & Systems. Pivoting into new businesses such as Charter operations will ensure revenue maximisation and our future resilience. 2. Digital transformation to become future-fit and meet customers' changing behaviours.		**Hotels & Leisure:** A, B, D, G, H, J, K, L, N **Travel:** A, B, D, M, N
Logistics	Displaying agility and productivity.	1. Globally diversified operations mitigated the loss of revenues in countries with strict confinement rules. 2. Fully comprehensive logistics solutions provided to all clients worldwide.			1. Growth of Kenyan activities. 2. Negotiations to find a strategic partner for our France operation are ongoing. 3. Listing of the company on the DEM.			B, D, J, L, M, N
Property	Reassessing Ascencia's strategy while pursuing our growth strategy. Pursuing an omnichannel growth strategy for Agrïa.	**Property Investments** 1. Implementation of our *#SafeShopping* Protocol which was recognised and certified by SAFE Asset Group in Sweden. 2. Relief plans to alleviate cash flow issues of tenants. 3. Opening of Decathlon in May 2021 and completion of Bagatelle Mall extension by adding 2,350 sqm, a new entrance and additional parking space.	**Property Development & Agribusiness** 1. New consumer behaviours have boosted our 'terroir' retail strategy. 2. The sales performance of Heritage Villas Valriche was better than anticipated.		**Property Investments** 1. Migration of the company to the Official List of the SEM. 2. Listing on the SEMSI. 3. Debt restructuration to reduce cost of funding and full impact of CARE Rating. 4. The concept of 42 Market Street will be rolled out in other malls of Ascencia.	**Property Development & Agribusiness** 1. Product transformation strategy with the creation of a brand for Agrïa's products in line with our values. 2. Setting up of our Photovoltaic farm, which will further decrease our carbon footprint. 3. Start of the infrastructure works for the Second Golf Course Road and Morcellement Ouest over 101 arpents of sloping land on Agrïa's west border. 4. Creation of a portfolio of Real Estate products.		**Property Investments:** B, H, L, N, O **Property Development & Agribusiness:** A, C, D, F, H

STRATEGIC PILLARS: DIGITALISATION/INTERNATIONALISATION/EXCELLENCE/SUSTAINABLE DEVELOPMENT &INCLUSIVE GROWTH
GROUP LEVERAGE: BRANDING/ CORPORATE GOVERNANCE/FINANCING/HR/LEADERSHIP/MARKETING/RISK MANAGEMENT/VALUES

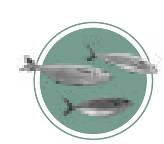
3. Capital output



Financial
- Access to competitive financial capital.
- Optimisation of resources towards Served Markets.
- Delivering shareholders returns.

Human
- Top-of-mind employer.
- People development (skilled and engaged employee base).
- Positive and empowering climate.

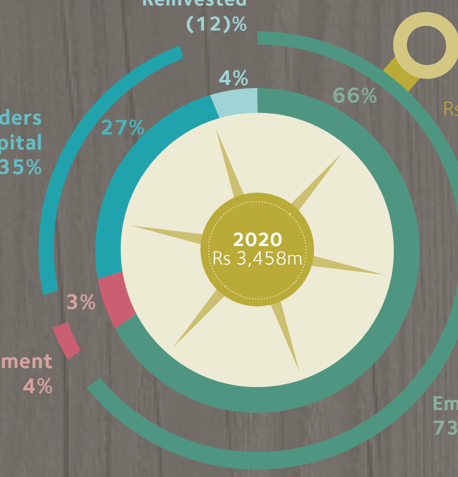
Intellectual
- Enabling organisation culture which drives Agility, Leadership and Excellence.
- Strong brand image.
- Robust systems supporting our operations.



Social & Natural
- Natural Resource Management.
- Focused support and monitoring of projects.
- Caring community development.

4. Outcomes

Consolidated Value Added Statement



	GROUP 2021 Rs m	GROUP 2020 Rs m
Revenue	7,574	9,240
Bought-in materials & services	(4,920)	(5,782)
Total value added	2,654	3,458
Applied as follows :		
EMPLOYEES: 73%		
Wages, salaries, bonuses, pensions & other benefits	1,940	2,284
GOVERNMENT 4%		
Income tax	103	114
PROVIDERS OF CAPITAL: 35%		
Dividends paid to:		
Shareholders of Rogers & Co Ltd	151	96
Outside shareholders of Subsidiary Companies	219	205
Banks & other lenders	548	628
	918	929
REINVESTED: (12)%		
Depreciation & amortisation	752	776
Retained profit	(1,059)	(645)
	(307)	131
	2,654	3,458

Note: The above statement excludes any amount of Value Added tax paid or collected.

Stakeholder Engagement

Stakeholder group	Expectations	Our responses	Calendar of happenings
Shareholders, Investors and Providers of Capital Refer to Governance at Rogers section on page 44	• Sustainable growth in shareholders' equity. • Responsible and transparent management. • Sustainable interest cover and debt levels. • Strong liquidity position. • A solid short-term, medium-term and long-term strategy.	• Evolved our CAP23 strategy along with new market developments and continued executing key strategic pillars. • Implemented measures to improve our cash flow and liquidity position. • Implemented cost-reduction measures in our hardest-hit Served Markets (Leisure & Hospitality, Agribusiness). The Group's continuous digital transformation has also allowed for the optimisation of costs, while enhancing risk management. • Continuous diversification of our geographic footprint across the region and world to develop new revenue streams and limit our exposure to risks. • Strengthened Group's cybersecurity practices. • Development of marketing master plan to boost sales at Villas Valriche. This resulted in eight plots of land sold and an improved gearing ratio. • Negotiated with creditors and banks for extensions of facilities and additional finance to ensure business continuity. • Approval of a bond agreement with the Mauritius Investment Corporation (MIC) to obtain financial assistance for companies impacted by the pandemic and support the Group's growth strategy. • Ongoing consolidation of VLH and ISL's operations under one strong and unique umbrella, which was launched at the end of 2021. This step is in alignment with the Group's strategy of increasing synergies between our activities to generate economies of scale and operational excellence.	• Board meetings. • Established specialised Committees. • Annual Meeting of Shareholders. • Quarterly reporting of our financial performance. • Rogers Group website. • Dedicated websites for material companies in the Group. • Dedicated "Investors" corner on Rogers Group website. • The media and press relations. • Investors' briefings twice a year. • Annual and interim reports.

Stakeholder group	Expectations	Our responses	Calendar of happenings
Shareholders, Investors and Providers of Capital (cont'd)		• Increased focus on Senior Management succession planning. • Planned listing of Ascencia on the Official list of SEM during FY22. • Planned listing of Velogic on the DEM during FY22. • Ensured an adequate balance of experience, gender, objectivity and skills on the Board, supported by independent specialised Committees.	
Workforce Refer to People section on page 92	• Career growth opportunities. • Professional development (training, coaching and cross-exposure). • Job engagement and satisfaction. • Recognition and rewards. • Competitive compensation and benefits. • Safe and enabling work environment. • Meaningful employee experience. • Agile work arrangements.	• Creation of Vivacis Solidarity Fund to provide relief to most vulnerable team members. • Extension of Group-wide Vivacis Resilience Programme until June 2021 to contain the persisting health, social and economic effects of the pandemic. • Launch of C&C in July 2021, a performance enhancement programme which reflects the Group's new growth mindset. This programme, underpinned by the principles of Accountability, Achievement and Action, is driven by 83 Commandos across the organisation. • Achieved a 97% vaccination rate across the Group. • Continued communicating critical information to employees through *MyRogers*. • Prioritised remote working, flexible work arrangements and a hybrid work model as much as possible.	• Group code of ethics and personal conduct. • The ACE Management Development Programme. • RISE, a Sales Development Programme. • Partnership with Charles Telfair Institute. • Annual health and wellness events. • Internal Engagement Programme. • Internal website to communicate with employees across the Group. • *MyRogers* app. • Rogers Talks, our own version of Ted Talks. • 'Read to Lead', our mini-MBA. • Employee Engagement Survey. • Rogers Leaders Awards. • Our structured recognition programmes – 'Rogers Leaders Awards' and 'Kudos'. • Annual health and wellness events. • Internal newsletter.

Stakeholder Engagement (cont'd)

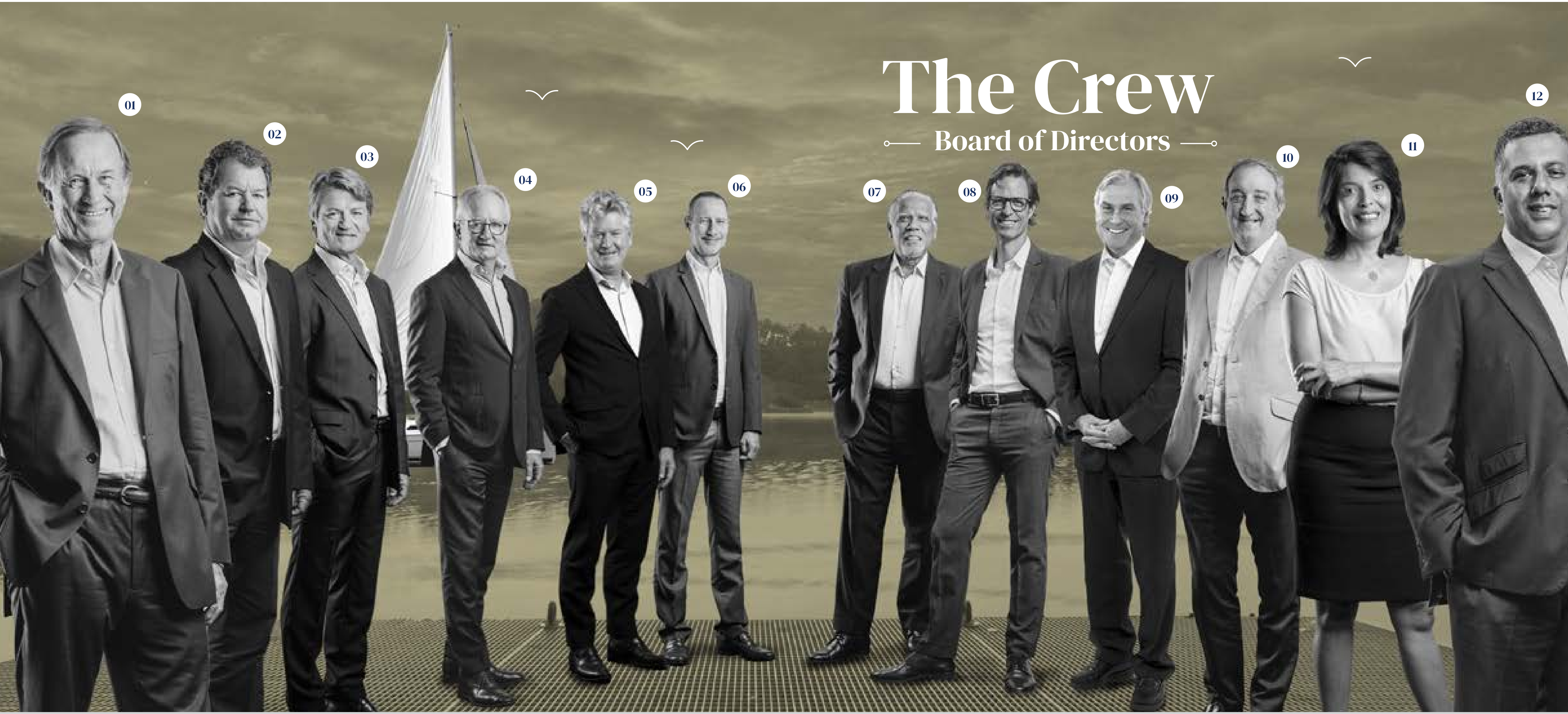
Stakeholder group	Expectations	Our responses	Calendar of happenings
Workforce (cont'd) Refer to People section on page 92		• Developed an internal communication campaign to keep our workforce connected and engaged during lockdown with daily activities. • Shifted to OKR methodology to set measurable goals for our team members and drive a culture of performance. • The increased digitalisation of our processes enabled our workforce to unlock their productivity. • Continuous alignment of remuneration and rewards with best market practices. • Maintained employment in all our hotels, despite the challenging context. • Ongoing execution of Group Human Resources Strategy centred on Capability, Performance and Engagement. • Continuous commitment to learning and development through an investment of Rs 13m: – Carried out the ACE programme for the fifth year in a row. – Conducted Rogers Talks on relevant topics for the year, such as Building Resilience and Performance Management through OKRs, amongst others. – Collaborated with Willis Towers Watson to develop Group-wide Engagement Survey to gain insights into our human resources.	
Customers and Clients	• Strong brand image, reputation and loyalty. • Representation of internationally recognised brands. • Customers satisfaction through interacting processes. • Innovating capabilities. • Adherence to intellectual property rights such as patents and trademarks.	• Development of omnichannel sales platforms to offer greater choice and convenience to customers such as shop.agria.mu. • Obtained the "FeelSafe" label from Laboratoire International de Bio Analyse, corroborating our commitment to high health standards in our hotels.	• Our retail outlets and e-commerce platforms. • Customer Relationship Management software. • Customer surveys and interviews. • Engagement with customers on digital and social media platforms. • *MyRogers* app.

Stakeholder group	Expectations	Our responses	Calendar of happenings
Customers and Clients (cont'd)	• Staff competencies and skills. • Trust in products and services. • Consistent and transparent quality of products and services. • Prompt and efficient resolution of service-related issues.	• Ongoing refurbishment and maintenance of our hotels, even during lockdown and periods of low to no occupancy, to ensure high standards in anticipation of the reopening of hotels: – Reorienting our brands towards the local market to cater to the needs of Mauritians: increased focus on our terroir retail strategy to meet the growing demand for local and *#madeinmoris* products. – Development of 'Pricing & Packaging' strategies in our Leisure activities to offer more affordable options to Mauritians. • Continued implementation of *#SafeShopping* Protocol across our malls, which received recognition from SAFE Asset Group in Sweden. • Deployed relief plans for our tenants through rental concessions, safe shopping expenditure and marketing spending. • Launch of new products, capabilities and activities across the Group in response to our evolving operating environment and new customer expectations: – Opening of Decathlon in May 2021. – Extended Bagatelle Mall by 2,350 sqm to house 42 Market Street, a para pharmacy, a medical centre and new international brands like GAP, Ralph Lauren, Burger King and Next. – Continued transformation of our products, resulting in the introduction of venison meat at Agrïa. – Transition away from sugarcane monoculture towards more diversified crops. – Creation of RCTX in November 2020 in the aftermath of Mauritius' inclusion on the EU's Grey List to provide high-value advisory and compliance services to customers in Mauritius and abroad. – Review of our strategies in the Hospitality Served Market to focus on offering a superior guest experience to local customers.	• Rogers Group website. • Bel Ombre Pedia. • Internal magazines: Presence, Network, e-Network and Vox Vivacis.

Stakeholder Engagement (cont'd)

Stakeholder group	Expectations	Our responses	Calendar of happenings
Government and Authorities Refer to Governance at Rogers section on page 44	• Support to Government initiatives. • Consultative dialogue and proposition. • Participation in the development of the country in a sustainable way. • Promotion of national and international dialogue and partnerships.	• Continued adherence to Code of Corporate Governance for Mauritius. • Continued engagement on ESG issues. • Attendance of Group Directors at two workshops on the changes brought to the Workers Rights' Act 2019 and Anti-Money Laundering and Countering the Financing of Terrorism. • Close collaboration and regular dialogue with authorities to help Mauritius transition towards food security. • Formal presentation of Sustainable Smart Living Scheme (SSLS) initiative to the authorities, with the aim of implementing our master plan in 2021. • Contribution to the national COVID-19 Solidarity Fund launched by the Government on 26 March 2020. • Volunteered our hotels as quarantine centres. • Collaboration with MTPA to obtain the green certification for our CAL fleet. • Leading the drafting and publication of the Corporate Governance Scorecard for Mauritius (2021) to improve governance practices and ensure greater transparency in the private and public sector.	• Committee meetings. • Rogers Group website. • Ad hoc meetings on important issues. • National conferences.
Suppliers and Service Providers	• Promoting joint growth opportunities in a responsive and mutually respectful manner. • Fairness in contracting their goods and services. • Favourable contract terms and timely payment.	• Renegotiated key contracts with service providers taking into account the current market dynamics.	• Site visits. • Tenders.

Stakeholder group	Expectations	Our responses	Calendar of happenings
Communities and NGOs Refer to Planet section on page 79	• Responsible corporate citizenship, integral to the community and the environment in which our businesses operate. • Responsiveness to (local and international) concerns and impacts on social and environmental issues. • Operations conducted in a safe and lawful manner. • Investment in community infrastructure and development. • Responsible and transparent contribution to broader societal interests. • Adherence to the principles of the United Nations Global Compact.	• Merging of our Sustainability and Strategy departments to make sustainability central to our business strategy. • Effective coordination of our CSR initiatives with the aim of improving the socio-economic conditions within neighbouring communities. • In partnership with BCG, carried out an exercise to rethink our business model. • Commitment to the Science Based Targets initiative (SBTi) to reduce greenhouse gas emissions and reach carbon neutrality by 2050. • Development of an internal carbon calculator to calculate and track greenhouse gases emitted by the Group's operations. We aim to make this calculator available to any business wishing to calculate and reduce their carbon emissions. • The progressive development of Bel Ombre into a world-class Agritourism region to enhance Mauritius' resilience with respect to food security. • Implementation of smart agricultural practices, whose progress is measured through distinct KPIs. • Ongoing development of Sustainable Smart Living Scheme (SSLS) initiative. • Adoption of Sustainability Charter at the Group level, which cascades down to our Served Markets, departments, brands and teams. • Participation in national clean-up of the oil spill following the MV Wakashio shipwreck. • Reduction in carbon footprint across the Group as a direct result of remote working. • Launch of the first ever carbon-neutral hotels in Mauritius in October 2021. VLH has committed to offsetting all CO_2 emissions at Heritage Resorts under its Sustainability programme, 'Now for Tomorrow'. • Implementation of 'waste sorting at source' initiative in Bo'Valon Mall. • Phoenix Mall obtained the LEED certification. • Set up of a Solid Waste Recycling Plant in Bagatelle Mall.	• Group Sustainability Report. • Group Sustainability Charter. • The Rogers Foundation. • Interaction with community members. • Employee participation in CSR projects.



The Crew

Board of Directors

01 **Guy ADAM**
NON-EXECUTIVE DIRECTOR

02 **Eric ESPITALIER-NOËL**
NON-EXECUTIVE DIRECTOR

03 **Gilbert ESPITALIER-NOËL**
NON-EXECUTIVE DIRECTOR

04 **Hector ESPITALIER-NOËL**
NON-EXECUTIVE DIRECTOR

05 **Philippe ESPITALIER-NOËL**
EXECUTIVE DIRECTOR AND
CHIEF EXECUTIVE OFFICER

06 **Thierry HUGNIN**
INDEPENDENT DIRECTOR

07 **Deonanan MAKOOND**
INDEPENDENT DIRECTOR

08 **Damien MAMET**
EXECUTIVE DIRECTOR AND
CHIEF FINANCE EXECUTIVE

09 **Vivian MASSON**
INDEPENDENT DIRECTOR

10 **Jean-Pierre MONTOCCHIO**
NON-EXECUTIVE DIRECTOR AND CHAIRMAN

11 **Aruna RADHAKEESOON**
EXECUTIVE DIRECTOR AND
CHIEF LEGAL AND COMPLIANCE EXECUTIVE

12 **Ashley Coomar RUHEE**
EXECUTIVE DIRECTOR AND
CHIEF EXECUTIVE OFFICER
FINTECH

Board of Directors

01

Guy ADAM (GA)
(Born in 1950)
Non-Executive Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Doctor of Medicine (MD);
- Fellowship of the Royal College of Surgeons (FRCS); and
- Workers' Right Act 2019 workshop Data Protection Workshop Sep 2021.

APPOINTMENT
- 05 October 1994; and
- Member of Corporate Governance Committee since 18 January 2012.

EXPERTISE
B/C/E/G/S

02

Eric ESPITALIER-NOËL (EEN)
(Born in 1959)
Non-Executive Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Bachelor's degree in Social Sciences (University of Natal, South Africa);
- Master's degree in Business Administration (University of Surrey, UK); and
- Extensive experience in commercial and hospitality sectors being a Board member of various companies evolving in those sectors.

APPOINTMENT
- 02 February 1994; and
- Member of Corporate Governance Committee since 18 January 2012; and
- Member of Risk Management and Audit Committee since 26 April 2017.

EXPERTISE
B/BU/C/E/G/F/HB/HR/I/LB/PB/R/S

KEY
A: Accounting, B: Board Matters, BU: Business skills, C: Communication skills, E: Entrepreneurial skills, F: Financial skills, FB: Knowledge of the FinTech Business, G: Governance skills, HB: Knowledge of the Hospitality Business, HR: HR skills, I: International Exposure, L: Legal skills, LB: Knowledge of the Logistics Business, PB: Knowledge of the Property Business R: Risk & Audit Issues, S: Strategic Dimension

03

Gilbert ESPITALIER-NOËL (GEN)
(Born in 1964)
Non-Executive Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- BSc (University of Cape Town, South Africa);
- BSc (Hons) (Louisiana State University, USA); and
- Master's in Business Administration (INSEAD Fontainebleau, France).

APPOINTMENT
15 July 1999

EXPERTISE
A/B/BU/C/E/F/G/HB/HR/I/PB/R/S

04

Hector ESPITALIER-NOËL (HEN)
(Born in 1958)
Non-Executive Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Member of the Institute of Chartered Accountants in England and Wales; and
- Leadership Course – INSEAD Business School.

APPOINTMENT
22 December 1987

EXPERTISE
A/B/BU/C/E/F/G/HB/HR/I/L/PB/R/S

Board of Directors (cont'd)

Philippe ESPITALIER-NOËL (PEN)
(Born in 1965)
Executive Director and Chief Executive Officer

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- BSc in Agricultural Economics (University of Natal, South Africa);
- MBA (London Business School); and
- Workers' Right Act 2019 workshop.

APPOINTMENT
- 06 February 2004;
- Member of Corporate Governance Committee since 18 January 2012; and
- Member of Sustainability and Inclusiveness Committee since 13 February 2019.

EXPERTISE
B/BU/C/E/F/FB/G/HB/HR/I/LB/PB/R/S

Thierry HUGNIN (TH)
(Born in 1966)
Independent Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Master's degree in Computer Science and Management from Paris IX University;
- Member of the Institute of Chartered Accountants in England and Wales; and
- Various professional qualifications in Investment Management Industry, including IMK, UK.

APPOINTMENT
- 12 February 2018; and
- Member of the Risk and Management and Audit Committee since 10 May 2018.

EXPERTISE
A/B/BU/E/F/FB/G/HR/I/S

KEY
A: Accounting, B: Board Matters, BU: Business skills, C: Communication skills, E: Entrepreneurial skills, F: Financial skills, FB: Knowledge of the FinTech Business, G: Governance skills, HB: Knowledge of the Hospitality Business, HR: HR skills, I: International Exposure, L: Legal skills, LB: Knowledge of the Logistics Business, PB: Knowledge of the Property Business R: Risk & Audit Issues, S: Strategic Dimension

Deonanan MAKOOND (MD)
(Born in 1952)
Independent Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- BA (Hons) in Economics; and
- MSc in Tourism Planning.

APPOINTMENT
- 02 May 2018; and
- Chairman of Sustainability and Inclusiveness Committee since 13 February 2019.

EXPERTISE
A/B/BU/E/F/FB/HB/HR/I/R/S

Damien MAMET (DM)
(Born in 1977)
Executive Director and Chief Finance Executive

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Member of the Institute of Chartered Accountants in England and Wales;
- Executive Programs at London Business School;
- INSEAD Business School, Singapore;
- Rogers Summit 2018;
- IFRS 9 – Financial Instruments & IFRS 16 – Leases Workshop;
- Crafting a Compelling Strategy for a Sustainable Future;
- Strengthening Marketing Capabilities 2019; and
- Workers' Right Act 2019 workshop.

APPOINTMENT
- 10 May 2017; and
- Member of Sustainability and Inclusiveness Committee since 13 February 2019.

EXPERTISE
A/B/BU/E/F/HB/HR/I/R/S/PB

Board of Directors (cont'd)

09

Vivian MASSON (VM)
(Born in 1956)
Independent Director

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Master's in Economics (University of Paris-Assas);
- Diplôme d'Etudes Comptables Supérieures (DECS, France);
- Executive Leadership Program – Harvard Business School; and
- Consulting in MedTech and Textile industry.

APPOINTMENT
- 10 September 2015; and
- Member of Risk Management and Audit Committee since 10 December 2015; and
- Chairman of Risk Management and Audit Committee since 10 May 2018.

EXPERTISE
A/B/BU/C/E/F/G/HR/I/R/S

10

Jean-Pierre Montocchio (JPM)
(Born in 1963)
Non-Executive Director and Chairman

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- Notary in Mauritius.

APPOINTMENT
- Chairman since 09 November 2012; and
- Chairman of Corporate Governance Committee since 19 January 2012.

EXPERTISE
B/BU/G/E/HR/HB/I/L/PB/S

KEY
A: Accounting, B: Board Matters, BU: Business skills, C: Communication skills, E: Entrepreneurial skills, F: Financial skills, FB: Knowledge of the FinTech Business, G: Governance skills, HB: Knowledge of the Hospitality Business, HR: HR skills, I: International Exposure, L: Legal skills, LB: Knowledge of the Logistics Business, PB: Knowledge of the Property Business R: Risk & Audit Issues, S: Strategic Dimension

11

Aruna RADHAKEESOON (AR)
(Born in 1970)
Executive Director and Chief Legal and Compliance Executive

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- BA (Hons) in Jurisprudence (Balliol College, Oxford University);
- Solicitor of England and Wales (NP);
- Attorney-at-law (Mauritius);
- Executive Programs at London Business School;
- INSEAD Business School, Singapore;
- The Mauritius Data Protection Act 2017;
- Le Pacte d'actionnaires – enjeux et rédaction; and
- Virtual outreach on AML/CFT onsite and offsite inspection and findings.

APPOINTMENT
18 October 2012

EXPERTISE
B/BU/C/E/FB/G/HB/HR/L/LB/PB/S

12

Ashley Coomar RUHEE (ACR)
(Born in 1977)
Executive Director and Chief Executive Officer - FinTech

QUALIFICATIONS/ CONTINUING PROFESSIONAL DEVELOPMENT
- First Degree – Mathematics and Physics (Faculté des Sciences de Luminy, Marseilles);
- Master's In Engineering – Automatic Control, Electronics and Computer Engineering with specialisation in Real Time Engineering and Systems (Institut National des Sciences Appliquées, Toulouse); and
- Executive education programmes at London Business School, INSEAD Singapore and IMD Lausanne.

APPOINTMENT
20 July 2017

EXPERTISE
A/B/BU/C/E/F/FB/HR/I/S

The Crew

Executives

01 Mehul BHATT
CHIEF STRATEGY AND SUSTAINABLE DEVELOPMENT EXECUTIVE

02 Manish BUNDHUN
CHIEF HUMAN RESOURCES EXECUTIVE

03 Eric COTRY
HEAD OF INTERNAL AUDIT AND RISK MANAGEMENT

04 Philippe ESPITALIER-NOËL
EXECUTIVE DIRECTOR AND CHIEF EXECUTIVE OFFICER

05 Alexandre FAYD'HERBE DE MAUDAVE
CHIEF EXECUTIVE OFFICER TRAVEL AND AVIATION

06 Céline GUILLOT-SESTIER*
CHIEF COMMUNICATION EXECUTIVE

*Appointed as at 01 October 2021.
**In replacement of Michel Pilot. Thierry Sauzier has been appointed as at 01 September 2021.

07 Damien MAMET
EXECUTIVE DIRECTOR AND CHIEF FINANCE EXECUTIVE

08 Thierry MONTOCCHIO
CHIEF EXECUTIVE OFFICER HOTELS AND LEISURE

09 Nayendranath NUNKOO
CHIEF EXECUTIVE OFFICER LOGISTICS

10 Aruna RADHAKEESOON
EXECUTIVE DIRECTOR AND CHIEF LEGAL AND COMPLIANCE EXECUTIVE

11 Ashley Coomar RUHEE
CHIEF EXECUTIVE OFFICER FINTECH

12 Thierry SAUZIER**
CHIEF EXECUTIVE OFFICER PROPERTY DEVELOPMENT AND AGRIBUSINESS

13 Frédéric TYACK
CHIEF EXECUTIVE OFFICER PROPERTY INVESTMENTS

Executive Team

Philippe ESPITALIER-NOËL, **Damien MAMET**, **Aruna RADHAKEESOON** *and* **Ashley Coomar RUHEE** *also form part of the Board of Directors. For a full profile please refer to* **pages 22-27**.

01

Mehul BHATT
Chief Strategy and Sustainable Development Executive

QUALIFICATIONS
- MBA from London Business School (UK) as a Danish Maritime Fund Scholar;
- B.S. Nautical Sciences from BITS, Pilani (India); and
- Fellow of Institute of Chartered Shipbrokers (UK), and Associate Fellow of Nautical Institute (UK).

EXPERIENCE
- Mehul started his career in Merchant Marine at the age of 18 with Chevron, an oil major based out of San Ramon, USA;
- Mehul has worked across US, Denmark, East Africa, UK and India prior to moving to Mauritius in 2019. He has worked with international groups like A. P. Moller-Maersk and Chevron in various strategy, finance, general management, performance management, operations and commercial roles;
- Mehul has people and organisational leadership experiences since 2010;
- He currently heads strategy, sustainability, and international growth for Rogers Group.

02

Manish BUNDHUN
Chief Human Resources Executive

QUALIFICATIONS
- BSc (Hons) Management;
- Master's in Business Administration; and
- Executive Programs at London Business School and INSEAD Business School, Singapore.

EXPERIENCE
- He joined Rogers in the Logistics sector in January 2006 as Division Manager - Human Resources and was subsequently appointed Chief Human Resources Executive of Rogers in September 2008;
- He holds a Certified Master's in NLP (Neuro Linguistic Programming) and in Neuro Semantics, and is a certified Agility Coach and Trainer. Manish is also a Co-active Coach from the Coach Training Institute (CTI) and a Certified Executive Coach from the International Association of Coaching Institutes (ICI);
- He regularly facilitates and delivers executive leadership and team coaching workshops. Manish also practices as adjunct professor in Human Resources Management and Organisation Development at post graduate level; and
- He is a published author on Amazon (Shots of Insights) and regularly writes a leadership blog on LinkedIn.

03

Eric COTRY
Head of Internal Audit and Risk Management

QUALIFICATIONS
- Association of Chartered Certified Accountants (FCCA).

EXPERIENCE
- He has over 19 years of experience in the audit field;
- He started his career as external auditor with De Chazal du Mée in 1997;
- He has extensive audit experience in various sectors such as Property Investments, Hospitality, Sugar, Retail, Logistics and Financial;
- He has also worked in Rwanda as acting CFO in a commercial bank and in Bermuda and Guernsey in the hedge fund industry;
- Before joining Rogers, Eric was a Senior Manager at BDO & Co in the audit division; and
- He was appointed Head of Internal Audit & Risk Management of Rogers Group in April 2017.

05

Alexandre FAYD'HERBE DE MAUDAVE
Chief Executive Officer - Travel and Aviation

QUALIFICATIONS
- BCom (Hons), Post Graduate Diploma in Accounting and is a qualified Chartered Accountant from the South African Institute of Chartered Accountants;
- Executive Program at London Business School;
- INSEAD Business School, Singapore; and
- He attended a workshop on strengthening marketing capability.

EXPERIENCE
- He joined Rogers Aviation in 2001 as General Manager - Finance & Administration;
- Prior to joining Rogers, he worked in South Africa for a period of 7 years with Arthur Andersen; and
- He was appointed Managing Director of Rogers Aviation in October 2006 and Chief Executive Officer in October 2010.

Executive Team (cont'd)

06

Céline GUILLOT-SESTIER
Chief Communication Executive

QUALIFICATIONS
- Master's degree in journalism from the Institut International de Communication de Paris; and
- She was previously Head of Group Communications and CSR at Medine Limited.

EXPERIENCE
- She has over 15 years of experience in the communication field;
- She spent 10 years in Paris, where she started her career as Assistante de rédaction at editions Larivière, France before joining the luxury hospitality sector the Hotel de Crillon palace in Paris;
- Upon her return to Mauritius in 2010, she joined Facto We, an advertising agency, as Project Manager;
- In 2011, she joined the ENL Group as Communication Officer and then Communication Manager for Villas Valriche and La Balise Marina;
- She then worked from 2017-2021 for Medine Limited;
- She was appointed as Chief Communication Executive the Rogers Group in October 2021.

08

Thierry MONTOCCHIO
Chief Executive Officer – Hotels and Leisure

QUALIFICATIONS
- Bachelor of Commerce – University of Cape Town;
- Post Graduate Diploma in Accounting – University of Cape Town;
- Member of the South African Institute of Chartered Accountants; and
- Member of the Mauritius Institute of Professional Accountants.

EXPERIENCE
- He started his career in audit in a medium firm of Chartered Accountants based in Cape Town in 1998. After three years he went on to work as a Forensic Accountant for the Department of Environment, Food & Rural Affairs – London;
- In 2002 he joined the Corporate Finance division of BDO, Mauritius;
- In 2007 he was promoted to the Partner – Corporate Finance;
- In 2007/08 he also lectured Accounting and Finance at the Charles Telfair Institute on a part time basis; and
- He joined VLH in 2012 as Chief Finance Officer and was promoted to Chief Executive Officer in September 2019.

09

Nayendranath NUNKOO
Chief Executive Officer – Logistics

QUALIFICATIONS
- MSc in Engineering from the Odessa Technological Institute of Food Industry;
- Master's degree in Business Administration from the University of Mauritius;
- Executive Programs at the London Business School; and
- INSEAD Business School, Singapore.

EXPERIENCE
- He joined Rogers in 1993 and has since been involved in a number of business activities in the Group, which allowed him to develop a wide-ranging managerial capability;
- He has worked as Project Manager, Deputy General Manager of RIDS Madagascar, General Manager of EIS Ltd, the IT subsidiary of the Rogers Group, and Corporate Manager - Strategic Planning; and
- In July 2011, he was appointed Chief Executive Officer of Velogic, which is a logistics company employing 1500 people in Mauritius, Reunion Island, Madagascar, Kenya, India and France.

12

Thierry SAUZIER
Chief Executive Director - Property Development and Agribusiness

QUALIFICATIONS
- Maîtrise d'Economie Appliquée from Paris Dauphine University;
- He was a licensed stockbroker with the Stock Exchange of Mauritius.

EXPERIENCE
- He has over 16 years of experience in the property development sector;
- Thierry started his career as Corporate Banking Executive at Credit Lyonnais France;
- He thereafter joined the MCB Group where he worked as Manager at MCB Stockbrokers Ltd and Corporate Banking Executive at the bank;
- He joined the Medine Group in 2004 as Project Consultant and became Managing Director for its property cluster in 2007;
- Thierry was promoted to Deputy CEO of Medine Ltd in 2011 and to CEO in 2017;
- He joined the Rogers Group as Consultant for the Agribusiness sector in 2020 and was appointed as CEO of Agria Ltd in September 2021.

13

Frédéric TYACK
Chief Executive Officer – Property Investments

QUALIFICATIONS
- Graduated from the London School of Economics; and
- Member of the Institute of the Chartered Accountants in England and Wales.

EXPERIENCE
- His experience spans a number of industries, having occupied senior positions in the Logistics, Manufacturing and Property sectors;
- He is Chief Executive Officer of Ascencia and Managing Director of EnAtt, the Asset, Development and Property Management arm of Ascencia.

Statement of Compliance

To the best of the Board's knowledge, Rogers has complied with the National Code of Corporate Governance for Mauritius (2016).

Signed by

Jean-Pierre Montocchio
Chairman
Date: 08 March 2022

Signed by

Philippe Espitalier-Noël
Executive Director and Chief Executive Officer
Date: 08 March 2022

Secretary's Certificate

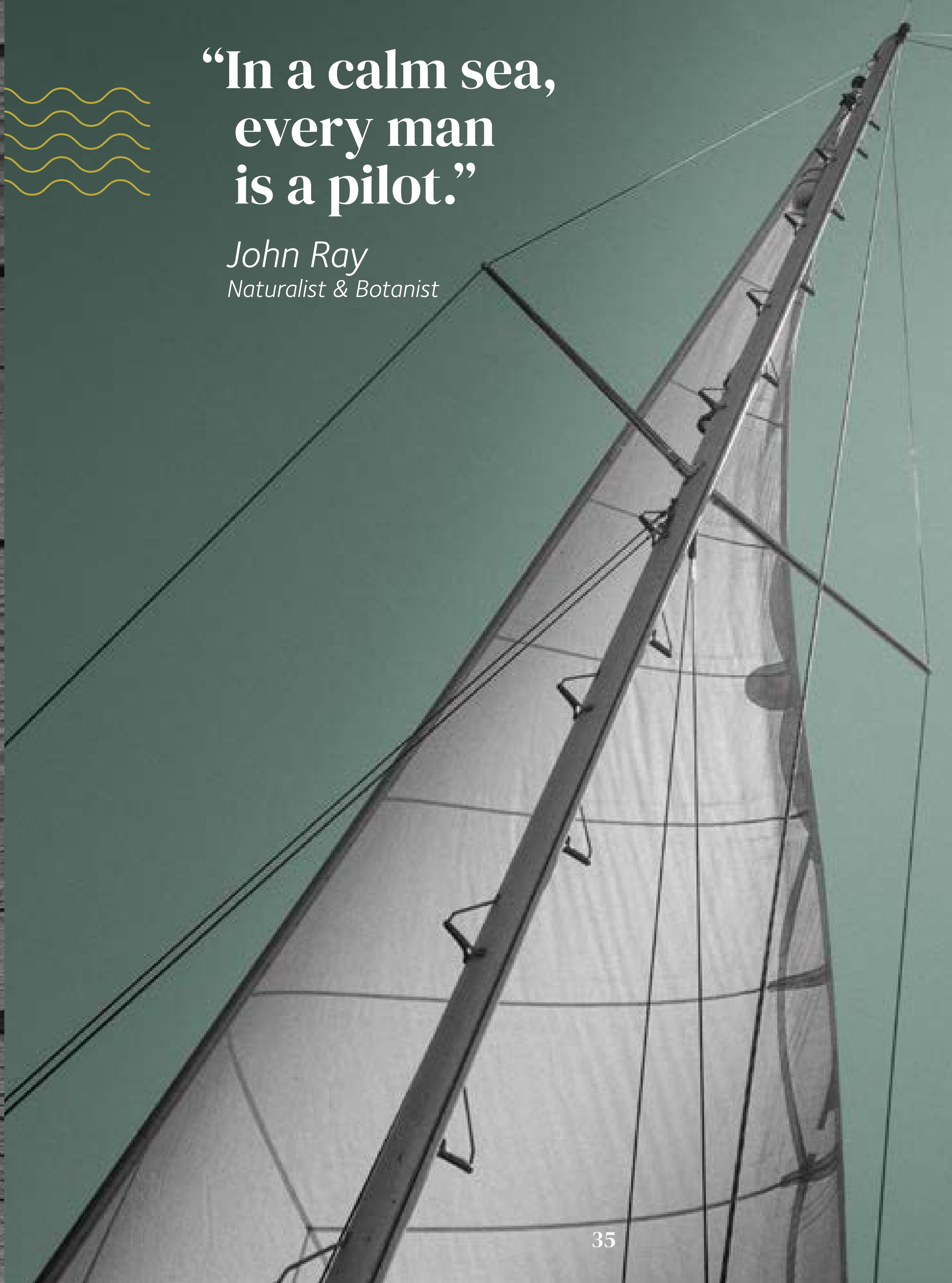
In my capacity as Company Secretary of Rogers and Company Limited (the "Company"), I hereby confirm that, to the best of my knowledge and belief, the Company has filed with the Registrar of Companies, for the financial year ended 30 June 2021, all such returns as are required of the Company under the Companies Act 2001.

Signed by

Sharon Ah Lin
Company Secretary
Date: 08 March 2022

"In a calm sea, every man is a pilot."

John Ray
Naturalist & Botanist



Rogers

"By standing guided by our core values - Agility, Leadership and Excellence - and changing the script on what VUCA means, Vision, Unity, Clarity and Agility, Rogers has been able to lead in different ways and turn the crisis into meaningful opportunities."

Jean-Pierre Montocchio
Chairman

Chairman's Message

Dear Valued Shareholders and Partners,

Never before has this Volatile, Uncertain, Complex and Ambiguous (VUCA) environment been omnipresent like it is now with the ongoing pandemic. Reinvention has been key to the survival of businesses, ours included, in this rapidly changing social, political and economic environment. If 2020 was about keeping our heads above water, 2021 was about learning to read the trade winds, readjusting our sails and charting a clear path ahead. Standing guided by our core values— Agility, Leadership and Excellence—and changing the script on what VUCA means, Vision, Unity, Clarity and Agility, Rogers was able to lead in different ways and turn the crisis into meaningful opportunities. This is what we will uncover in this Integrated Report for FY21, guided by the theme 'Navigating through Adversity'.

Vision & Clarity

Over the past twenty years, we have always been clear on our strategy and our chosen path. This is demonstrated through the various projects that have been achieved within the Group. Among the key ones: the listing of Ascencia on the Official List and on the SEMSI, and the integration of a metro station at Phoenix Mall; Velogic's listing on the second market of the Stock Exchange of Mauritius (SEM); the merger of the Hospitality and Leisure clusters under one brand; and the consolidation of the Group's Sustainability strategy through a collaboration with Boston Consulting Group (BCG).

Unity

Strong leadership skills are rooted in successful communication. To stay the course, we have redoubled our efforts to communicate clearly towards our various stakeholders: employees, shareholders, partners, customers, authorities and local communities. This open communication is key to building the relationships and trust required to succeed within an uncertain environment. The Vivacis Resilience Programme was the first initiative rolled out by the Group in 2020 to act as a bridge between Rogers and our key stakeholders, designed to keep them up to speed on our key actions.

Agility

Despite these uncertain times, Rogers benefitted from the unwavering support of the Group's leaders. This is the main objective of our newly deployed C&C Programme, Challenging the Status Quo & Collaborating Forward, which aims to consolidate the leadership capabilities of our leaders by enabling them to transform challenges into opportunities within their respective business units across all four Served Markets.

Strong and effective governance becomes apparent in times of crisis, particularly when a business manages to control its risks and streamline its organisational procedures. Thanks to its robust corporate governance practices, which are reviewed and strengthened each year, Rogers has been able to retain control over the Group. I am also proud to announce that the Group is leading the way on corporate governance at national level. Under the leadership of our Chief Legal and Compliance Executive, who chairs the National Committee on Corporate Governance (NCCG), the Corporate Governance Scorecard for Mauritius (2021) was drafted and published. Through this tool and its KPIs, businesses across Mauritius will be able to assess their corporate governance practices, improve their disclosures, and, in turn, foster a culture of enhanced transparency and integrity in the public and private sectors.

By readjusting our strategy as outlined above and backed by the Group's six strategic pillars, namely Digitalisation, Excellence, Internationalisation, Sustainability & Inclusiveness, Structured Marketing and HR Support, I am pleased to report that Rogers is managing to not just stay afloat, but also navigate these uncharted waters successfully. Having identified the efforts and resources required to achieve our objectives, we have our sights firmly set on our path for FY22 and beyond.

I would like to end my message by extending my words of appreciation and gratitude to the operational and support team working relentlessly to achieve these encouraging results. Indeed, without proper execution, even the best of strategies is bound to fail.

To gather the team around one common direction, strong leadership is required. I thank you, Philippe Espitalier-Noël, for having been able to unite the energy of your team to drive the achievements and progress made within the Group.
I wish to thank the Board of Directors for their continuous support in the execution of the Group's strategy and various projects; Rogers Group's 4,600+ team members, both in Mauritius and abroad, for their valued contribution in this readjusted strategy since 2020; and lastly, our partners for their renewed trust and confidence in us. Through our joint efforts, I have no doubt that we will get ahead, and stay ahead, of these testing times.

Thank you,

Jean-Pierre Montocchio
Chairman

"Thanks to the focused execution of our plans, we were able to drive strong results and build resilience in most of our businesses."

Philippe Espitalier-Noël
Chief Executive Officer

CEO's Interview

How was the Group's strategy impacted by COVID-19 during FY21, and how did the Group manage to navigate through this within the broader global and Mauritian context?

COVID-19 has proven extremely challenging for Mauritius. Much of the hard work done over the last five decades to strengthen the country's economic foundations has been shaken. In addition to COVID-19, the Wakashio oil spill and the inclusion of Mauritius on the EU's list of high-risk countries in May 2020 uncovered our brittleness. Fortunately, the European Commission removed Mauritius from the EU Blacklist in January 2022.

As an island state, we were also indirectly challenged by global shipping and supply chain predicaments, with freight rates jumping by up to ten times in some cases. For our island nation which depends heavily on imports and exports, the issues of the unreliability of schedules, high freight rates, and a sliding Rupee caused major economic disturbances. Moody's last downgrade of our sovereign credit rating BAA1-negative to BAA2 on 04 March 2021 means that our economy remains vulnerable.

Fortunately, our current strategic plan CAP23, which runs from July 2020 until June 2023, was prepared keeping a COVID-19 backdrop in mind. FY21 was the first year of our CAP23 strategy, and we have had to constantly update it as the impact of the various events described above unfolded.

As I mentioned in our last Integrated Report, we decided to act early and launched the Vivacis Resilience Programme as early as March 2020 which we pursued throughout FY21. This has paid off as all our businesses, barring those in the Hospitality Served Market, performed better in FY21 compared to FY20, and some even better compared to pre-COVID-19 levels. Our FinTech, Logistics and Property businesses generated almost Rs 1.4bn in Profit After Tax, significantly higher than the Rs 0.25bn profits recorded in FY20.

Unfortunately, many businesses within the Hospitality Served Market remained closed or were underutilised throughout the year, resulting in a loss of Rs 2.0bn.

We do, however, expect that as the borders fully open again, we will be able to reverse this quickly and perform better than pre-COVID-19 levels, thanks to some of the structural changes we have made in our businesses during the year.

Tell us more about the Vivacis Resilience Programme. What role did it play in allowing the business to stay resilient and perform better than pre-COVID-19 levels?

The Group set up the Vivacis Resilience Programme two weeks prior to the national lockdown that began on 19 March 2020. The goal was to proactively plan and address the COVID-19 crisis and enable the leaders to make decisions in an uncertain environment. The programme's objectives were three-fold: ensure the health and safety of our employees and stakeholders, participate in national solidarity endeavours, and build resilience and reengineer our businesses.

We focused on always providing a safe working environment with continuously evolving work practices, safety protocols and clear business continuity plans. A large part of our workforce, especially within Logistics and Hospitality, worked on the field during the peak of the crisis, which called for a constant update of our work protocols in line with government notifications and global best practices. The Vivacis Solidarity Fund, funded by Rogers' Directors and employees, was set up to financially support the most vulnerable employees and their families during the crisis.

Rogers continued to take its role as a business leader and responsible corporate citizen in Mauritius seriously by participating in national solidarity efforts. For instance, our hotels provided rooms for quarantine purposes, our Logistics businesses continued to stay open to bring in key supplies into the country and ensure timely exports at a time when the global supply chains were broken. We continued to lend our assistance in the post-Wakashio clean-up and our FinTech business provided all the support needed to exit the FATF Grey List. In addition, the judicious use of the funds available at Rogers Foundation ensured that our CSR activities carried on in line with our commitment to have a positive impact on the communities we serve in.

CEO's Interview (cont'd)

Finally, we continued to focus on reengineering and building the resilience of our businesses. We optimised our business units and reduced costs where possible. Supply chains were made leaner and business models were tweaked where necessary. As much as possible, we retrained staff in critical areas to upskill our teams and enhance efficiency.

Our Hotel business revamped the menus to integrate more local produce and food options, and in the process, drive a circular economy to reduce costs, eliminate waste, and lower our carbon footprint. Our Logistics business continued to focus on those operations that added the most value and supported customers in a context of disrupted global supply chains. Rogers Capital, for its part, continued to pursue its digital transformation journey to drive efficiency and effectiveness. Our Travel business launched online offerings and tailor-made solutions to our customers. Ascencia continued to support its tenants during the tough period and drive footfall in the malls by making the spaces safer and more attractive.

The values of Rogers Group, namely Agility, Leadership and Excellence, guided us and it was heartening to see them in action at a time when we needed them the most. After all, our ultimate objective is to co-create a resilient and future-fit organisation.

How did Rogers create opportunities within its different Served Markets to respond to the ongoing crisis? Can you share some highlights?

Most businesses like to operate with maximum certainty and visibility. We were humbled by the sheer scale of uncertainty and complexity that shook our usual decision-making process. We came up with a set of frameworks, assumptions, and scenarios – some of which have proven correct, while others turned out to be irrelevant, – and we keep adapting as quickly as possible to the ever-changing circumstances.

We first set in motion our usual three-year strategy development process covering July 2020 to June 2023. Our strategic priorities have been clearly spelt out across our four Served Markets and the CAP23 strategy provided focus on three articulated themes:

1. Increasing connectedness between the Group's entities to strengthen our effectiveness and unity, while enhancing our competitiveness in our target markets,
2. Driving and executing our plans through seven strategic pivots and some sixty strategic projects, and
3. Enhancing our focus on sustainability and inclusiveness across all our businesses.

Thanks to the focused execution of our plans, we were able to drive strong results and build resilience in most of our businesses.

We launched Rogers Capital Tax Specialist Services in November 2020 to provide niche and high-value tax advisory and compliance services to customers in Mauritius and overseas. Our fibre optic network and telecom connectivity solutions grew to Ébène Cybercity and Port Louis City Centre, and our investments in cybersecurity reinforced the security of our customers' businesses. The Financial Services business continued to unlock value from the optimisation and automation of operations, stricter and more prudent credit policies, sophisticated analytics for decision support and enhanced risk management.

Our 1,400 employees within Velogic continued to work as the world locked down to keep the global and local supply chains going. We continued providing our customers with new solutions during the year, which included air Charters and project logistics solutions. The geographical diversification of our activities was instrumental in mitigating the negative effects of the pandemic, as some geographies were less impacted. In Kenya, for example, business operations grew on the back of a technology-driven operation. In India, we experienced a similar situation for about eight months of the financial year, until the arrival of the Delta variant, which negatively impacted the business. In Madagascar, there was a sizable recovery of the export sector, compared to the last financial year. The sugar packaging business continued to grow, driven by significant demand for speciality sugars in the UK.

Ascencia continued to grow in a challenging environment and built closer ties with its tenants by supporting them with two relief plans. This initiative paid off and we continued the year with less than 3% vacancy. We also managed to identify, source, and implement our *#SafeShopping Protocol* to provide our shoppers with a safe shopping environment. We delivered various projects, including the opening of Decathlon in May 2021 and the extension of Bagatelle Mall by adding 2,350 sqm, a new entrance, and additional parking. Ascencia completed the bond raising of Rs 1.5bn in December 2020 to support its growth strategy and recently moved from the DEM to the Official List of the SEM to pave the way for future growth.

The Property Development business (Heritage Villas Valriche) and our Agribusiness activities through Agrïa have been significantly impacted by the COVID-19 related crises, leading us to develop more future-fit and sustainable ambitions for these businesses. A first step was to rebrand the Bel Ombre destination in December 2020 to reflect our ambition of being the preferred sustainable destination in Mauritius and in the Indian Ocean. Bel Ombre is henceforth known as "*Bel Ombre – Lamer. Later. Lavi*". Our Agribusiness continued to suffer due to a lack of demand resulting from the lower number of tourists. The *#madeinmoris* motto and demand for local products and services gathered more importance and are expected to drive consumption patterns, which we hope to benefit from. New avenues for the distribution and transformation of our products, such as venison meat, have been deployed.

We successfully launched our first online sales platform, "shop.agria.mu", which aims to showcase our products and maintain our sales output. The response so far has been positive, with an average of 13,500 monthly visitors.

On the Property development side, we are developing the Sustainable Smart Living Scheme (SSLS) initiative. In FY21, we focused on strengthening our capabilities to drive the implementation of our master plan in Bel Ombre. Despite the closure of Mauritian borders and the EU blacklisting, our IRS project maintained its resilience during the financial year. Consequently, the sales and financial performance of Heritage Villas Valriche have been satisfactory.

At Rogers Aviation, despite an 80% drop in passenger volumes, we were able to contain our losses with our focus on cargo flights, serving our international customers, cost-cutting measures, digitisation and the launch of new safety and sustainability-related products like COVID-19 tests. Nevertheless, we suffered a loss of Rs 114m in this sector. As a defensive move, we discontinued the independent operations of Islandian and absorbed the personnel within Rogers Group.

As from March 2020, our Hospitality and Leisure operations (VLH and Island Living) and investments (NMH) were heavily impacted by the border closures, generating losses of Rs 1.9bn in FY21. These businesses tried to maintain some dynamism and looked for available ways to mitigate the severe impact of the travel standstill. They shifted their focus to supporting the government with quarantine-related stays, reengineering the businesses, raising capital from the Mauritius Investment Corporation (MIC), optimising the company's cost structure, and strengthening our sustainability thrust across the Group to address the rapid shift in customer preferences. We also partnered with LIBA (Laboratoire International de Bio Analyse) for the development and certification of the Group's "FeelSafe" label, demonstrating the strict health and hygiene standards adopted in all hotels within the Group.

The Group's operations and investments in the Hospitality space are fully geared to reap the benefits of the structural changes carried out during the year as the world rebuilds its international travel flows.

You launched the C&C Programme for FY22. What exactly does it entail?

'Challenging the Status Quo and Collaborating Forward' was the motto of the C&C Programme. Leveraging our core value of Agility, we have managed to gather the capabilities necessary to navigate the uncharted waters of a Volatile, Uncertain, Complex, and Ambiguous (VUCA) world. The COVID-19 pandemic, which has been a reality for almost two years now, forms part of the rocky waters we have had to face together. By working hard to develop an outward mindset and challenge the status quo, we have honed our entrepreneurial muscle to face the headwinds with maximum preparedness.

As we gear up for FY22 and beyond, hopefully involving the full reopening of our borders amongst other optimistic measures, we realised that we had to move beyond the Vivacis Resilience Programme, which has served as our guiding light since March 2020. The need to start focusing on growth and delivering on our CAP23 targeted numbers in FY23, led us to launch this new performance programme we call 'C&C'. This programme is designed to improve performance and accountability and emphasis is being laid on reinforcing our managerial capability. The focus is laid on sturdier management practices, and an outsized effort to drive sales, revenue, and market share growth.

CEO's Interview (cont'd)

It is clear that Sustainability and Inclusiveness are very close to your heart. You also lead the Sustainability and Inclusiveness Growth Commission at Business Mauritius. Tell us more about the progress you have made during the year.

I am personally so glad that the world around us, in Mauritius and beyond, is taking Sustainability and Inclusiveness more seriously. Within Rogers, we scaled up our efforts in aligning the Group's commitments with the Business Mauritius' SigneNatir Pact during FY21. We have a dedicated Sustainability and Inclusiveness Committee, led by Mr Raj Makoond, which reports to the Rogers' Board.

The Group leadership signed and published our first Sustainability Charter; we also launched our first detailed Sustainability Report, with clear metrics and commitments. We have also engaged with Boston Consulting Group (BCG) and laid out plans to develop sustainable ventures, integrated our Strategy and Sustainability teams at the corporate office to reflect the convergence of the two, and prepared ourselves to transition to Net Zero, which will also help Mauritius meet its commitment under the Paris Agreement.

Each of our sectors has advanced on our sustainability-led initiatives. Ascencia and VLH lead the way within the Group with the following key initiatives.

- Ascencia is driving the following key projects: roll out of the 'waste sorting at source' project across the portfolio of malls; construction of a Biogas Station at Bagatelle Mall to convert organic waste into energy; application for new Photovoltaic farms in Bo'Valon and Riche Terre Mall, Bagatelle Home & Leisure at CEB; replacement of the HVAC system in Bagatelle Mall with a new Chiller System; initiation of the LEED Certification for our malls, the first one being Phoenix Mall.
- VLH Group's efforts are focused on five main pillars: Energy Transition, Biodiversity, Circular Economy, Vibrant Communities and Inclusive Development – all of which are now clubbed under the 'Now for Tomorrow' campaign.

Tell us more about your project with BCG. Was it a priority to engage with external consultants at a time when the company was struggling with the effects of COVID-19?

The dynamics of climate change are complex and adapting our behaviour to more pertinent methods in a pragmatic manner required the input of more informed professionals. The world is moving in the right direction, but at too slow a pace to have the needed impact on climate change and global warming. Businesses must be able to articulate their priorities and their contribution in having a positive impact on climate change.

BCG is a globally-renowned consulting firm, and as a part of their own Net Zero commitments, they have pledged a significant amount of money to help organisations transition to Net Zero emissions.

We benefitted greatly from BCG's investment and engaged with them over six weeks in FY21 to come up with a plan to develop four sustainable ventures – renewable energy, ecotourism, regenerative agriculture, and nature-based solutions. We will roll out these ventures in FY22 and continue on our path to Net Zero. This is aligned with Mauritius' commitment to achieve Net Zero emissions over time and a 40% reduction of greenhouse gases by 2030 (as compared to the Business-as-Usual scenario), both of which are ambitious goals that will require structural changes in our economy.

We believe that sustainability should be 'sustainable' and if we are doing the right things for the business, the environment, and society, we should also be promoting good business and profitability. This is easier said than done as much needs to change for us to get there. Customer preferences keep evolving, preferential financing costs for sustainable projects are still difficult to source, prevailing regulations are outdated, carbon emissions, biodiversity loss and their impact on nature are still not priced adequately.

We are aware of the risks related to the global movement around sustainability, which we will need to consider and mitigate. For example, should tourists decide not to travel to a long-haul destination such as Mauritius due to a high carbon footprint, we will have to rethink our strategy for the industry. But we also see significant opportunities in the future stemming from the sustainability-led transformation that we are witnessing across industries, such as renewable energy, regenerative agriculture, reversing biodiversity loss, carbon markets, to name a few.

We want to be proactive rather than reactive and make Bel Ombre a shining example and the pilot project of all the spheres of our sustainability efforts.

What are your priorities for next year?

During tough times, everyone feels challenged, and everyone is more easily disorientated. More than ever, we need to develop clarity of mind across the organisation, to unite our energy and nurture a renewed collective sense of purpose. Current times call for our certainties to be replaced by a mature corporate culture that enables unemotional disagreement.

At Rogers, our focus will be on consolidating our open-mindedness and tolerance, and on driving those key projects with the most upside potential to create value for our stakeholders over the medium term.

We will continue driving growth through the ongoing digitalisation of Rogers Capital's lines of business in organic and inorganic ways. By the time of publishing, Velogic will have already been listed on the Development & Enterprise Market and will consolidate its growth strategy in a complex yet fast-growing industry.

Ascencia will continue to successfully deliver on projects at hand and optimise its financial position. Agrïa will complete the master plan of Bel Ombre and make the agriculture business profitable. Rogers Hospitality and Rogers Aviation will both provide safe and unique experiences to our customers in anticipation of a broader reopening of borders across the world. Finally, in line with our "Rogers, Uniting Energy" campaign, which has been serving as our North Star these recent years, we will continue to work towards bringing together all Energies: "those that create value, that focus our efforts, that make us swift and impactful together."

I take this opportunity to thank the Board, all our colleagues and employees, our partners, and clients for being part of Rogers' journey and for your contribution towards making the Group emerge stronger.

"We will roll out renewable energy, ecotourism, regenerative agriculture and nature-based solutions in FY22 and continue on our path to Net Zero."

Governance at Rogers

Agility was of the essence during this critical period to manage risks and ensure business continuity.

Rogers and Company Limited (Rogers or the Company) is a listed conglomerate on the Official List of The Stock Exchange of Mauritius Ltd. It is a public interest entity and is required to apply the eight principles of The National Code of Corporate Governance for Mauritius (2016) (the Code).

1. Governance Framework

Within Rogers Group's structure are two other listed companies, namely (i) Ascencia Limited (Ascencia), its retail property arm listed on the Official List; and (ii) Velogic Holding Company Limited (Velogic or VHCL) its logistics arm newly listed on the Development & Enterprise Market (DEM) of the Stock Exchange of Mauritius Ltd (SEM). Its FinTech sector comprises a number of companies regulated by the Financial Services Commission.

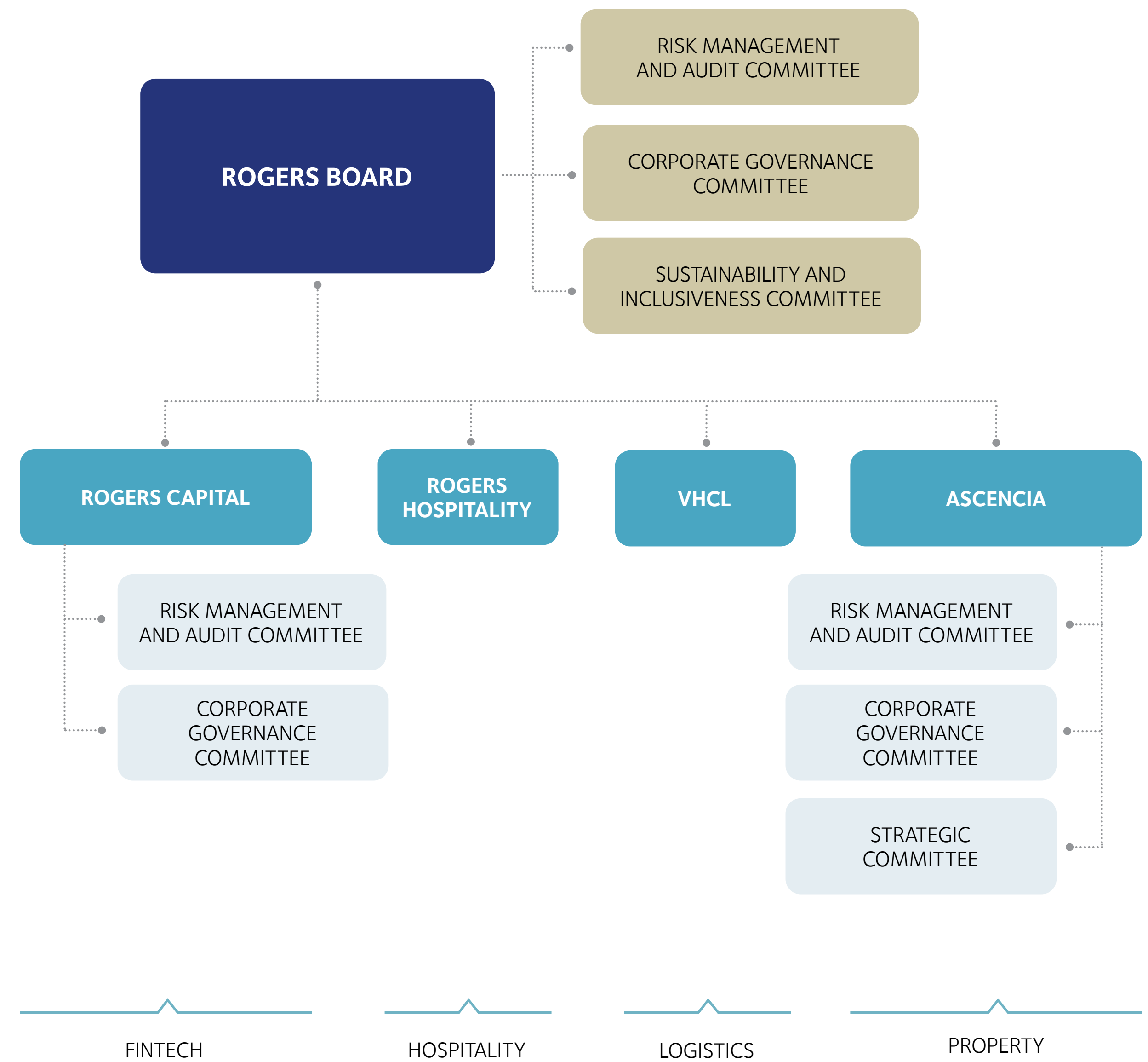
As Rogers Group expands its operations, its governance framework is being continuously modernised by its Board and Board Committees to ensure that the evolving governance framework supports effective decision-making, embeds a corporate culture aligned with its values and strategy, and fosters sustainable growth.

In 2008, given the size and nature of the business of Ascencia, the Board of Rogers resolved that two Board Committees, namely a Corporate Governance Committee (CGC) and a Risk Management and Audit Committee (RMAC) be set up at the level of the DEM-listed Ascencia.

Similarly in 2018, given that the FinTech arm of the Group had grown considerably in size and that it had become an increasingly regulated sector, the Board of Rogers resolved to create a CGC and a RMAC at the level of Rogers Capital Ltd. Linkages were created between the Rogers Board Committees and the Rogers Capital Committees and Ascencia Board Committees, respectively. The Chairman of the Rogers RMAC has a standing invitation to attend the RMAC meetings of Rogers Capital and Ascencia. The CEO and the Secretary of Rogers ensure the flow of information between the Rogers CGC and the CGC of Rogers Capital and Ascencia.

In 2021, the Board of Rogers approved the listing of Velogic on the DEM of SEM. The Board of Velogic, prior to its listing, reviewed its existing governance structure whereby its governance matters as well as risk management, internal control, and audit matters, were overseen by the CGC and the RMAC of Rogers. The Board of VHCL resolved that such a governance structure operates well and there was no need to change.

The Board of VHCL further resolved that the SIC of Rogers will assist the Directors of VHCL on Sustainability and climate change matters. To create the linkages between the Rogers Board Committees and the Board of Velogic, it was resolved that the CFO of Velogic will be a permanent attendee of the RMAC of Rogers when Velogic operations matters are dealt with. The CEO of Velogic will have a standing invitation to attend the meetings of the SIC and CGC of Rogers. The Board Secretaries of Rogers and Velogic will further coordinate to ensure the timely flow of information between the CGC, RMAC, and SIC of Rogers and the Board of Velogic.



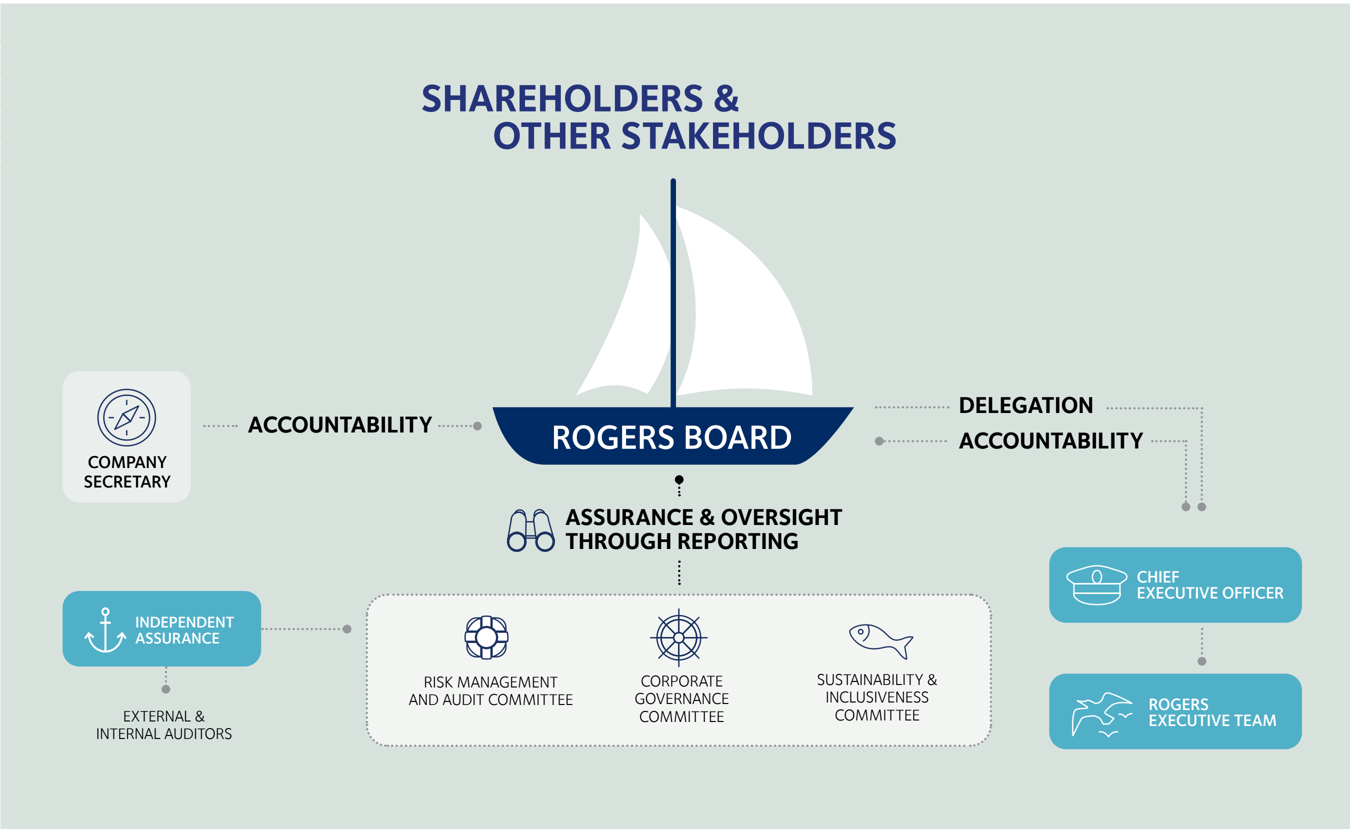
2. Statement of Compliance with the Code

For the year under review, Rogers complied with the eight principles of the Code.

Governance at Rogers (cont'd)

3. Governance Framework at Company Level

The governance framework of Rogers at Company level is as follows:



4. Board of Directors and its Workings

The Board of Rogers assumes responsibility for leading and managing the organisation in line with all legal and regulatory requirements. Rogers is headed by a unitary Board of 12 seasoned Directors who are drawn from a wide range of industries and backgrounds with a good balance of skills to promote the long-term sustainable growth of the Group. The Board is of the view that the size of the Board, as well as its Group governance framework, is commensurate with the nature and complexity of Rogers Group operations. The profiles of Directors, including their areas of expertise and their full directorship lists, are available on the Rogers' website at https://www.rogers.mu/content/board-directors.

The composition of the Board and the category of Directors are set out on page 49 of the Integrated Report. On 30 June 2021, there were four Executive Directors, five Non-Executive Directors, and three Independent Non-Executive Directors, who satisfied the criteria tests of Principle 2 of the Code. The number of Directors sitting on the Board is in line with section 79 of the Constitution of Rogers. Furthermore, all Directors reside in Mauritius. The Chair of the Board is a Non-Executive Director who encourages Directors to voice out their views and deliberate during Board meetings.

The Board of Rogers remained agile during and post the second national lockdown in March 2021 by continuously overseeing operations, receiving regular business updates and dedicating time to understand and deliberate on emerging risks. The Board and Committee agenda was reviewed to ensure that the key priorities of the Group impacted by the pandemic were addressed.

For the year under review, besides its normal agenda, the Board focused on the following key matters:

i. Launch of the C&C Programme amongst 130 Senior Executives and Managers of the Group to address underperforming businesses and push for further growth and expansion;
ii. Further strengthening of the Group's cybersecurity practices;
iii. Integrating Sustainability and climate change initiatives and reflection in the operations;
iv. Attracting and retaining resources and talent;
v. Migrating its subsidiary, Ascencia Limited, from the DEM to the Official List of the SEM;
vi. Restructuring and re-branding its subsidiary, VLH Ltd., into Rogers Hospitality;
vii. Merging the Leisure business with its Hospitality arm;
viii. Listing its subsidiary, VHCL, on the DEM of the SEM.

Upon appointment to the Board and/or its Committees, a new Director receives an appointment letter together with a comprehensive induction pack. The induction programme and orientation process are supervised by the CEO, the Secretary, and the Senior Executives of Rogers. The Terms and Conditions relating to the appointment of Non-Executive and Independent Non-Executive Directors (including contents of the Induction pack) are available on Rogers website at https://www.rogers.mu/content/board-directors.

A timetable of scheduled Board meetings, Committee meetings and the Annual Meeting of Shareholders, is sent to Directors at least a year in advance. The preparation of the Board pack is supervised by the Secretary in collaboration with the CEO and CFO of Rogers. The comprehensive Board pack is circulated to Directors at least five working days before the Board meeting. Directors are encouraged to liaise with the Senior Executives of Rogers should they have queries on matters contained in the Board pack and they have the right to request independent professional advice at the expense of Rogers. Within ten days of the holding of the Board meetings, a draft set of minutes and a 'to-do list' are prepared by the Secretary and sent to the CEO for review before being circulated to Directors. After the Board meeting, the Secretary liaises with the executive and management team of Rogers so as to ensure that Board decisions are implemented. All approved Board policies can be consulted on the website of Rogers at https://www.rogers.mu/content/policies.

Directors are further encouraged to attend courses/seminars to refresh their knowledge and to keep abreast of the latest developments relating to their duties, responsibilities, powers, and potential liabilities. Regulatory and legislative updates are communicated by the in-house Counsel as and when required.

Due to the ongoing sanitary restrictions, only two workshops were organised for the year under review, both facilitated by Juristconsult Chambers on 12 and 16 November 2020 respectively, for the Directors of Rogers, including some independent Directors of the subsidiaries of Rogers. The workshops were namely:
(i) changes brought to the Workers Rights' Act 2019; and
(ii) Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT).

A Directors' and Officers' liability insurance policy has been subscribed to and renewed by Rogers. The policy provides cover for the risks arising out of the acts or omissions of the Directors and Officers of Rogers Group. The cover does not provide insurance against fraudulent, malicious, or wilful acts or omissions.

A new Code of Ethics was approved by the Board in 2018 (the "Code of Ethics"). It offers guidance to all directors and employees of the Group on ethical standards and behaviours acceptable to the Group.

The grievance mechanism set out in the Code of Ethics provides for the complainant to report an alleged breach to his/her immediate superior or an appropriate senior manager. Management will then trigger the appropriate investigation, make recommendations and apply sanctions, if need be. The Group ensures that no prejudice whatsoever is caused to a complainant who reports a complaint on reasonable grounds. Channels of complaint are also open to stakeholders. All complaints are handled impartially and promptly by Management. Anonymous complaints are not entertained by the Group.

5. Nomination Process and Appointment

The CGC of Rogers acting as Nomination Committee reviews the composition of the Board and its skills set on a yearly basis and ensures that plans are in place for the orderly succession of both the Board and senior leadership positions within the Group.
The nomination process and appointment of Directors is available on the website of Rogers at https://www.rogers.mu/sites/default/files/nomination_process_0.pdf.

5. Nomination Process and Appointment (cont'd)

For the year under review, the Nomination Committee recommended:

i. that no addition be made to the Board of Rogers given that the size of the Board, as well as the skills set of Directors, were commensurate with the Group's businesses;
ii. to the Board of Rogers that the current Directors offer themselves for election and reelection at the Annual Meeting of Shareholders of the Company. The Board is satisfied that each of the Directors standing for election or reelection continues to perform effectively, displays relevant skills and knowledge, and demonstrates commitment to his or her role and to the long-term success of the Company whilst having regard to wider stakeholder interests;
iii. to the Board of Agrïa Limited the appointment of Mr. Thierry Sauzier as its CEO;
iv. the appointment of Mrs. Céline Guillot-Sestier as new Chief Communication Executive of Rogers Group.

On the gender front, the Nomination Committee ensured that the six public subsidiaries of Rogers Group satisfied the minimum criteria of having at least one woman representative on their Boards.

6. Board Committees

The Board is assisted in the performance of its duties by three Board Committees, namely the Corporate Governance Committee (acting also as Nomination Committee and Remuneration Committee) (the CGC), the Risk Management and Audit Committee (the RMAC) and the Sustainability and Inclusiveness Committee (the SIC).

Save for Ascencia and Rogers Capital Ltd. (Rogers Capital), the CGC, the RMAC and the SIC of Rogers oversee the governance, risk management, audit, and internal control and Sustainability and inclusiveness initiatives of the other four sectors of Rogers Group, namely Logistics, Hospitality including Travel and Leisure, Real Estate and Agribusiness.

The CGC of Rogers is chaired by the chair of the Board of Rogers, a non-executive Director, whilst the RMAC and SIC are chaired respectively by an independent non-executive Director of Rogers Board. Save for the CGC, the composition of the other Board Committees of Rogers meet the requirements of the Code.

On 30 August, 08 October, and 22 November 2021, the CGC, SIC and RMAC of Rogers respectively reviewed their terms of reference and noted that they had met their objectives.

The membership and terms of reference of these Committees are available on the website of Rogers at https://www.rogers.mu/content/governance.

The Composition and attendance of Board, Committee meetings, and Meetings of Shareholders as well as the individual Remuneration and Benefits of Directors for the year under review are set out in Table 1.

Governance at Rogers (cont'd)

Table 1: Composition and attendance at Board, Committee meetings and Meetings of Shareholders, Remuneration and Benefits from 01 July 2020 to 30 June 2021.

Directors	Category	Board	Corporate Governance Committee (CGC)	Risk Management & Audit Committee (RMAC)	Sustainability and Inclusiveness Committees (SIC)	Meetings of Shareholders		Remuneration & Benefits (in Rs)
						Annual Meeting Of Shareholders (AMS)	Special Meeting of Shareholders (SMS)	
Dr Guy Adam	NED	5/5	2/2	n/a	n/a	1/1	0/1	460,000
Eric Espitalier-Noël	NED	4/5	2/2	7/8	n/a	1/1	1/1	580,000
Gilbert Espitalier-Noël	NED	5/5	n/a	n/a	n/a	0/1	1/1	340,000
Hector Espitalier-Noël	NED	4/5	n/a	n/a	n/a	1/1	0/1	340,000
Philippe Espitalier-Noël	ED	5/5	2/2	n/a	2/2	1/1	1/1	12,048,972
Thierry Hugnin	INED	5/5	n/a	8/8	n/a	1/1	1/1	490,000
Damien Mamet	ED	5/5	n/a	n/a	2/2	1/1	1/1	6,664,848
Deonanan Makoond	INED	5/5	n/a	n/a	2/2	1/1	1/1	340,000
Vivian Masson	INED	5/5	n/a	8/8	n/a	1/1	1/1	610,000
Jean-Pierre Montocchio	NED	5/5	2/2	n/a	n/a	1/1	1/1	820,000
Aruna Radhakeesoon	ED	5/5	n/a	n/a	n/a	1/1	0/1	6,995,348
Ashley Coomar Ruhee	ED	5/5	n/a	n/a	n/a	1/1	1/1	6,100,610

7. Remuneration of Directors and Senior Executives

The CGC of Rogers acting as Remuneration Committee oversees the fees paid to Directors as well as the salary package and bonuses of senior executives of Rogers. The fees paid to the Directors of Rogers were last reviewed in December 2012. The salary package and bonuses of the senior executives of Rogers are reviewed by the Remuneration Committee on a yearly basis to ensure that they remain competitive as part of the talent retention strategy of the Group.

The Remuneration of Independent Non-Executive Directors and Non-Executive Directors is composed of a basic monthly fee and an attendance fee. The Committee members are paid a monthly fee only and the Chair of the Board and Chairmen of the Committees are paid a higher monthly fee.

As a general principle, the Executive Directors of Rogers are not remunerated any Directors' fees for serving on the Boards of the subsidiaries of Rogers. Save for Messrs. Hector Espitalier-Noël and Eric Espitalier-Noël, the other Non-Executive Directors of Rogers are not remunerated any Directors' fees for serving on the Boards of the subsidiaries of Rogers. For the year under review, Messrs. Hector Espitalier-Noël and Eric Espitalier-Noël each perceived a Director's fee of Rs 146,251 and Rs 95,625 arising from their respective directorships of Agrïa Limited and Case Noyale Limitée.

8. Performance Review

The Board previously resolved that its performance will be evaluated every two years. The Company has so far not resorted to an external service provider to carry out the Board evaluation. It is proposing to do so once the pandemic is over. Individual Directors' evaluations have so far not been carried out by the Company. As the COVID-19 pandemic impacted the business operations of the Group, it was agreed to defer the individual Director evaluations.

A Board evaluation was conducted internally in July 2019. The findings of the exercise together with an update on progress in addressing the actions identified are set out below:

Evaluation Findings Areas for improvement	Progress made
The Board agenda to devote appropriate time to key items necessary for the Company's smooth running.	Ad hoc dedicated Board meetings convened to address specific matters.
The Board to devote more time to long-term strategic discussion and emergency succession planning.	The Leadership Team structure was tabled at the 2021 February Board meeting. Board and Senior Management succession planning to remain high on the Nominations Committee's agenda to further enhance existing plans.
Developing the Board's understanding of the Company's talent retention strategy and human capital challenges.	The Group HR is currently working on a strategy to address these challenges.
Allocating additional time on training on the operating environment, recent legal and governance developments impacting Rogers.	Regular training took place in 2020 as set out in section 4 of this Governance Report.

9. Board Secretary

The Board Secretaries are seasoned and qualified practitioners, who have the required knowledge, skills, and experience to address the compliance and governance requirements of the Rogers Group. They play an important role in the upkeep of the Group governance framework. They advise and guide Directors and senior executives of the Group on all aspects of governance and internal control for effective decision-making. They regularly interact with the authorities and regulators to iron out queries that may arise during the approval process. In so doing, they act as ambassadors of Rogers' values. All Directors have access to the services and advice of the Board Secretary, whose position statement is available on the Rogers website at https://www.rogers.mu/content/governance.

10. Managing Conflicts of Interest and Related Party Transactions

Conflicts of interest and related party transactions are inevitable in today's sophisticated finance world and in a sizable group like Rogers. The Group has thus developed transparent processes to tackle both matters. The Related Party Transaction process (RPT) of Rogers is available on the website of Rogers at https://www.rogers.mu/content/board-directors.

The Secretary maintains a conflict of interest register which records all potential conflicts of interests arising when Directors perform their duties. Any instances where Directors of Rogers are conflicted are noted down by the Secretary. As at 30 June 2021, the following Directors were conflicted and the table below shows how we managed the conflict situation.

Name of Director	Conflict situation	Actions taken
1. Mr. Eric Espitalier-Noël* **2. Mr. Gilbert Espitalier-Noël*** **3. Mr. Hector Espitalier-Noël*** **4. Mr. Philippe Espitalier-Noël****	The retrocession of two plots of land from ENL Property Ltd. to Bagaprop Limited, a subsidiary of Rogers.	1. The transaction was reviewed by the RMAC of Rogers and recommended to the Board of Bagaprop Limited for approval. Mr. Eric Espitalier-Noël, who is a member of the RMAC, withdrew himself from participating and voting on the matter. 2. The transaction was also tabled at the Board of Rogers and Messrs. Eric, Gilbert, Hector, and Philippe Espitalier-Noël abstained from participating and voting on the matter.

** Directors of Rogers and ENL Limited, itself the holding company of ENL Property Ltd.*
*** Chief Executive and Executive Director of Rogers*

The Secretary further maintains an interest register which records the Directors' dealings in the shares of Rogers. For the year under review, none of the Directors dealt directly in the shares of the Company.

Related party transactions are not illegal but should be properly managed. All related party transactions of the Group are tabled before the RMAC of Rogers. In specific circumstances and/or where the size of such transactions are material, the RMAC together with the independent Directors of the Company meet to review and deliberate on such transactions. They thereafter report their findings and recommendations to the Board of Rogers for consideration and/or approval.

For the year under review and at the time of approving this report, the related party transactions approved by the Board using the RPT process consisted of:

i. the acquisition of a 50% stake of EnAtt Limited by Ascencia Limited, a subsidiary of Rogers, in The Beau Vallon Shopping Mall Limited.
ii. the retrocession of two plots of land from ENL Property Ltd to Bagaprop Limited, a subsidiary of Rogers.

The percentage ratios for the said related party transactions did not exceed the five percent threshold set out in the Listing Rules whether singly or on a cumulative basis.

11. Stakeholder Engagement

Stakeholder engagement is an important consideration for Rogers. For more details on same, please refer to page 14 of the Integrated Report.

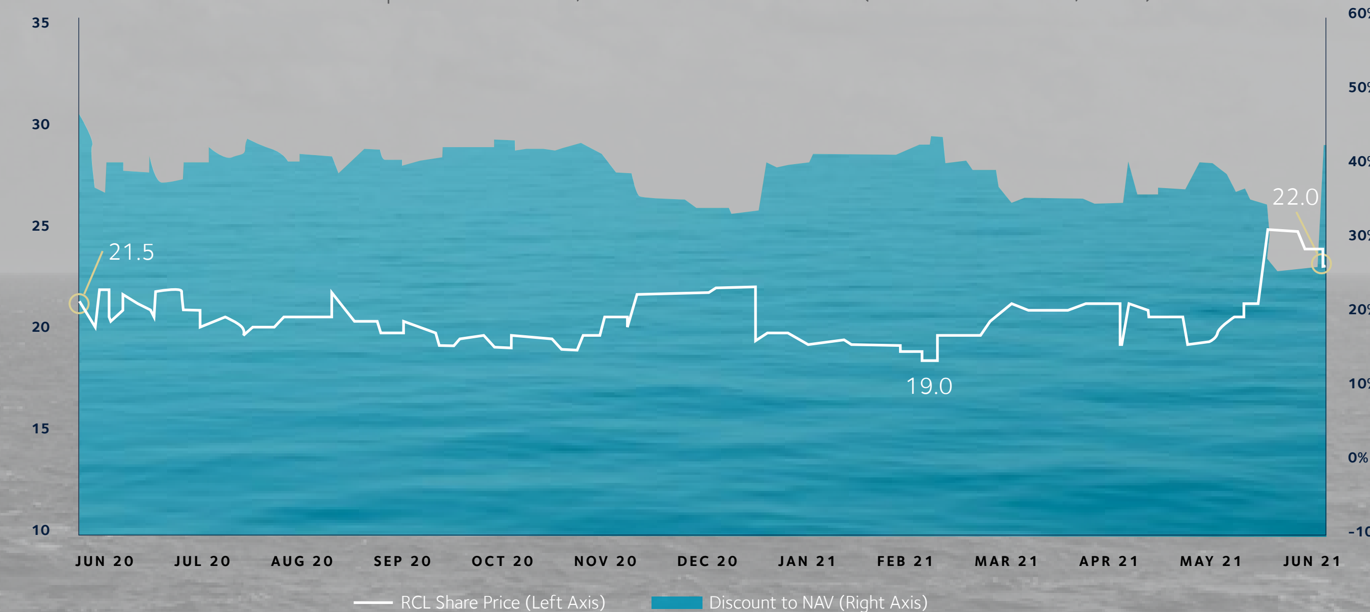
The Board is satisfied that the Integrated Report and accounts of Rogers Group as at 30 June 2021 are fair, balanced and understandable.

Chief Finance Executive's Report

Damien Mamet
Executive Director and Chief Finance Executive

Evolution of Share Price & Discount to NAV

Market capitalisation of Rs 5,545m as at 30 June 2021 (30 June 2020: Rs 5,419m)



Group Performance Highlights 2020 - 2021

Whilst we had a relatively normal period of business activity during the first six months of FY20, we witnessed one of the most turbulent times since our creation during FY21. The COVID-19 pandemic has contributed to challenging operating conditions for our Hospitality Served Market, which had to deal with restrained business activities, heightened uncertainties, and increased supply chain volatilities. Furthermore, we had to contend with unfavourable developments linked to the inclusion of Mauritius on the respective lists of the FATF and the European Commission, and the downgrade of the sovereign credit rating of Mauritius, by Moody's Investors Service.

Revenue for the Group fell by 18%, from Rs 9,240m to Rs 7,574m. Despite the overall good performance of the other Served Markets, which noted a 11% increase compared to last year, the absence of tourists in our Hospitality Served Market for the whole of FY21 cast a shadow on the performance of the Group.

EBITDA, excluding other gains and losses for the year, decreased by 33% to Rs 620m (FY20: Rs 925m).

Loss After Tax, excluding other gains and losses, increased by 32% to Rs 681m (FY20: Rs 514m). The negative contribution of the Hospitality Served Market once again weighed significantly on performance. However, this was partially offset by a strong operational performance in other sectors. Of note, our Logistics Served Market recorded a PAT of Rs 149m, up by 42%. On the same line, the FinTech and Property Served Markets contributed positively to our bottom line, with a respective PAT of Rs 297m (FY20: Rs 22m) and Rs 940m (FY20: Rs 109m).

Loss Per Share for the year, excluding other gains and losses, stood at Rs 3.71 compared to Rs 2.14 in 2020.

Attributable Loss increased to Rs 908m from Rs 550m. This drop was mostly attributable to the prolonged closure of international borders and travel restrictions impacting the Hospitality Served Market.

Dividends Per Share increased by 58% to Rs 0.60 since last year's final dividends per share were deferred by the Board of Directors of Rogers and Company Limited as a prudent response to the uncertainties surrounding the evolution and impact of the pandemic on the Group.

Share Price for the year improved by 2% to Rs 22.00, with a market capitalisation of Rs 5,545m as at 30 June 2021.

Net Asset Value decreased by 5% to Rs 9,631m as at 30 June 2021. This represented a discount to NAV of 42% as at 30 June 2021.

Served Market Highlights 2020-2021

FINTECH

For the first time since its creation in 2017, the Financial Services segment reported a combined positive PAT of Rs 13m.
The implementation of stringent cost controls and prudent credit policies proved effective and allowed for a consequential contraction of our provisions for doubtful debts. In parallel, the business harnessed the full potential of technology and automation engines to strengthen its risk management framework.

Our Global Business segment also showed resilience amidst a highly uncertain environment characterised by the inclusion of the Mauritian jurisdiction on the EU's list of high-risk third countries in relation to our AML/CFT measures.

The share of profit from the associate companies, Swan General and Swan Financial Solutions, improved by 15% to Rs 232m.

HOSPITALITY

Hotels, Leisure and Travel

The closure of the Mauritian borders, and most borders across the world, have heavily impacted the financial performance of the Group's Hospitality Served Market. Revenue for FY21 stood at Rs 898m, 72% lower compared to FY20. It recorded a negative EBITDA of Rs 1,615m for the year, against a negative EBITDA of Rs 68m realised in FY20. Overall, the Group recorded a loss of Rs 1,973m (FY20: Rs 474m) for the year ended 30 June 2021.

Despite the unfavourable market conditions, Management managed to sustain the business by taking measures that eased the cash flow pressure. The Government's Wage Assistance Scheme (GWAS) also played an important part in covering employee salaries during FY21.

LOGISTICS

Velogic displayed great resilience during the year, owing to a diverse portfolio that extends across geographies and services. The notable increase in profit was driven in large part by the Freight Forwarding segment, where revenues increased despite the volume downturn because of soaring freight rates across all entities globally. Velogic generated a PAT increase to Rs 149m compared to Rs 105m last year. EBITDA, for its part, increased to Rs 382m compared to Rs 314m the previous year.

Chief Finance Executive's Report (cont'd)

Property

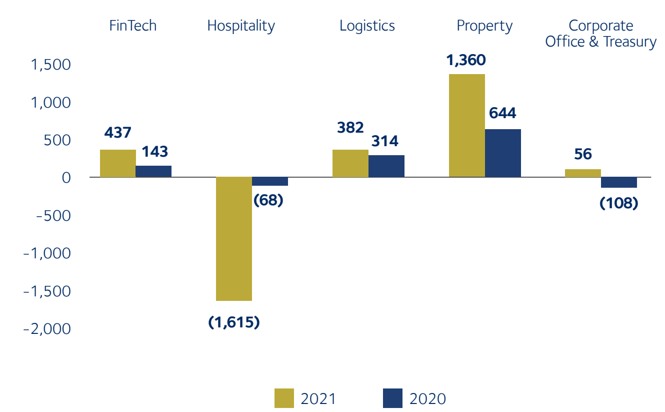
Property Investments

The operational performance of Ascencia was better than last year as sanitary restrictions were less stringent, hence allowing for continuous and smoother operations. Revenue protection was centred around tenant relief plans, thereby reducing risk of default, casualty and vacancy. We were rewarded with strong rental collection rates, an increase of 10% in operating profit resulting in a PAT of Rs 991m (FY20: Rs 200m), including fair value gains of Rs 534m (FY20: Rs 57m).

Property Development & Agribusiness

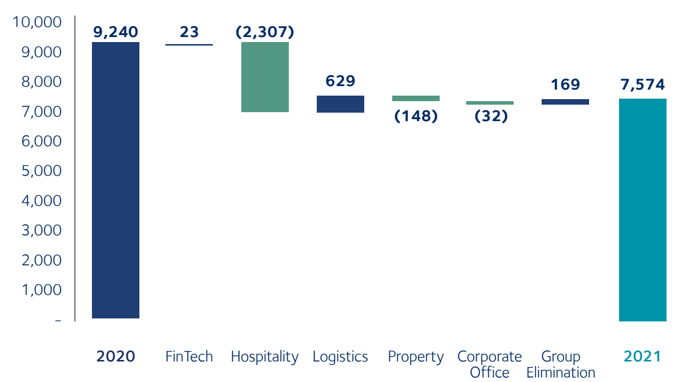
The Real Estate segment performed significantly better than last year. The biggest contributing factors were the sale of eight plots at Villas Valriche, coupled with the appreciation of the USD against the Mauritian Rupee, which significantly increased our gross margins. However, the Agriculture and Leisure activities suffered from the closure of borders and absence of tourists.

EBITDA* (Rs m)

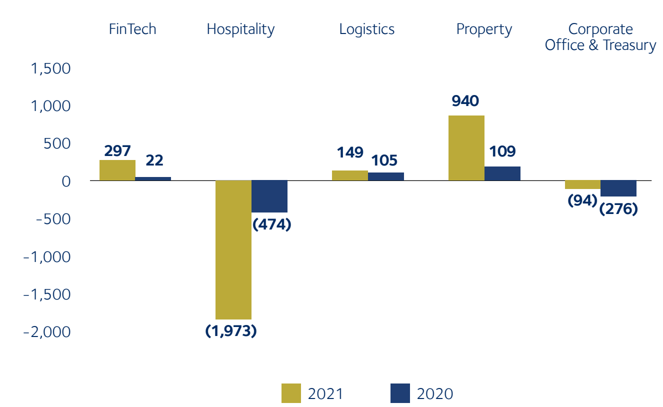


*Excluding other gains and losses

Movement in Group Revenue (Rs m)



PAT* (Rs m)



*Excluding other gains and losses

Financial Management and Group Treasury

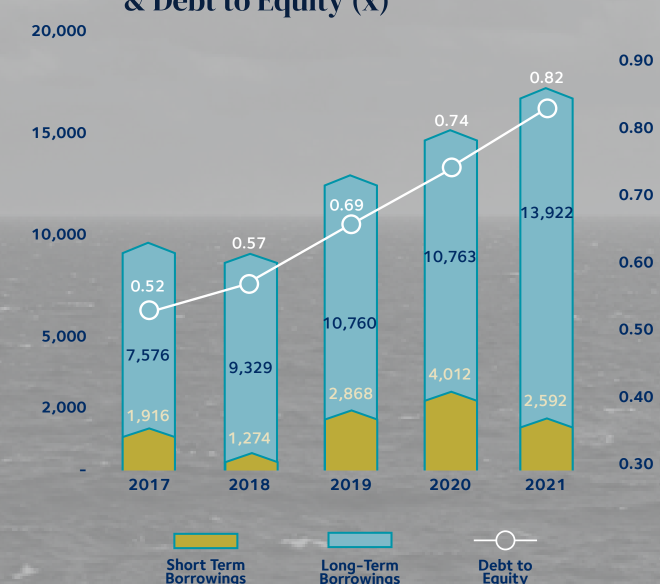
We focused our attention on the liquidity positions of our businesses and on ensuring the availability of sufficient funds to help sustain operations. During the year, Ascencia successfully raised Rs 1.5bn in the form of bonds from institutional investors. This amount is designated for future developments and restructuring existing credit facilities into longer-term ones, thus giving our investment more breathing room.

The Rogers Hospitality Group entered into a bond agreement with the MIC – a company set up by the Bank of Mauritius for an amount of Rs 1.3bn. On 28 June 2021, Rs 600m out of the Rs 1.3bn was raised through the issue of 60 secured redeemable convertible bonds at a unit nominal value of Rs 10m per bond. As a result, Group borrowings increased by 12% to Rs 16.5bn. Our teams further undertook an analysis of our loan exposure, focusing on our vulnerability to currency volatility. Such loans, mainly composed of EUR and USD, have effectively been contracted on a medium-term basis to hedge against currency fluctuations. On a shorter-term basis, we entered currency forward contracts to hedge against movements in the underlying exchange rates. As at 30 June 2021, the net exposure of the Group to these instruments stood at Rs 0.1bn (FY20: Rs 2.1bn).

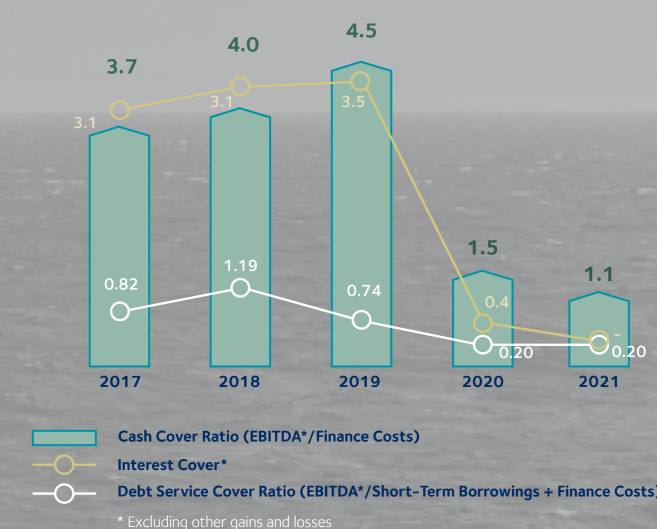
From a liquidity perspective, the Group pursued its prudent debtor management policies, along with precautionary cash buffers to help our businesses withstand the ensuing financial shock linked to the pandemic and lockdown.

The Company's current liabilities exceeded current assets by Rs 738m (FY20: Rs 290m) mainly due to the excess cash generated by subsidiaries and deposited on an at-call basis.

Total Borrowings (Rs m) & Debt to Equity (x)



Coverage Ratios



Outlook

The operating context is still subject to uncertainties, with global economic recovery remaining uneven and fragile. However, the Group has shown resilience in its core activities against a black swan event and the unpredictability that surrounds it.

The evolution of the business environment looks promising, as we are witnessing encouraging trends in the Logistics and Hospitality Served Markets. Management believes that the optimisation of our operational performance has enabled this resilience over the past year and set a sound bedrock for the execution of the Group's strategy. The progress made on the vaccination front and opening of borders should help boost the economy. Based on our strong fundamentals and continued innovation in our Served Markets, the Group is well equipped to reap the benefits of economic recovery, with highly encouraging prospects on the international front.

I would like to thank our dedicated and hard-working Finance teams across the Group; despite this year's very challenging circumstances, they maintained high standards of professionalism. I firmly believe that our people's efforts and engagement will further contribute to the success of Rogers Group.

FinTech

Sectors
Corporate
Financial
Technology

Company
Rogers Capital

Key Investments
Swan General
Swan Financial Solutions

EBITDA
Rs **437**m
▲206% over last year

PAT*
Rs **297**m
▲1,250% over last year

Gender Parity
56% Female and 44% Male

*Excluding other gains and losses

Integrated Report 2021 Rogers

Served Market Performance

Rogers' FinTech Served Market produced strong results during the financial year.

Market Overview and Operating Context

In FY21, our markets continued to be impacted by the prevailing VUCA environment begotten by the COVID-19 pandemic. International border closures and renewed periods of confinement impaired international mobility and disrupted global trade. The Mauritian economy contracted by 15% in 2020 and public sector debt as a share of GDP ballooned in excess of 83%, causing Moody's to downgrade our sovereign credit rating with a negative outlook in the third quarter of the fiscal year.

Mauritius was placed on the FATF Grey List in February 2020. Subsequently, it was also included (along with 11 other countries) on the European Union's revised list of high-risk third countries that had strategic deficiencies in their AML-CFT framework as of 1 October 2020.

Further to its inclusion on the hereinabove mentioned lists, Mauritius made a high-level political commitment to the FATF to address the strategic deficiencies identified. A Committee chaired by the Prime Minister was assembled to accelerate the implementation of the country's FATF Action Plan and secure its removal from the FATF List expeditiously.

Impact on our Business

The inclusion of Mauritius on the EU List adversely impacted the credibility and reputation of the Mauritius International Financial Centre (MIFC). Foreign investors' reduced confidence in the MIFC resulted in a highly uncertain and unconducive business environment.

The COVID-19 pandemic has accelerated digital transformation initiatives in Mauritius with an increasing number of people working remotely and growing online transactions.
However, disrupted supply chains at international level have resulted in severe delays in sourcing of computer related equipment.

	REVENUE		PAT	
Rs m	2021	2020	2021	2020
Rogers Capital Corporate Services	**439**	418	**86**	49
Rogers Capital Financial Services	**280**	288	**13**	(160)
Rogers Capital Technology Services	**313**	303	**4**	(6)
Rogers Capital Head Office	**-**	-	**(38)**	(63)
Total FinTech without Swan	**1,032**	1,009	**65**	(180)
Investments (Swan General & Swan Financial Solutions)	**-**	-	**232**	202
Total	**1,032**	1,009	**297**	22

Main Risks

Economic and Market
The current crisis (due to COVID-19) has had the following adverse impacts:

1. Global economic recession and ensuing impacts;
2. Rise in indebtedness and inflation;
3. Economic situation in Mauritius impacting our ability to retain talents;
4. Severe travel and movement constraints;
5. Negative effect on global stock markets;
6. Change in markets/customer behaviour;

Liquidity and Funding
The inability to meet financial obligations. In current economic conditions, banks are increasingly cautious on lending, increasing their lending rates and tightening covenants.

FinTech (cont'd)

Country's reputation

1. Impaired credibility and reputation further to the inclusion of Mauritius on the FATF and EU Lists, eroding the attractiveness of MIFC.
2. Moody's downgrade of Mauritius government's long-term issuer credit rating.

Our Main Responses and Strategic Initiatives

Rogers Capital adhered to its parent company's Vivacis Resilience Programme.

Rogers Capital mobilised its workforce to ensure business continuity for its customers, domestically and overseas. Thanks to our state-of-the-art, secure and redundant ICT infrastructure, hybrid service delivery from the office and from home was enabled seamlessly, allowing us to navigate through the prevailing pandemic conditions in an agile manner.

Our personnel across Rogers Capital was highly involved in the national clean-up rally in the aftermath of the MV Wakashio oil spill. In line with the Group's commitment to Sustainability and Inclusiveness, Rogers Capital led, amongst others, the following initiatives: the reduction of its carbon footprint through tree- planting and in-house go-green initiatives.

Financial Review

Corporate

Leveraging a solid foundational capability, Rogers Capital Tax Specialist Services (RCTX) was officially launched in November 2020 as an autonomous and independent entity providing niche and high-value tax advisory and compliance services to its customers in Mauritius and overseas. A strong growth agenda is bestowed upon this entity to significantly extend its footprint in mainland Africa in the years ahead.

Rogers Capital Corporate Services (RCCS) showed resilience amidst a highly uncertain environment. Its USD denominated revenue, excluding discontinued activities, increased by 2% while productivity gains resulting from business process re-engineering, digitisation and higher chargeability ratios led to a 8% reduction in its costs. Profits of Rs 86m were reported, a robust 76% increase as compared to last year. The Company also benefitted from the restructuring of its Business Development capability under one leadership core and a stronger ability to generate Marketing Qualified Leads (MQLs) from social media and other ancillary digital channels. Thankfully, the impact of the inclusion of Mauritius on the EU list of high-risk third countries on the financial results of RCCS was contained and proved to be marginal.

Technology

Notwithstanding a delay in revenue recognition resulting from the six-week national confinement in the third quarter of FY21 and a highly disrupted supply chain as regards enterprise computing equipment, an enhanced focus on commercial development on all service lines combined with Rogers Capital Technology Services' (RCTS) strong positioning on innovative automation, AI/ML-driven technologies and cybersecurity expertise drove a 4% increase in top line as compared to last year. While the Company is yet to report the full-year impact of its fibre optic deployment in the high-density regions of Ébène and Port Louis, it is one of the very few Managed Connectivity Services providers that currently offers high bandwidth capacity on eleven submarine cables and ten points of presence (PoPs) in the US, Europe, Africa and Asia.

RCTS deployed its own fibre optic connectivity network in Ébène Cybercity and Port Louis City Centre, allowing it to capture significant market share in the B2B segment in those two high-density business areas. It also further strengthened its recently introduced Cybersecurity Advisory capability through meaningful credentials and extended its international connectivity reach through seven additional PoPs in the United States, the United Kingdom, Singapore, Tanzania, Madagascar, Reunion Island and Seychelles.

Financial

For the first year since its inception in 2017, RCFL and its subsidiary Rogers Capital Fin reported a combined positive PAT of Rs 13m. Stringent cost controls and prudent credit policies amidst a high-risk economic environment resulted in a significant reduction in the amount financed yet also in a drastic contraction of our provisions for doubtful debts. The structuring of a sophisticated analytics capability with high-calibre staff leveraging powerful technology and automation engines caters for enhanced risk management of the business.

A strong digitisation impetus unlocked material productivity gains, allowing RCCS and RCFL businesses to further optimise their cost structure.

The FinTech Served Market produced strong results during FY21 as a result of a 2% growth in top line and a 4% reduction in costs with all of its sectors reporting surpluses. EBITDA increased by 206% as compared to the previous year and after-tax earnings, inclusive of the share of profits of our associates, Swan General and Swan Financial Solutions increased almost fourteen-fold, with the depreciation of the Mauritian Rupee only marginally contributing to this performance.

Outlook

At the time of the report, Mauritius successfully reopened its borders to international travel and has a two-dose vaccination ratio of more than 80% of the population. Mauritius was removed from the FATF Grey List of jurisdictions subject to increased monitoring as regards their AML/CFT frameworks as well as from the EU List. These three accomplishments bode well for the country's economic recovery.

In this context, all sectors of the FinTech Served Market are expected to grow. Rogers Capital's equity value is expected to significantly increase in the next few years through additional market share capture, depth of capabilities and niche offerings of higher value.

While most analysts forecast a 6% GDP growth for FY22, tourist arrivals since the opening of our borders, if maintained, could further boost economic output. While the hysteresis effects of increased unemployment (especially youth unemployment), reduced disposable income and worsened budget deficits will continue to prevail, urgent structural fiscal and monetary policies to reduce public sector indebtedness and stabilise the Mauritian Rupee will be of paramount importance to rapidly improve our sovereign credit rating and reverse a declining Gross Fixed Capital Formation (GFCF) trend.

Enhanced business development efforts, the setting up of "jet-lagged" Development Financial Institutions (DFI)-backed Collective Investment Schemes (CIS) and a conducive work and live environment are expected to positively impact RCCS' revenue. Additional efficiency gains through process automation and the increased usage of recently developed digital enablers are also expected to contribute to a better performance.

RCTS is expected to capture additional market share in a number of offerings. Its Board of Directors approved the deployment of an ultra-fast, nationwide optic fibre connectivity network. Its business model is expected to further shift towards a higher proportion of USD denominated and recurring revenue base and the promotion of capex-neutral, Everything as a Service (XaaS) B2B offerings. The setting up of an additional carrier-neutral, redundant and high capacity Data Centre is also being assessed to meet growing demand.

Strategic partnerships to reduce funding costs, while progressively albeit prudently increasing financed amounts, will constitute RCFL's strategic priority. Concurrently, customer experience improvements via enhanced digitisation will continue to unfold.

Rogers Capital's equity value is expected to significantly increase in the next few years through additional market share capture, depth of capabilities and niche offerings of higher value.

Hospitality

Sectors
Hotels & Leisure
Travel

Key Investments
New Mauritius Hotels

Main Companies
Veranda Leisure and Hospitality
Rogers Aviation
Island Living

Served Market Performance

Hotels & Leisure

EBITDA*
Rs **(1,529)**m
▼3,821% over last year

PAT*
Rs **(1,859)**m
▼351% over last year

Gearing
Below
35%
▼25% FY20 over the last year

Net Debt Position
Rs **1,454m**
▼24% over last year
This includes loan in Veranda Tamarin Ltd

*Excluding other gains and losses

The Group partnered with LIBA (Laboratoire International de Bio Analyse) for the development and certification of the Group's "FeelSafe" label.

Market Overview and Operating Context

The COVID-19 pandemic
The pandemic has confronted the hospitality industry with an unprecedented challenge. Strategies to flatten the COVID-19 curve have resulted in the temporary closure of many hospitality businesses and significantly decreased demand for restaurant and leisure activities that could continue to operate. Almost all restaurants were asked to limit their operations to only take-outs.

From March 2020, Mauritian borders remained closed to tourists for 16 months. During that period, a strict sanitary protocol was put in place, resulting in practically no tourist arrivals in the country. However, the reopening process has slowly begun and authorities have started relaxing these restrictions.

Impact on our Business

Our hotels were closed for an average of 254 days and were quite often operating with a skeleton team to limit the spread of infections. The ongoing maintenance of our hotels continued despite a reduced workforce capacity.

The combination of maintained high costs and dwindling revenues has affected Rogers Hospitality and prompted a reassessment of our strategy, with renewed focus on Health and Safety.

	REVENUE		PAT	
Rs m	2021	2020	2021	2020
Veranda Resorts	**155**	781	**(172)**	81
Heritage Resorts	**131**	1,226	**(465)**	(42)
Mid-scale Accommodation	**51**	126	**(38)**	(12)
Quick Service & Destination Restaurants	**222**	249	**(33)**	(39)
Leisure Activities	**25**	185	**(44)**	(10)
Corporate Services	**42**	256	**(391)**	(176)
Total Hotels excluding NMH	**626**	2,823	**(1,143)**	(198)
NMH	**-**	-	**(716)**	(214)
Total	**626**	2,823	**(1,859)**	(412)

Main Risks & Mitigating Actions

Economic & Market:
1. Integration of Hotels and Leisure teams for better synergy;
2. Target local markets (promotional offers, provide new packages to customers);
3. Turnaround strategy on non-performing businesses;
4. Voluntary salary cut during FY21;
5. Review of marketing strategies. Recruitment of key positions to bring additional value to the marketing & communications functions.

Hospitality (cont'd)

Hotels & Leisure (cont'd)

Climate change:
1. Beach rehabilitation in the South (Bel Ombre), following a study carried out by a team of engineers;
2. Sustainability Charter put in place;
3. Dedicated team for sustainability actions (working on several measures/projects such as recycling);
4. Carbon-neutral stays.

Our Response and Main Strategic Initiatives

Maintaining operations in a challenging context
Prior to the 2021 lockdown, Veranda Tamarin and Heritage Resorts had reopened to the public, while Veranda Grand Baie, Veranda Paul et Virginie and Veranda Pointe aux Biches hotels volunteered to be used as quarantine centres. We developed "Pricing & Packaging" strategies aimed at offering the local market a more affordable value proposition, and in turn, help us generate cash flows. We also implemented a major cost-cutting exercise across our operations, while reviewing the cost of sales of our imported products, with the goal of easing pressures on our operational costs.

While day-to-day operations were severely disrupted, the Group seized the opportunity to carry out maintenance and refurbishment work in certain hotels.

In response to the pandemic and sanitary crises, the Group partnered with LIBA (Laboratoire International de Bio Analyse) for the development and certification of the Group's "FeelSafe" label reflecting the health and hygiene standards adopted in all hotels within the Group. The Group's 'Guest Journey' COVID-19 protocol is available for download on its website.

Reaffirming our commitment to the Planet and People
Rogers Hospitality committed itself towards our planet and has set objectives to deliver premium hospitality services that benefit the environment, add value to our local communities and uplift the guest experience. Veranda Leisure and Hospitality (VLH) pledges for a better future through its sustainability programme, 'Now for Tomorrow'.

We implemented the Rogers Sustainability Charter across all our brands, while collaborating with the MTPA to obtain the green certification for our Croisières Australes Ltee fleet.

Financial Review

The closure of the Mauritian borders heavily impacted the Group's financial performance. Revenue for the financial year stood at Rs 626m, representing a 78% drop compared to FY20. A negative EBITDA of Rs 1,529m was recorded during the year, against a negative EBITDA of Rs 39m realised in FY20. On an overall perspective, the Group recorded a loss excluding other gains and losses of Rs 1,859m for FY21 (FY20: Rs 412m).

Necessary measures were taken by Management to mitigate the adverse effects on our performance and to sustain the business despite the challenging conditions.

The Company benefitted from government support through the Government Wage Assistance Scheme (GWAS) to alleviate the weight of staff cost. It also benefitted from relief on Government lease land payment throughout FY21.
The Group undertook the following measures to contain costs and ease cash flow pressure:

1. Additional voluntary salary cut of up to 50% by staff, while maintaining employment;
2. Reduction of non-essential costs;
3. Negotiating with creditors for extension of credit period facility;
4. Close monitoring of debtors' collection;
5. Successfully securing moratoriums on loan capital repayments and additional finance with its banks.

At year end, the banks agreed on a waiver of covenants. However, given that some bank confirmation letters were received after 30 June 2021, loans amounting to Rs 122m have been classified as current liabilities. Those loans have then been reclassified as non-current liabilities post year-end.

During FY21, the Group entered into a bond agreement with the Mauritius Investment Corporation (MIC) – a company set up by the Bank of Mauritius, to provide financial support to companies affected by COVID-19. The agreement stipulates that the Group will issue convertible bonds in favour of MIC amounting to Rs 1,300m. On 28 June 2021, a first issue of 60 secured redeemable convertible bonds of a nominal value of Rs 10m per bond were issued, raising a total Rs 600m. The Group's net debt as at 30 June 2021 stood at Rs 1,454m (FY20: Rs 1,099m) with a gearing ratio of 35% (FY20: 25%).

Outlook

Responding to current market conditions, VLH and ISL's operations have been integrated in October 2021 to provide guests with a broader range of experiences under a unique umbrella, Rogers Hospitality. This new entity is expected to improve operational performance through better synergies and economies of scale. Rogers Hospitality's objective is to nurture strong relationships with its people and foster inclusion, mobility, and meritocracy through their different brands. Aiming for excellence at all levels, the Group will continuously build innovation strategies to become a trend-setter in its different brand territories.

With the reopening of borders in October 2021, the Group remains confident that the travel and tourism sector will pick up.

The Group will maintain its various sustainability initiatives to ensure it creates meaningful experiences for its guests through the passion and dedication of its team members, the authenticity and conviviality of experiences offered, and above all, the pledge for a better future through the sustainability programme, 'Now for Tomorrow'.

Hospitality (cont'd)

Served Market Performance

Travel

EBITDA*
Rs **(86)**m
▼197% over last year

PAT*
Rs **(114)**m
▼84% over last year

Gearing
Below
20%

Air Ticket Sales
BlueSky Mauritius outperformed the market by **6%**

*Excluding other gains and losses

Our revenue in 2021 was mainly driven by cargo operations and ground handling activities.

Market Overview and Operating Context

The COVID-19 pandemic essentially brought global passenger travel to a halt from April 2020. On the bright side, the aviation industry is past the deepest point of the crisis. The International Air Transport Association (IATA) expects losses for 2021 to be nearly $52 billion—which is substantially less than those posted in 2020 ($138 billion). Travel was severely affected during the pandemic, with closed borders in all our geographies.

Impact on our Business

Overall, our ticketing activities declined by over 80%, resulting in some of our competitors closing down. On the cargo side, we outperformed our pre-COVID volumes as two of our main airlines continued to operate cargo flights in Mauritius, Reunion and South Africa.

Main Risks and Mitigating Actions

Economic & Market
Strategic plan encompassing measures to build resilience and reinvent the business to become a future-fit enterprise. Examples include:

1. Retention of contractual relationships with our main principals on same terms and conditions;
2. Pursue our customer-centric strategy;
3. Unite energies and tight collaboration with all partners to weather the current downturn together;
4. Maintain the focus on treasury management. Cash is the lifeblood of the company.

	REVENUE		PAT	
Rs m	2021	2020	2021	2020
Airlines & Systems	**143**	191	**(46)**	(8)
Ground Handling	**36**	60	**(22)**	1
Travel Agencies	**91**	118	**(16)**	(42)
Destination Management Services	**2**	13	**(30)**	(13)
Total	**272**	382	**(114)**	(62)

Innovation
1. Digital transformation of operations to ensure adaptation to the new norms and remain future-fit;
2. Create synergies through internal collaboration within Rogers Group to ensure resilience;
3. Pursue the optimisation of tools developed: BI, CRM, digital platform, booking engine, tour operator tool and online system.

Talent Management
1. Development of Employee Value Proposition;
2. Creation of Employee Experience/HR Touchpoints;
3. Talent Management Strategy, coaching and internal promotion;
4. HR Engagement Survey.

Our Response and Main Strategic Initiatives

Implementing cost-saving strategies
We implemented strict cost-cutting measures during the pandemic and we benefitted from the Government Wage Assistance Scheme in Mauritius, Reunion and Mayotte. In other geographies, we took advantage of furlough schemes. Our rightsizing strategies included the downsizing of our office spaces, retrenchments and the early retirement of staff. We also successfully renegotiated our suppliers' contracts, while credit policies were effectively tightened.

Increasing efficiency through digitalisation
We accelerated our digitalisation strategy with a fully transactional website for BlueSky in Mauritius, and implemented a CRM (Customer Relationship Management) tool to improve our responsiveness. Furthermore, our customers at the cargo warehouse facility in Mauritius can now receive their gate pass electronically, in real time. An e-learning platform is also in place to enhance staff competencies and ensure compliance.

Diversifying our services
We pivoted into the chartering business and operated several passenger and cargo charters across our geographies. New services, such as PCR tests and COVID insurance, are now being offered, and a Travel Advisory is in place to provide our customers with updated information on the latest travel requirements. A new source of revenue from cold-room facilities was also generated in our Ground Handling activity.

Reducing our environmental impact
At the same time, we continued to invest in environmentally friendly equipment and acquired three electrical forklifts, while investing in revamping the warehouse facilities.

Supported by an engaged and resilient workforce
Our people showed remarkable resilience, humility and flexibility, supporting each other and the organisation in overcoming the unprecedented and dynamic challenges presented by the pandemic and its impacts. For some operations, our staff seamlessly adapted to the Work-From-Home model, ensuring 100% business continuity. Sanitary protocols have also been strictly adhered to in all our locations.

Financial Review

Airlines & Systems did not yield the expected PAT as borders remained closed in most territories due to COVID-19. This loss was mitigated by the operation of passenger & cargo charter flights in Mauritius, Madagascar, Comoros and Mozambique, and booming cargo activities in Mauritius, South Africa & Reunion. Provisions and write-offs of some of our investments were made during this financial year.

Ground Handling operations in Mauritius were marginally profitable despite the decline of 86% in the number of aircraft turnaround, and 70% of cargo tonnage handled compared to pre-COVID figures. Cost savings, government assistance schemes and tight treasury management enabled this positive outcome. However, our regional activities incurred losses, particularly in Mozambique where the airport remained closed to passengers for many months.

The Travel Agency business was mainly driven by new clients in the Oil and Gas sector in Mozambique. Meanwhile, our performance in Mauritius, Madagascar, Reunion and Mayotte were below expectations with travel not materialising due to the persisting closure of borders, hence impacting PAT in these territories. Government wage supports were helpful in mitigating these performances, as were the strict monitoring of debtors and review of credit facilities. Furthermore, in Mauritius, we successfully targeted local customers with local products (including Rodrigues), and our AMEX Travel franchise customers in Africa also contributed positively.

Concerning our Destination Management Services in Mauritius, Mautourco resumed part of its operations during the year by securing local opportunities and being one of the only two DMCs allowed to transport repatriated passengers, which alleviated the loss.

Islandian, our online tour-operating activity, focused on its active customers, ensuring maximum rebooking opportunities while scaling down its operations in the second semester and redeploying its assets within the Hospitality sector of Rogers Group.

We travelled through particularly rough times and had recourse to Rs 25m in COVID-19 loans, increasing our gearing ratio from 7% to 19%, with indebtedness reaching Rs 36.7m (FY20: Rs 16.3m).

Our cash flow was positively impacted by strong business fundamentals from the Cargo & Ground Handling activities arising from a shortage of capacity, and resulting in high freight rates.

Hospitality (cont'd)

Travel (cont'd)

Outlook

Looking ahead, we aim to expand our airlines portfolio and enter new territories for Airlines & Systems. Pivoting into new businesses such as charter operations will ensure revenue maximisation and our future resilience. We foresee an improved performance in Ground Handling activities, thanks to the new cold-room facilities in Mauritius and the increased flight frequencies in Madagascar and Mozambique, even if a new operator is now present in Mozambique.

With respect to Travel Services, we aim to pursue our digital transformation to become future-fit and meet customers' changing behaviours. Our sales pipeline in Mauritius is promising following market disruptions. In the region, we intend to exit the loss-making activity in Mayotte, while consolidating the one in Madagascar. We also aim to pursue our investment strategy in various digital projects, including fully transactional e-commerce websites. In parallel, we will carry on rightsizing the business to match revenue levels. However, we expect the sector to still be loss-making in 2022.

Our forecasted cash flow based on anticipated level of activities and level of recovery indicates that we will be able to meet all our future commitments.

We also aim to take our sustainability endeavours further by proposing a carbon- offsetting programme in our travel agencies to enable both corporations and individuals to offset their carbon footprint.

The successful implementation of our strategies may be affected by new COVID-19 waves, which ultimately influence the country's decisions to open or close its borders. Travel restrictions, including vaccination mandates and quarantine restrictions, will also play a major role in determining whether we can achieve our targets. Last but not least, the recovery of corporate travel is set to be adversely affected by new technologies, such as the increasing use of videoconferencing tools for online meetings.

We aim to expand our airlines portfolio and enter new territories for Airlines & Systems.

Logistics

Sectors
Logistics Solutions

Main Company
Velogic

EBITDA*
Rs 382m
▲22% over last year

PAT*
Rs 149m
▲42% over last year

Maritime Shipments (TEUs)
12,247
▼2% over last year

Air Shipments (Tons)
7,480
▼24% over last year

*Excluding other gains and losses

Velogic's broad geographic and service portfolio enabled it to withstand the headwinds in a "VUCA" environment.

Market Overview and Operating Context

During the year under review, Velogic navigated a challenging environment plagued by renewed waves of the pandemic in most of its key markets, with only the partial opening of economies. The Freight Forwarding sector volumes continued to be adversely impacted by the air cargo capacity crunch associated with airport lockdowns. The Ocean Freight situation, for its part, was difficult mainly due to demand and supply imbalances for carrier space, the global shortage of containers, and congested logistics gateways that led to supply chain disruptions. These capacity constraints gave rise to higher air and ocean freight buying rates and unstable service levels by carriers. However, a significant surge in Courier services was noted, driven by the general trend of customers shifting to e-commerce, and this despite the complexities of on-time deliveries because of unstable air cargo capacity.

Against a backdrop of no tourist arrivals and a sharp decline in exports, the Mauritian Rupee depreciated significantly against hard currencies, presenting a huge shock to the foreign exchange market and to consumers.

Impact on our Business

Air Shipment volumes were affected by 24% over last year because of the flight restrictions. Higher freight rates have had an adverse impact on Air and Sea volumes. For instance, the fall in import volumes have also led to a decrease in the profitability of the Warehousing activity. The depreciation of the Mauritian Rupee benefitted the Sugar Packaging and Container Handling activities, which have inflows in British pounds and U.S. dollars respectively. Being naturally hedged, the Freight Forwarding segment was not impacted.

	REVENUE		PAT	
Rs m	2021	2020	2021	2020
Port and Haulage Services	**672**	753	**44**	87
Sugar Packing	**126**	74	**14**	(3)
Shipping	**84**	60	**27**	13
Fraight Forwarding	**2,860**	2,226	**72**	13
Corporate Services	**-**	-	**(8)**	(5)
Total	**3,742**	3,113	**149**	105

Main Risks

1. The pandemic continues to disrupt the activities in our geographies, as a result of further lockdowns, restrictions with the emergence of new variants and supply chain disruptions. The lower trade and consumption patterns for certain logistics services, such as Freight Forwarding and warehousing, will cause a contraction in our profitability. Similarly, the uncertain global economic environment could result in increased credit risks from our customers.

2. Further restrictions impacting the travel and tourism industry locally will slow down the recovery of the hospitality sector and hence, continue to affect the import volumes adversely.

Our Main Responses and Strategic Initiatives

Displaying agility and productivity
Under these unprecedentedly complex supply circumstances, Velogic managed to operate better than expected.
It was able to take full advantage of its agility to find solutions for its clients, allowing trade to continue as much as possible.
In addition, a geographically diversified footprint proved to be instrumental in mitigating the negative effects, as some geographies were less impacted. In Kenya, for instance, business operated normally because confinement measures were more lenient. India was in a similar situation for about eight months of the financial year until the onslaught of the COVID-19 Delta variant. In Madagascar, the export sector recovered significantly compared to FY20.

Logistics (cont'd)

In parallel, Work-From-Home arrangements continued smoothly, with no disruptions in day-to-day activities. They also led to decreases in fuel and travel costs. With the staff becoming increasingly well-versed with video conferencing and other communication technologies, remote working is set to become a new normal at Velogic.

Sustainability at heart
The silver lining to remote working is that it results in a reduced carbon footprint. Velogic recognises the importance of Environmental, Social and governance (ESG) dimensions for the sustainability of its businesses and it will continue to strive to implement and enhance its actions around these three pillars.

Financial Review

Velogic's broad geographic and service portfolio enabled it to remain resilient against the headwinds in a "VUCA" environment. It generated an increased PAT to Rs 149m (FY20 : Rs 105m). EBITDA increased to Rs 382m in FY21 compared to Rs 314m in FY20.

Revenues and profits in Port and Haulage Services decreased, mainly due to lower Warehousing, Consolidated Freight Station (CFS) and Bonded Facility volumes associated with the decline in import level. The Haulage activity was also impacted by fewer trips in the Sugar Cane segment, an outcome of one of the lowest harvests on record, but this downside was partly mitigated by project-related transport of oversized cargo. The Container Services activity operated at expected volumes, but benefitted from the appreciation of the USD, contributing to windfall gains of Rs 4m.

The Sugar Packaging segment generated higher profits with increased volumes and a broadening of a foreign customer base. The depreciation of the Mauritian Rupee also accounted for Rs 7m of windfall gains.

Shipping activities benefitted from higher agency commissions from the ship Chartering business and project work related to ship salvage operations.

Freight Forwarding revenues increased despite the volume downturn, owing to higher freight rates across all entities globally. However, the net impact on profitability was much less as costs of sales were correspondingly high but charged at lower margins compared to the previous year.

In Mauritius, the reduction in Air Freight volumes was replaced by Ocean Freight. With Courier Services experiencing over a 50% surge in volume for imports, performance improved significantly.

Madagascar's air export volumes for textiles to the USA and France recovered well after a soft FY20. Reunion, for its part, benefitted from a dynamic growth of e-commerce purchases during the pandemic. Kenya experienced volume increases across all activities spearheaded by bulk shipment and expansion into other third-party logistics activities.
India's improved performance was boosted by higher import volumes derived from its broader customer base locally, and more nominations from overseas partner agents. However, the company was badly impacted for about four months following the spread of the Delta variant in the country. Activities in France generated significantly lower losses compared to FY20 due to an increase in its gross profit, combined with well-contained costs following the restructuring exercise last year. The reduced lockdowns across geographies also contributed to a significant turnaround in performance compared to the year before.

Velogic generated strong cash flows for the period under review, on the back of its improved profitability and effective treasury management. This enabled it to reduce its net debt level, leaving room to leverage for its upcoming projects.

Served Market Performance

Outlook

The global economic outlook for FY22 still looks uncertain due to the unpredictable path of the pandemic. The future performance of Velogic will depend on the sustainability of household consumption and trade patterns in an unsettled environment. Freight Forwarding volumes should increase as and when freight rates start to decrease, with carriers addressing capacity issues for air and sea movements. However, there is no visibility as to when the rates will normalise to pre-pandemic levels.

On the local front, there is cautious optimism for the gradual recovery of the hospitality sector. This should provide an impetus to import volumes as hotels replenish their stocks.

The performance of the Warehousing and CFS activities will also depend on a potential recovery of import levels. The longer term growth for port services will rely on Mauritius reaching its ambition of becoming a maritime and logistics hub, but it is not yet clear how and when this will be achieved.

The Container Depot activity will handle lower volumes compared to the previous years, due to one of its customers (MSC) moving to internalise this operation as from June 2021. The appropriate mitigating measures have already been initiated by optimising the container depot operating areas, and also through the construction of a new garage facility for Haulage activities on the spare land in Riche Terre to generate rental savings of around Rs 10m.

In Kenya, future growth will be driven by the planned expansion of transport for bulk shipments and the development of the distribution and fleet management tool for the on-boarding of new customers. In order to pursue the success story of this venture, Velogic has completed the acquisition of the 49% minority stake in October 2021.

In India, the opening of new offices, coupled with closer ties forged with new agents through network associations, should extend the geographic coverage and subsequently generate incremental business. In parallel, the new trade agreement between India and Mauritius, the "Comprehensive Economic Cooperation and Partnership Agreement" (CECPA), represents an excellent opportunity to boost trade flows, hence the need for Logistics services.

Negotiations to find a strategic partner for our France operation are ongoing, with the aim of improving our competitiveness in this mature market.

Additionally, the listing of the company on the DEM will aim to diversify the shareholder base of Velogic towards local and international investors.

Served Market Performance

Property

Sectors
Property Investments
Property Development
& Agribusiness

Main Companies
Ascencia
Agrïa
Case Noyale
Les Villas de Bel Ombre

Key Investments
Le Morne Development Corporation (“LMDC”)
Semaris
The Beau Vallon Shopping Mall

Property Investments

EBITDA*
Rs **1,324**m
▲134% over last year

PAT*
Rs **991**m
▲396% over last year

Investment Property Value
Rs **13.3**bn
(Rs 12.2bn last year)

Collection Rate
115% of billing for the year

*Excluding other gains and losses

Rs m	REVENUE 2021	REVENUE 2020	PAT* 2021	PAT* 2020
Ascencia	**1,363**	1,365	**903**	348
Other Properties	**30**	33	**22**	14
Investments	**-**	-	**66**	(162)
Total	**1,393**	1,398	**991**	200

Market Overview and Operating Context

Our malls operated almost normally at the start of FY21, with strict sanitary measures in place. However, with the surge of new infections and outbreaks across the island, a second national lockdown of six weeks was imposed in March 2021 with certain tenants/shops not being allowed to operate. Gradually, with the reopening of borders and easing of restrictions, things have normalised. Shopping malls and food courts were fully opened again. Many shoppers have been taking advantage of the major discounts offered by outlets, which is contributing to an increase in revenue for the tenants.

The pandemic has also rewritten the rules of the retail industry. The business is highly influenced by the country’s economic growth. Indeed, the ability of local businesses to rent properties depends on their financial performance. Our tenants were impacted not only by the lockdown, but also by the evolving customer expectations and behaviours, which are increasingly shaped by developments in technology. Physical stores, which were already facing stiff competition from online businesses, are now incentivised to elevate the in-store shopping experience and offer a value proposition that can rival the diversity of offerings available online.

Impact on our Business

Faced with such an unprecedented situation, Ascencia focused on building engagement amongst team members, bringing people to the malls when social distancing became an imperative, and the implementation of the *#SafeShopping* Protocol. The aim was to reassure shoppers that the malls were safe, and we managed to be ready for reopening in June 2020. The accolade received from Safe Asset Group in Sweden, as well as the footfall and trading densities of our malls, attest to its success. A second relief plan was elaborated by Management with a dual objective to mitigate credit risk and to relieve the tenant from the burden of increased indebtedness and cash flow problems.

Revenue protection was centred around our relief plans to support our tenants.

Main Risks

1. With shoppers increasingly hesitant to visit crowded shopping malls, we were prompted to double down on our efforts to make our malls as safe as possible and rethink what a post-pandemic shopping experience will look like. The Company is aware that slowing consumer spending could impact the trading densities and rent-to-turnover ratios, resulting in higher casualty risks.
2. Shoppers’ expectations and behaviours are evolving quickly and are partly shaped by developments in technology, such as e-commerce. The management is actively working on the development and launch of a new e-commerce platform to meet this growing need.

Our Response and Main Strategic Initiatives

Reassessing our strategy
In this ‘new world’ characterised by uncertainty and new ways of living and working, having a well-thought-out plan was not sufficient. Rather, an overhaul of our game plan and a new attitude were required. Our success would be highly dependent on our ability to:

1. Build engagement amongst our team members;
2. Accept that with each day comes a new challenge;
3. View these challenges as opportunities;
4. Act swiftly and clearly;
5. Remain true to our vision: Shaping Singular Places.

Property (cont'd)

Property (cont'd)

Protecting our shoppers
We managed to identify, source and implement our *#SafeShopping* Protocol to provide shoppers with a safe shopping environment. This achievement was recognised and certified by SAFE Asset Group in Sweden, and further corroborated by the footfall and trading of our malls.

Supporting our tenants
Engaging with and supporting our tenants was at the heart of our priorities. After lengthy discussions, we managed to find common ground. We proposed two relief plans: the first one covering the period from March 2020 to October 2020; the second one from March 2021 to June 2021. This support was given through three distinct schemes:

1. Rental concessions
2. Safe shopping expenditure
3. Additional marketing spending

The total amount spent over these 15 months is in excess of Rs 300m. It significantly helped collections (115% of billing for the year) and led to few casualties as evidenced by a vacancy level of 2.7%.

Pursuing our growth strategy
Our conviction on Shaping Singular Places remains intact and more relevant than ever. We therefore delivered various projects during the year, namely the opening of Decathlon in May 2021, the world leader in affordable sportswear. Simultaneously, we completed the extension of Bagatelle Mall by adding 2,350 sqm, a new entrance and additional parking space. This new node is now home to 42 Market Street, a para pharmacy and medical centre, and various international brands such as GAP, Ralph Lauren, Gant, Fila, Lui Jo, Next and Burger King.

Furthermore, we renegotiated key contracts with our service providers; reviewed, designed and implemented our Business Continuity Framework; and reassessed our painting and waterproofing requirements.

Pursuing our Sustainability Agenda
At Ascencia, we try to reconcile attractiveness and environmental footprint. Our growth strategy and our sustainability strategy are therefore intertwined. During the year, we opted for products that are more robust and environment friendly; we accelerated our green projects with a dry 'waste sorting at source' initiative in Bo'Valon, a Solid Waste Recycling Plant in Bagatelle Mall and LEED certification in Phoenix Mall.

Financial Review

During the year, we dedicated considerable time to addressing the impacts of the pandemic on our financial position and diligently followed the progress of our projects to ensure they are on track. We raised and deployed financial capital with the aim of balancing sustainable business growth, consolidating our existing position and delivering sustainable returns for our equity holders.

Ascencia achieved a commendable performance, with a Net Operating Income of Rs 957m compared to Rs 954m last year. Revenue protection was centred on our tenant relief plans, thereby reducing the risk of default, casualty and, ultimately, vacancies.

Moreover, our efforts were rewarded with strong collection rates, an increase of 11% in operating profit (FY21: Rs 687m v/s Rs 621m in FY20) and a final dividend in line with pre-COVID-19 levels.

The Group closed FY21 with Profit After Tax excluding other gains and losses of Rs 903m (FY20: Rs 348m) including fair value gains of Rs 534m (FY20: Rs 57m).

The Group completed a bond-raising of Rs 1.5bn in December 2020 to support its growth strategy. The conditions prevailing at the time of issue of the bonds helped secure competitive interest rates and demonstrated the commitment of Ascencia towards an optimum cash and debt management approach.

As at 30 June 2021, Ascencia Group's entire debt portfolio was A+, and was subsequently upgraded to AA- in December 2021. A combination of both fixed and floating rate borrowings was used, as it allows us to naturally hedge any changes in interest rates. While overall yields on government bonds continued to tick down on average, the repo stood at 1.85% over the year. The present low interest rate environment certainly affects our finance costs positively, given that the majority of our debts are on floating rates.

The Bagatelle Extension enabled us to build a new revenue stream of circa Rs 60m p.a. Funding for this extension was completed in December 2020. As for other projects, this paves the way for greater operational efficiency, reduced tenant occupancy costs together with a lower carbon footprint.

This is a concrete example that the economy and planet are, indeed, compatible. We adopted a controlled dividend policy during the past year, and we are happy to declare a final dividend back to pre-pandemic levels as at 30 June 2021.

This consists of an aggregate dividend distribution of Rs 0.64 (FY20: Rs 0.53) and represents a cash return on opening net asset value (NAV) of 3.6%.

Our capital management actions were focused on strengthening our financial position and preserving shareholder value for the long-term. Trading on the stock market was satisfactory.

The increase in share price, from Rs 16.90 in July 2020 to Rs 30.25 in June 2021, demonstrates the confidence investors have in Ascencia shares and corroborates our efforts to build better investor relations and strengthen our communication.

The concept of 42 Market Street will be rolled out in other malls of Ascencia.

Outlook

Our quest for our dual goals of greater liquidity and shareholder value continues. During the next 12 months, our focus will be on:

1. Migrating the company to the Offical List of the SEM in order to have access to investment funds that primarily invest in SEM companies. Our intention is to create more liquidity in the shares of Ascencia over time. At the time of writing, Ascencia has officially migrated on the Official List of the SEM.
2. Refinancing our debt to reduce our cost of funding and release cash for the payment of dividends. Discussions are ongoing with our debt providers and we are confident that we will be able to obtain a good reduction in our cost of bank debt, whilst improving its maturity profile.
3. Raising new debt to finance the extension of Bagatelle Mall, the redevelopment of Phoenix Mall and our various sustainability projects (e.g Biogas Station, HVAC replacement, and new water treatment plant at Bagatelle Mall).
4. The concept of 42 Market Street will be rolled out in other malls of Ascencia.

The next phase of our digitalisation drive will be the operationalisation of Infraspeak. This will involve the following key milestones:

1. Change management to obtain user acceptance and adoption;
2. Organisational changes through the creation of the 'Operational Excellence' function to focus on compliance and process optimisation;
3. Pursuing initiatives to reduce our carbon footprint.

Our sustainability drive will accelerate thanks to our milestone projects:

1. Rolling out of the 'waste sorting at source' project across our portfolio;
2. Construction of a Biogas Station at Bagatelle Mall to convert organic waste into energy;
3. Application at CEB for new PV farms in Bo'Valon and Riche Terre Mall, Bagatelle Home & Leisure;
4. Replacement of the HVAC system in Bagatelle Mall with a new Chiller System;
5. Introduction of LEED Certification for our malls, the first one being Phoenix Mall.

Overall, Ascencia is remaining cautious for the rest of the year. The termination of the Government Wage Assistance Scheme (GWAS), increasing supply chain challenges faced by our tenants and the visibility in the Hospitality sector for FY22 are still causes for uncertainty.

Property (cont'd)

Served Market Performance

Property Development & Agribusiness

REVENUE
Rs 681m
▼17% over last year

EBITDA*
Rs 36m
▼53% over last year

PAT*
Rs (51)m
▲44% over last year

Administrative Expenses
Rs 75m
▼34% over last year

Plots Sold
8
▲167% Over last year

Products Sold
68,580 sqm of instant lawn and
71 tonnes of fruits and vegetables sold
▼28% over last year
▲ 6% respectively over last year

*Excluding other gains and losses

	REVENUE		PAT	
Rs m	2021	2020	2021	2020
Real Estate	**536**	593	**70**	(70)
Agribusiness	**142**	171	**(106)**	(55)
Leisure	**3**	60	**(18)**	34
Investments	**-**	-	**3**	-
Total	**681**	824	**(51)**	(91)

2021 marked one year since the creation of Agria's online sales platform "shop.agria.mu" with an average of 13,500 visits monthly.

Market Overview and Operating Context

The unprecedented magnitude of the COVID-19 crisis has had a lasting effect on the Property Development & Agribusiness sector of the Group. Our continued relentless efforts to turn around our Agribusiness activities have been massively undermined.

With disrupted global supply chains, and an unavailability of various products on the market, consumers are increasingly choosing to shop locally and support small businesses. The *#madeinmoris* motto and demand for local products and services have gathered more importance and are expected to drive consumption patterns.

The Integrated Resort Scheme (IRS) market has been resilient during FY21 despite the closure of Mauritian borders and Mauritius being included on the EU list of high-risk countries during the period under review.

(At the time of writing, Mauritius has fortunately been removed from the FATF Grey List.)

Impact on our Business

Likewise, the downfall in activities affecting our Travel, Hospitality and Leisure businesses, COVID-19 has not spared our Agribusiness and heavily impacted our business activities. We also experienced lower returns from Sugarcane activities, albeit partially compensated by a higher sugar price. The Leisure cluster, on the other hand, bore the brunt of the interruption of airline services due to COVID-19. With no tourists on the island, and limited movement among locals, our Leisure revenues declined by 95%.

Main Risks & Mitigating Actions

Economic factors and market conditions
1. Strict cost reduction and containment measures have been implemented;
2. New consumer behaviours have boosted our "terroir" retail strategy;
3. The transformation of our smart farming and smart agricultural activities will be geared towards capturing untapped markets in the Group's Hospitality cluster;
4. Property Development: we are tabling the Sustainable Smart Living Scheme (SSLS) initiative to the authorities;
5. Restructuring of Les Villas de Bel Ombre (LVBO)'s business model with focus on plot sales, land & builders' package, direct marketing and promotion of products.

Financial Sustainability
1. Paradigm shift of our agricultural operations as we progressively transition our lands from a sugarcane monoculture to a diversified agricultural landscape;
2. Implementation of C&C initiatives such as focus on the "farm to fork" concept.

Liquidity & Funding
1. Focus on strict debtors and cash flow management;
2. Alternative sources of financing are being considered, along with negotiations with current bankers / other finance providers.

Our Main Responses and Strategic Initiatives

Pursuing an omnichannel growth strategy
In that environment, our strategy, which is centred on the transformation of the South-West into a world-class integrated Agritourism region, has remained at the forefront of our priorities. New consumer behaviours have boosted our 'terroir' retail strategy, aided by government incentives aimed at increasing our national resilience in terms of food security. In parallel, new avenues for the distribution and transformation of our products, such as venison meat, have been deployed. The launch of our online sales platform, "shop.agria.mu", has also been instrumental in showcasing our products and maintaining our sales.

The sales performance of Heritage Villas Valriche was better than anticipated. Driving this turnaround in performance were the implementation of new marketing initiatives to tackle untapped markets and the roll out of a new business model.

Sustainability at the heart of our philosophy
The carbon footprint dimension has pulled itself on the KPI radar alongside profits, and has become an important measure of success showcased by our smart agriculture initiatives. We continuously monitor these KPIs so we can offset our carbon footprint.

On the Property Development side, we are tabling the Sustainable Smart Living Scheme (SSLS) initiative to the authorities and we have strengthened our capabilities in order to drive the implementation of our master plan.

Property (cont'd)

Property Development & Agribusiness (cont'd)

Financial Review

Our Agribusiness, including leisure, revenue saw a decrease of Rs 86m, with a corresponding increase in loss of Rs 103m at a positive EBITDA level of Rs 36m compared to Rs 77m in the previous year. Our cash flows, for their part, were hardly hit with the decrease in revenues. However, proceeds from the sale of land have helped us meet our commitments in terms of loan repayments.

The Agriculture business posted a decrease in revenues, driven by a decrease in hectarage under sugarcane cultivation, coupled with under par agro climatic conditions, resulting in only 1,381 tonnes of sugar produced (FY20: 1,847 tonnes). Revenues from our diversification initiatives such as the sale of palms, pineapples, coffee, vegetables, meat and landscaping and tourist hunting activities, have all decreased due to the closure of our borders.

As a consequence of the closure of borders, we recorded minimal activity in the Leisure and Hotel sector.

The Leisure segment experienced a decrease in revenue due to a reduction in fixed rental for the whole year and a record decrease of 96% in visitors at The Chamarel 7 Coloured Earth compared to the previous year (FY21: 13,235 visitors; FY20: 327,094 visitors)

In the Real Estate segment, Heritage Villas Valriche sold eight plots of land in FY21, which significantly improved its operating cash flows and gearing ratios. The appreciation of USD vis-à-vis the Mauritian Rupee has also positively impacted revenue and gross margins due to a drop in final construction costs relating to ongoing VEFA projects being delivered.

Our Real Estate operations will be focused on fostering new marketing ventures, while continuing to revisit their operational model to reduce costs.

Outlook

FY22 will boost the paradigm shift of our agricultural operations as we progressively transition our lands away from a sugarcane monoculture to a diversified agricultural landscape, with a close focus on the "farm to fork" concept, which is in line with the evolving tourism market towards greener practices and carbon-neutral stays.

Our livestock strategy will be geared towards maintaining healthy pastures through a precise management of herd size and movements, while also focusing on operational efficiency. More impetus will be given to our product transformation strategy with the creation of a brand for Agrïa's products in line with our values.

In keeping with our vision to become a sustainable regional leader, FY22 will mark the setting up of our Photovoltaic farm, which will further decrease our carbon footprint.

All of the above will sow the seeds of our long-term agritourism vision for our Domaine and will support the Group's strategy in creating a destination that distinguishes itself by its ability to derive value from the synergies between different stakeholders.

On the Property Development side, FY22 will see the start of the infrastructure works for the Second Golf Course Road and Morcellement Ouest over 101 arpents of sloping land on Agrïa's west border.

Our Real Estate operations will be focused on fostering new marketing ventures, while continuing to revisit its operational model to reduce costs. The focus will be geared towards creating a portfolio of Real Estate products. The implementation of cost-cutting measures, alongside a new sales approach, should also result in the further decrease in administrative, marketing and finance costs in FY22.

Planet (cont'd)

Making Sustainability "Sustainable"

In January 2021, under the leadership of Mehul Bhatt, Chief Strategy and Sustainable Development Executive, the Sustainability and Strategy departments merged into one consolidated department, the goal being to ensure that Sustainability remains core to Rogers' business strategy. During the months of April and May 2021, we undertook a six-week assignment with The Boston Consulting Group (BCG) together with our parent company ENL. Recognising the major challenges posed by climate change, our firm seized the opportunity to address them head on with a collaborative mindset.

The rationale behind this engagement was simple: how can we make sustainability "sustainable"? How can we create more economic prosperity while also doing good for People and Planet? Our collaboration with BCG was instrumental in achieving our strategy to navigate through adversity and build resilience. In a way, the twin threats of climate change and the pandemic have been catalysts for transformational long-term change. The core working teams of this assignment comprised of Rogers' and ENL's Sustainability Teams, as well as BCG's Sustainability Partners and Consultants.

Fostering a Net Zero future – Rogers commits to Science Based Targets Initiative

Rogers is committed to addressing the urgent climate crisis with achievable, measurable and science-based actions. This ambition is in line with Mauritius' vision. Indeed, Mauritius is a signatory to the Paris Agreement, a global framework calling for international collaboration to tackle climate change by limiting global warming and reducing our environmental footprint/pressure on the planet.

At Rogers, we are constantly evolving our business practices to meet market demands and foster an environment that leads by example, towards a low-carbon economy. Our sustainability commitments illustrate our efforts to hold ourselves accountable and drive responsible climate choices within our operations. These targets are science-based, meaning that they have been developed in line with the Paris Agreement's 1.5°C scenario. Rogers has committed to the Science Based Targets initiative (SBTi) to reduce its greenhouse gas emissions, building momentum to reach carbon neutrality by 2050 as part of the Race to Zero. We aim to collaborate with our people and the wider community to generate creative solutions facilitating the transition to a low-carbon economy.

'Now for Tomorrow' – Setting the tone for Sustainable Tourism in Mauritius

Our Hospitality unit is taking a leap into becoming a pioneer in sustainable tourism in Mauritius. Through its 'Now for Tomorrow' campaign (website www.nowfortomorrow.mu), our two Heritage Resorts in Bel Ombre now offer carbon-neutral stays, through the purchase of carbon credits, while continuously working to reduce their carbon emissions. Rogers Hospitality pledges to:

1. Intensify energy-efficient initiatives in Bel Ombre and achieve 80% renewable energy by December 2022
2. Prioritise 100% of fruits, vegetables, seafood, poultry and meat from Mauritian farmers, growers & suppliers and supported by regional partners in the Indian Ocean as from January 2022
3. Recycle 75% of our waste by December 2022
4. Implement the Green Key Certification throughout all our hotels by December 2021
5. Adopt a "zero single-use plastic" approach across all our operations by December 2022

We pursue our sustained actions towards sustainable development by abiding to our Sustainability Charter:

Climate
Set a target and migrate towards zero carbon

Biodiversity
Preserve and protect the local species both on land and at sea

Circular Economy
Reduce waste production and recycle more than 75% of waste produced

Inclusive development
Onboard more local employees and reduce pockets of poverty in regions where we operate

Vibrant communities
Work towards the proactive integration of local communities, responsible development with more sustainable building practices

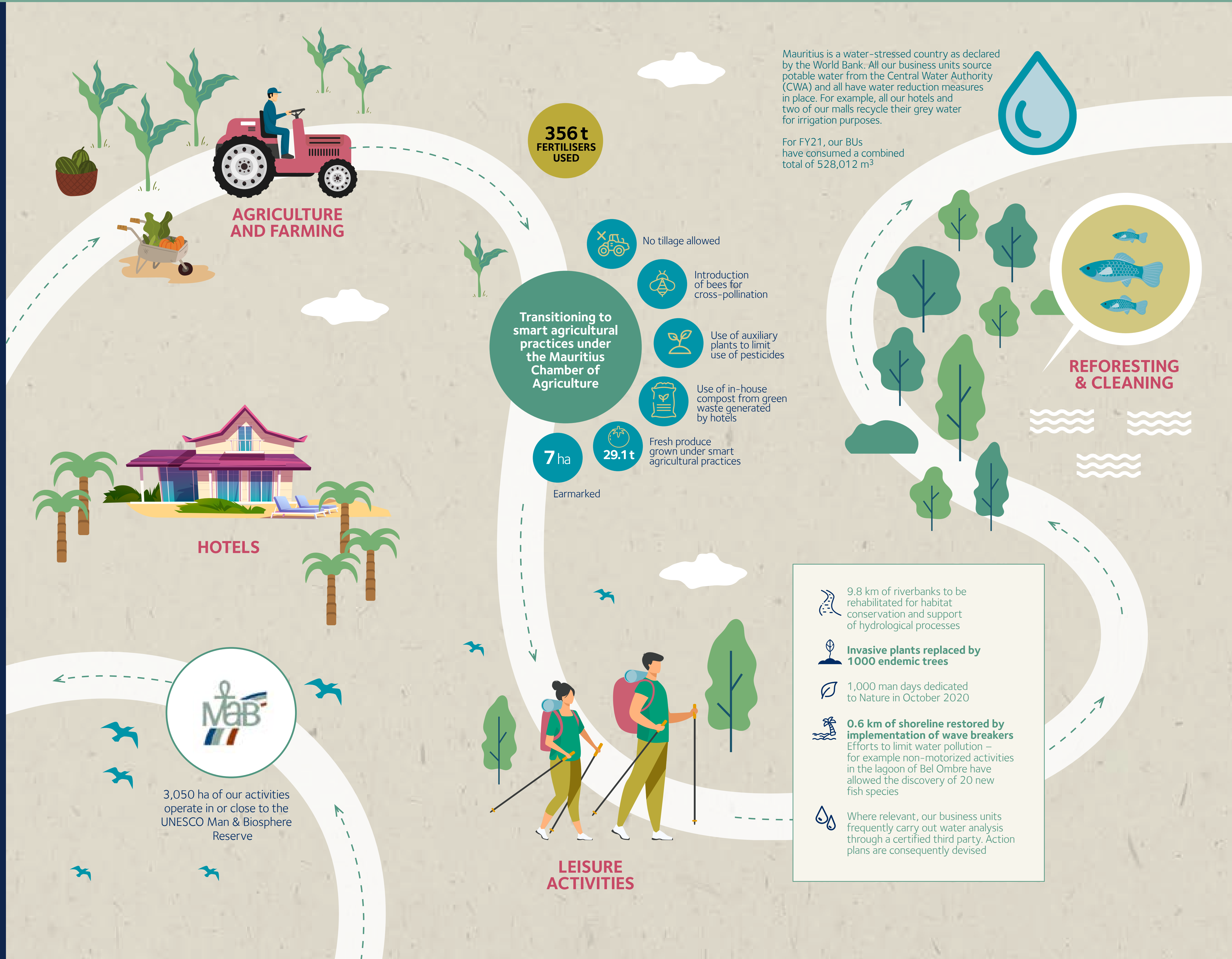
Integrated Report 2021 Rogers

Planet (cont'd)

Our Main Initiatives & KPIs

Biodiversity

Biodiversity includes the millions of species that exist, as well as the various ecosystems in which human societies live and depend on. It underpins all aspects of human wellbeing and development, including the provision of food, water, health and protection against climate change, amongst others. Protecting it is therefore critical to protecting all forms of life on Earth, including our own. Through this pillar, Rogers is dedicated to preserving our marine and terrestrial ecosystems not just through preventative measures that limit its degradation, but also practices that make them thrive.



Planet (cont'd)

Our Carbon Footprint and Energy Consumption

Rogers develops an in-house carbon calculator to measure its carbon footprint

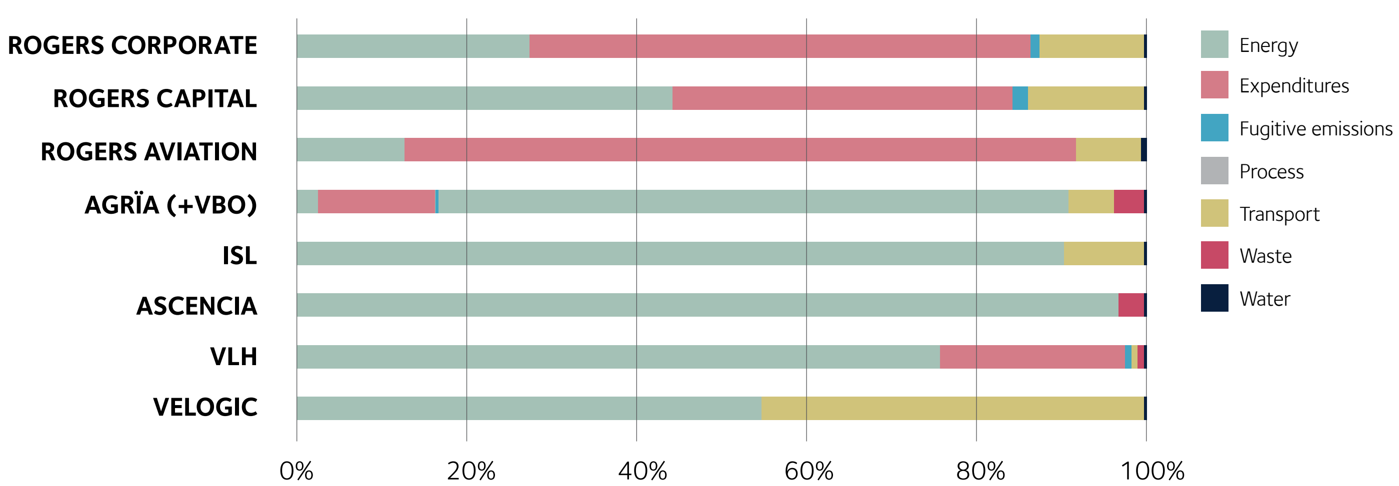
In 2021, Rogers Group devised an internal carbon calculator to calculate the amount of greenhouse gases generated by our operations. This calculator is based on the GHG Protocol and the Bilan Carbone and the carbon emission factors based on l'Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME) and the Government of Mauritius. As expected, our 2020-2021 carbon footprint is not representative of business-as-usual as our Hospitality sector and Property Development sectors were severely impacted by COVID-19.

And because we believe that tackling climate change is a collective effort, we encourage businesses to follow our lead and avail of our services to estimate their GHG emissions and take an important step in fighting climate change.

For questions, comments and suggestions about the planet section, please email us at sustainability@rogers.mu

72,580t
CO_2e
18 t CO_2e per Full Time Employee (FTE)

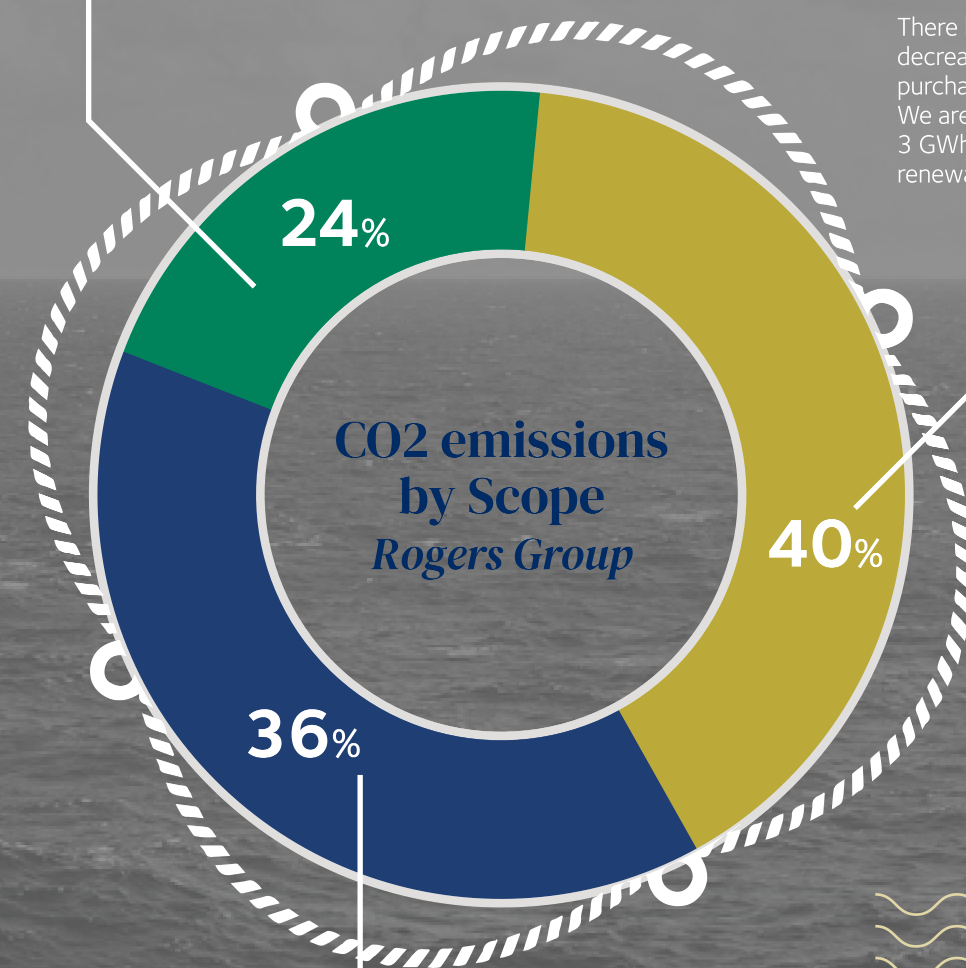
Carbon Emissions By Sector



Scope 1 Emissions
- 17,162 t CO_2e
- 21,100 GJ of petrol & diesel
- 51,737 GJ of gas

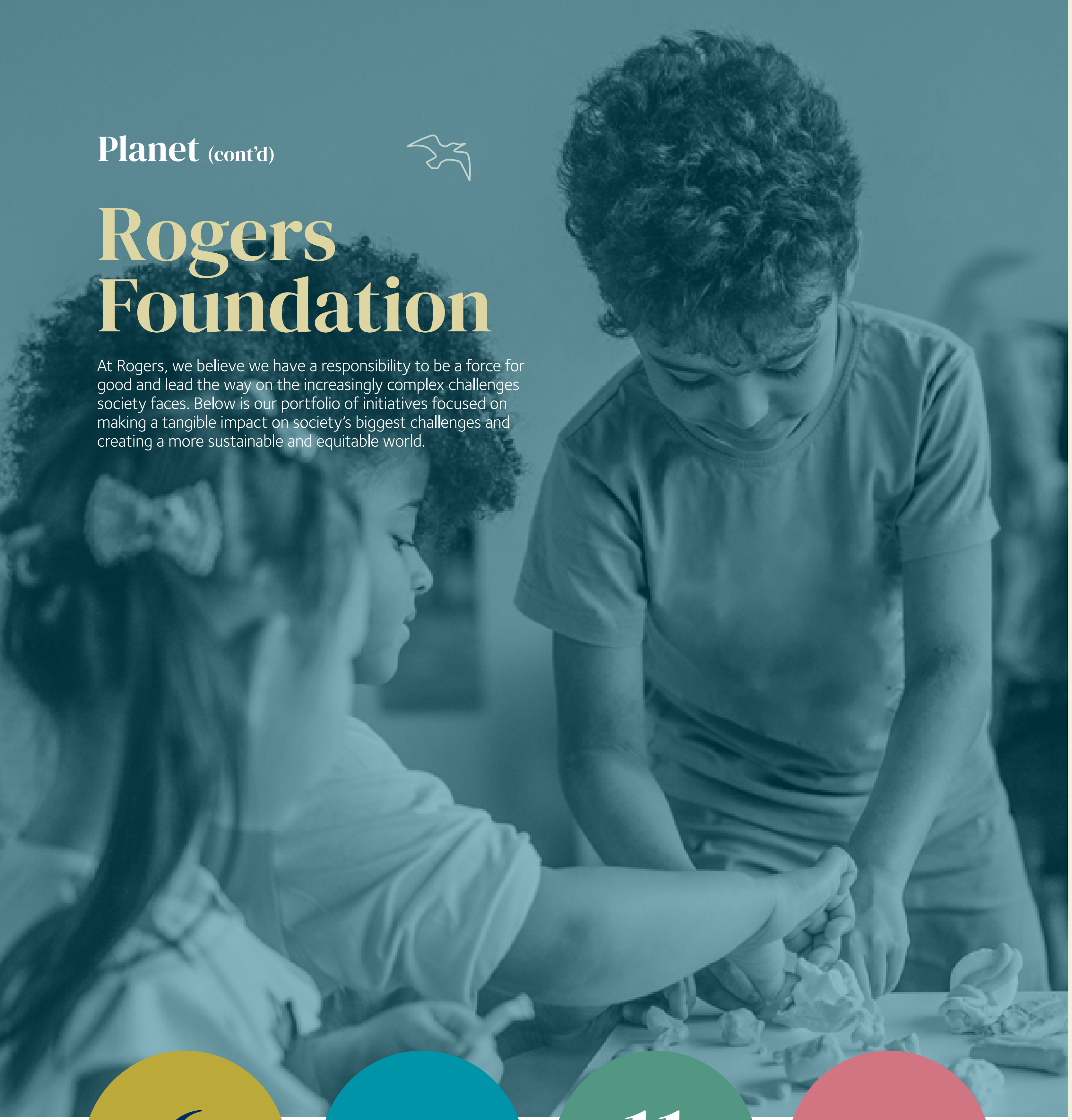
Scope 2
- 29,491 t CO_2e
- 22.1 GWh of purchased electricity from non-renewable sources

There has been a 16% decrease in electricity purchased from the grid. We are currently producing 3 GWh of electricity from renewable energy



Scope 3

Our scope 3 emissions = 25,927 t CO_2e at least 2,288 t CO_2e avoided thanks to remote working (some data missing)



Planet (cont'd)

Rogers Foundation

At Rogers, we believe we have a responsibility to be a force for good and lead the way on the increasingly complex challenges society faces. Below is our portfolio of initiatives focused on making a tangible impact on society's biggest challenges and creating a more sustainable and equitable world.

6 PARTNERS

Rs4.3m SPENT

11 PROJECTS

1,500 FOOD VOUCHERS ALLOCATED

Vibrant Communities and Inclusive Development

Empowerment Programme

Objective: To uplift Bel Ombre out of poverty through the Lovebridge Methodology.

Outcome: 22 families have been supported with a success rate of 79%, i.e. there is an average improvement of 79% across all pillars (education, nutrition, health, MASCO, housing, employment).
As at December 2021, all 22 families have achieved financial autonomy.

Partners: Lovebridge

Centre d'Eveil in Bel Ombre

Objective: Objective: To contribute to the sensory development of children in Bel Ombre, ensure their proper nutrition and assist in free childcare services that would allow parents to go to work.

Outcome: 140 children have benefitted from this programme since 2016.

Partners: Caritas, Agria

Breakfast programme

Objective: To provide nutritious meals in schools to preprimary and primary students in Bel Ombre, St Martin, Baie du Cap and Choisy and to decrease the level of absenteeism at school.

Outcome: 170 children have benefitted from this programme since 2017.

Partners: Caritas, Heritage Villas Valriche

Development of Rugby for the youth in Bel Ombre

Objective: To make rugby accessible to youth in Bel Ombre as the sport is often played by privileged people in Mauritius and to prevent idleness in the region.

Outcome: About 50 teenagers attend weekly trainings and weekend tournaments. All equipment is provided by the Foundation.

Partners: Southern Cyclones, Heritage Villas Valriche

Biodiversity and Climate

From left to right:
H. E Judes E. DeBaere // *US Embassy Chargée d'Affaires*
Audrey D'hotman de Villiers // *Social and Environmental Consultant*

Tree-planting events at River Jacotet, Bel Ombre and Citadelle, Port Louis

Objective: To create an ecological corridor from the National Parks to the Bel Ombre coastline to encourage the migration of endemic species and enhance the natural ecosystems.
To increase the number of trees in Port Louis to reduce the surrounding temperature by 2ºC by 2030.

Outcome: A campaign of 1,000 man days was on for the removal of exotic trees and plants on the riverbanks of River Jacotet. 700+ endemic trees have been planted. The reforestation project will resume in February in accordance with the rainy seasons.

100 trees have been planted at La Citadelle. 42 employees have voluntarily participated.

Partners: Forena, Rogers Capital

Planet (cont'd)

Biodiversity and Climate (cont'd)

Bis Lamer Mobile Marine Education Unit

Objective: To bring an interactive awareness on marine science and environmental issues to different audiences throughout the island.

Outcome: 50,448 persons reached since 2014.

Partners: Reef Conservation

Ini'Vert Awareness Campaign

Objective: To increase environmental awareness to internal as well as external stakeholders of Ascencia. The campaign is carried out for a whole month across all malls.

Outcome: 60 exhibitors were present across the malls during this awareness campaign.

Partners: Ascencia

Circular Economy

Implementation of Rejuice

Objective: The implementation of a juice bar that turns bruised or damaged fruits and vegetables into delicious fresh juice.

Outcome: 12,983 juices sold and 22.9 t of valorised fruits and vegetables.

Partners: Foodwise

Others

Painting of Caritas, Bel Ombre

Objective: To paint and embellish the walls of Caritas, Bel Ombre.

Outcome: 21 volunteering hours spent on this project.

Partners: Ascencia

Bis Lamer Mobile Marine Education Unit

Implementation of Rejuice

Painting of Caritas, Bel Ombre

Planet (cont'd)

The Vivacis Solidarity Fund (VSF)

In the context of COVID-19, Rogers Group set up the Vivacis Solidary Fund in April 2020, which forms part of the Vivacis Resilience Programme. Its objective is to provide immediate and short-term relief to impacted employees and affected communities.

As at December 2020, the Vivacis Solidary Fund received a total of Rs 10.7m in donations from our employees, directors and subsidiaries.

Supporting vulnerable communities

During the financial year, we distributed 1,500 food vouchers worth Rs 3m to some of our employees. To be transparent and fair, the employees who benefited from the food vouchers were those earning less than a monthly salary of Rs 12,500 and who met specific eligibility criteria based on a point system.

Rewarding our frontline heroes

Many employees showed exceptional commitment to providing the best services during the national lockdown to ensure that activities like agriculture and logistics could continue operating. To thank them, we redistributed over Rs 5.6m through specific allowances during the first lockdown.

Building vibrant communities

We have also contributed Rs 200,000 to NGOs in support of efforts to build resilient communities.

The way forward

Out of the remaining Rs 1.9m, Rs 1.5m will be earmarked for employees in case of a future lockdown and Rs 370,000 will be spent on vulnerable communities.

> "It is good to have an end to journey toward; but it is the journey that matters, in the end."
>
> *Ernest Hemingway*
> *Novelist*

From left to right:

Manesha Soowamber // *Head of Client Accounting – Rogers Capital Corporate Services*
Stephane Langlois // *Chief Finance Officer – Rogers Aviation*
Nawaz Gobindram // *Managing Director – Velogic (Indian Sub Continent)*
Martine Tseung // *Head of People Experience – Rogers Corporate*
Jérôme Gourrege // *Project Manager – Sustainability and Business Development – Agria*

People

Uniting Energy through sound people practices

4,600+ employees

across four Served Markets in 11 countries

ACE has produced over 150 graduates in Rogers. The programme is evaluated, reviewed and enhanced every year.

Rogers currently employs over 4,623 employees across four Served Markets and 11 countries. Given the size of our workforce and scale of our operations, we view our Human Resources as a strategic function that supports the execution of our strategy and drives the overarching goals of our organisation. To this end, the core Human Resources philosophy of Rogers is centred on maximising the potential, performance and engagement of our people.

Our 60 talented Human Resources professionals are responsible for ensuring this philosophy is embraced by all. They achieve this through robust people management practices and learning and development opportunities that offer our employees the knowledge, skills and mindset they need to advance in their career and thrive, both personally and professionally.

Human Resource Strategy centred on Capability, Performance and Engagement

As part of our three-year strategic plan (CAP23), the Human Resource Strategy at Rogers focuses on three key levers:

1. Growing the **Capabilities** of our people
2. Enhancing **Performance** at all levels
3. Driving the **Engagement** of our employees

All our initiatives, projects and actions are geared towards satisfying these three levers. One example is our continuous commitment to learning and development. Every year, for the past five years, we have successfully run the ACE programme – our own Mini MBA spanning 11 modules over 12 months. ACE is a structured and highly customised Management Development Programme carried out in collaboration with Charles Telfair Campus (Curtin Mauritius). The programme brings together a cohort of young managers and bright talent from various sectors to learn, work and collaborate. To this date, ACE has produced over 150 graduates in Rogers.

The programme is evaluated, reviewed and enhanced every year to fit the evolving context, while also taking into consideration feedback from participants.

Engaging Human Resources during lockdown

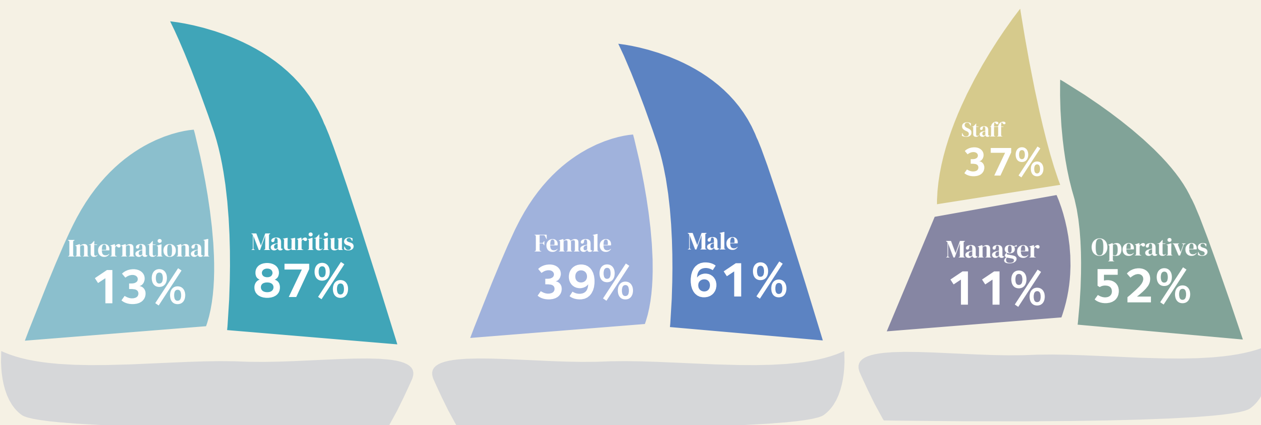
Keeping our employees safe, connected, and engaged was a key priority of our Human Resources and Communications teams. To this end, during the lockdown period, we initiated a structured internal communication campaign (and COVID-19 engagement programme) with daily activities: Monday Motivation, Tuesday Talks, Wednesday Wisdom, Thursday Talents and Friday Fun.

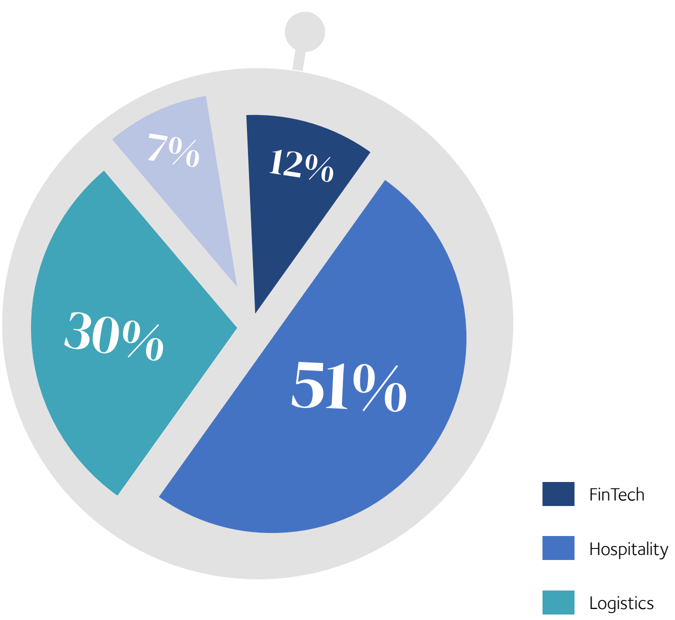
To support and assist our employees during the first lockdown, we created the Vivacis Programme, our COVID-19 Resilience Programme, which involved setting up a dedicated web page to e-communicate critical information to our employees across the Group about our protocols, share informative videos about the virus and offer tips on how to get through the confinement. The programme proved very useful and effective during that period. The confinement has also helped introduce hybrid working models within the Group, which are still very much applicable today.

Part of the programme was the creation of the Vivacis Solidarity Fund, a fund designed to provide financial relief to our most vulnerable team members. All employees within the Group, as well as Directors, made contributions to this end. Through the money raised, 1,500 vouchers amounting to Rs 3m were distributed to be used for essential supplies in supermarkets. We have earmarked another Rs 1.5m to be distributed to employees in the event of another potential lockdown.

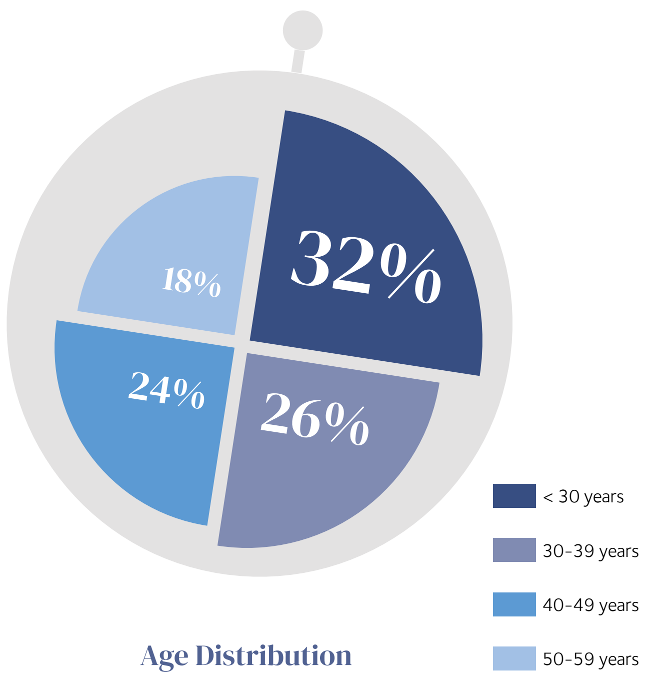
Uniting Energy through sound people practices (cont'd)

Headcount by Geography, Gender and Job Category for FY21

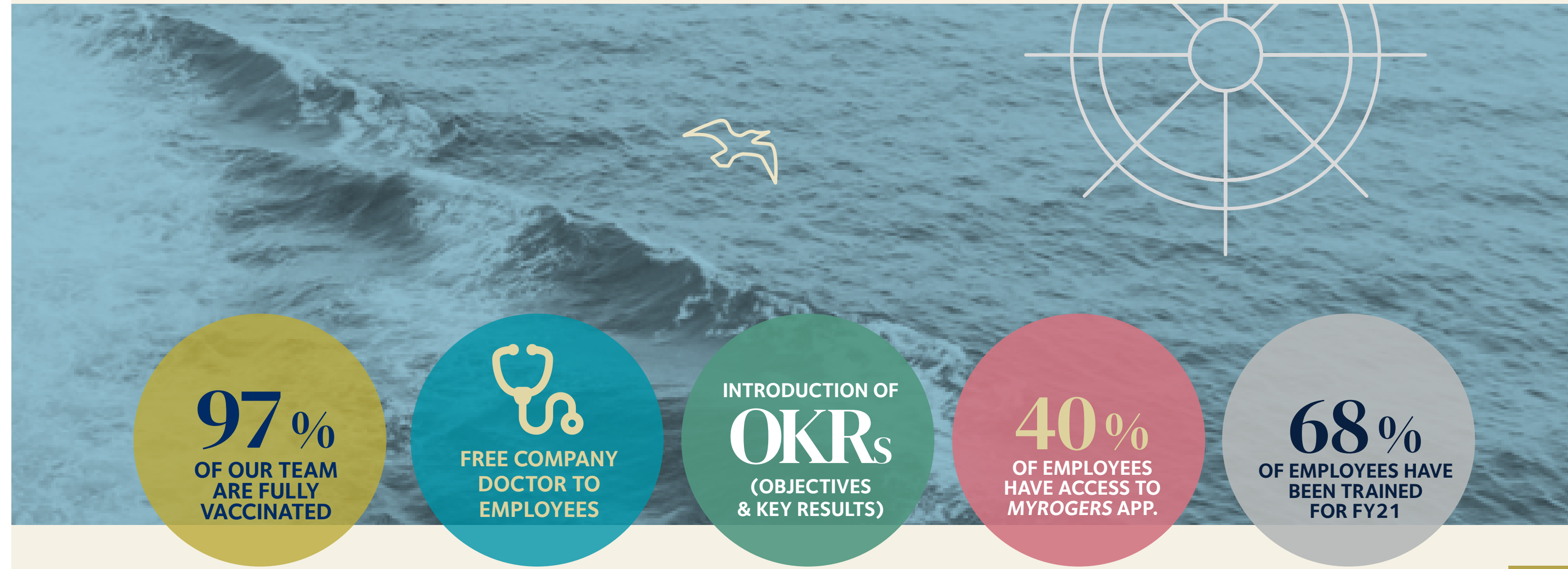




Workforce per Served Market



Age Distribution



Reinforcing Health and Safety

During the year, the challenges presented by COVID-19 shifted our focus on reinforcing the safety and security of our team members. We communicate information in a clear and timely manner and strive to update our protocols in view of the rapidly changing context, regulations, and best practices. After launching a Group-wide vaccination campaign, we are proud that over 97% of our team members are fully vaccinated.

We put emphasis on the Health and Safety of our people. We offer a free company doctor or access to clinics for all employees across the Group. We also closely monitor all risks and injuries that occur throughout the year.

Cultivating a high-performance culture

We also strengthened our Performance Management System by shifting to the OKR (Objectives and Key Results) methodology, which sets and tracks measurable goals for our teams and individuals. We believe this goal-setting framework will align our employees around shared objectives, drive their engagement, and strengthen the performance culture of Rogers.

Building engagement through digitalisation

At Rogers, digitalisation plays a key role in building an engaged workforce. With this in mind, we launched our mobile application *MyRogers*, which centralises communication for all Rogers employees and aims to reinforce our unique Employee Value Proposition. Through *MyRogers*, employees have instant access to their work benefits (medical insurance and pension plan), avail of discounts within and outside the Group, are updated with the latest events and news, and much more. The app, which also communicated important information related to COVID-19, served as an essential support platform during confinement.

Upskilling, training, and developing our resources

Another pillar of our Human Resource strategy is the professional and personal development of our people. During the year, we maintained our focus on cross-sectoral development programmes, namely:

- the ACE Management Development Programme
- RISE, a Sales Development Programme
- 'Read to Lead', our mini-MBA which encourages self-learning in our managers through books
- Rogers Talks, our own version of Ted Talks, which aims to educate our employees through a series of online keynotes and webinars with world-class speakers.

This year's themes included Building Resilience, Performance Management through OKRs, Leading a Performance Culture and the Art of Storytelling, amongst many others.

Some of the key projects for the upcoming year (FY22) include:

- A Group-wide Employee Engagement Survey covering all countries and sectors in collaboration with Willis Towers Watson. This will generate key insights to help us sharpen our Human Resource Strategy and focus on the most impactful engagement drivers identified by our employees,and subsequently enhance employee experience and engagement.

- Continuing our established learning programmes – ACE Management Development Programme, RISE Sales Programme and Read to Lead Challenge.
- Revamping our structured recognition programmes – 'Rogers Leaders Awards' and 'Kudos'
- Deploying 'The Rogers Podcast'
- Digitalising our Key Performance Indicators and People metrics
- Culture-shaping Programmes for Rogers Hospitality and Velogic

Risk Management Report

"The Management team has addressed with much agility the risks and consequences relating to and caused by the pandemic"

Vivian Masson
Chairman - Risk Management and Audit Committee

1. Overview

The pandemic (COVID-19) has brought much uncertainty and challenges across most sectors of the economy in Mauritius. The countrywide lockdown, coupled with the closure of national, international borders and other travel restrictions, have severely impacted the tourism and the travel industry. Rogers has consequently incurred a significant financial impact in the Hospitality Served Market.

Management response to the crisis

The Management Team has remained agile as it addressed the risks and consequences relating to and caused by the pandemic. The Group's broad strategic thrusts initiated by Management since the last financial year have contributed towards building resilience within the organisation. Rogers' management team demonstrated great agility with the launch of the Vivacis Resilience Programme prior to the first national lockdown in 2020. Its aim was to contain the health, social and economic effects of the pandemic. The programme consisted of various actions, arrangements and exchanges of information contributing positively to the resilience of the Group, while helping to safely navigate the challenging economic and sanitary context. At the end of June 2021, 61% of the Group's workforce was fully vaccinated.

Another significant strategic response during the year was the launch of the C&C Programme, whereby the most affected businesses and activities were given additional focus and attention. Strategic plans were reviewed with all business unit managers in light of the changing risk landscape, risk appetite and long-term sustainable goals of the Group.

Other consequential risks impacting the Group were the classification of Mauritius as a high-risk jurisdiction, the availability of funding for the consumer finance business, liquidity constraints for our agribusiness activities, not to mention climate change, which was not slowed down by the pandemic.

In this context, the strategic responses to the main risk in each sector is described below:

HOSPITALITY	**Hotels & Leisure** • Completion of the business integration of the Hotels and Leisure businesses into a new structure, with a view of building bridges and reinforcing synergies between the business units and their various teams. • Consolidated the management team with the recruitment of new leaders in the field of Communications, IT and Marketing. • Successfully raised funds from the MIC (investment arm) set up by the Bank of Mauritius to provide facilities during the COVID-19 crisis. • Obtained COVID loan from the main banker. • Use of the Wage Assistance Scheme extended by the authorities. **Travel** • Provision of charter flights and cargo facilities. • Implementation of cost containment measures and closure of loss-making entities.
FINTECH	**Corporate** • Consolidation of the Compliance function and continuous communication with Global Business clients to mitigate the country's reputational risk following its listing as a high-risk jurisdiction. • In the finance sector, more stringent credit policies resulted in a drastic contraction of impairment losses.
PROPERTY	**Property Investments** • A second tenant relief plan was provided to tenants in Ascencia's shopping malls. • Bond issue to consolidate treasury position. **Property Development** • Consolidation of the sales team and review of the strategy positively impacted on the results. **Agribusiness** • Moratorium on loan facilities has been negotiated with the bank. • Agrïa has focused on the local market and provided online ordering and delivery services.
LOGISTICS	• Velogic ensured the continuity of its operations and adjusted to adapt to the new consumption models and fluctuating demands.

The Way Forward

Effective risk management is critical for businesses in time of crisis as it enables safe navigation in the face of strong headwinds such as the pandemic. The Group should continue to strengthen its risk management function, instill a strong risk culture across the whole Group and ensure the integration of risks within all strategies. To achieve this, a robust risk framework is required to ensure that Rogers is better equipped in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment. The Risk Management and Audit Committee (RMAC) will also continue to play a major role in Risk Governance, as described in the next section.

Last but not least, I would like to thank the RMAC members, as well as the Group's Chief Executive Officer, the Group's Chief Finance Executive, the management team and internal auditors, for their constant support and commitment throughout the year.

Vivian Masson
Chairman - Risk Management and Audit Committee

Risk Management Report (cont'd)

2. Risk Framework

2.1 Risk Management Structure

The Board of Directors of Rogers is responsible for the governance of risks and for determining the nature and extent of the principal risks it is willing to take to achieve its strategic objectives.

Risk governance within Rogers Group has been delegated to three established RMACs as described in section 2.2 below. These sub Committees, which consist mainly of Independent Directors, are governed by the terms of reference contained in their Charters and in line with the new Code of Corporate Governance for Mauritius (2016).

The roles and responsibilities are clear and well defined. Rogers Group's CEO and sector CEOs are Owners of the Risk, whilst the CFOs and Managing Directors of the Business Units are the designated Risk Champions. The Head of Risk acts as a facilitator for the overall process and reports to the RMACs. The four lines of defence as described in section 2.4 clearly define the roles, responsibilities and accountability at Rogers.

2.2 Risk Management and Audit Committees (RMACs)

Rogers' RMAC is responsible for reviewing the audit and risk management process of the whole Group, while the two other RMACs are dedicated to Ascencia and Rogers Capital. Together, the three RMACs of the Group have continued to play a key oversight role for the Boards of Directors. The members of the Committees are financially well-versed and experts in their respective fields. The composition of the RMAC and attendance at its meetings are disclosed in the Governance at Rogers section on page 49. During the year, the Risk Management process was assessed independently by an external consultant and areas of improvement were identified and reported to Management. At sector level, significant measures were taken to strengthen risk management processes. The risk management and compliance team of the Global Business was consolidated with the recruitment of a new head and additional resources to ensure continuous and effective risk monitoring and reporting. Special ad-hoc meetings were held with risk owners and risk champions of Rogers' most challenged and affected businesses. After year-end, a cyber security awareness session and workshop was led by the cybersecurity team for Directors, Risk Owners and Risk Champions to instil and disseminate the risk culture and take remedial actions.

Special Meetings

During the financial year, three special Rogers' RMAC meetings were held at Group level to assess the impact of COVID-19, other risks relating to the performance of the various business units and review of all strategic plans in light of the changes in the risk landscape. These reviews were carried out with the Risk Owners (CEOs) and the Risk Champions (Managing Directors) and focus was placed on the businesses which urgently needed a turnaround.

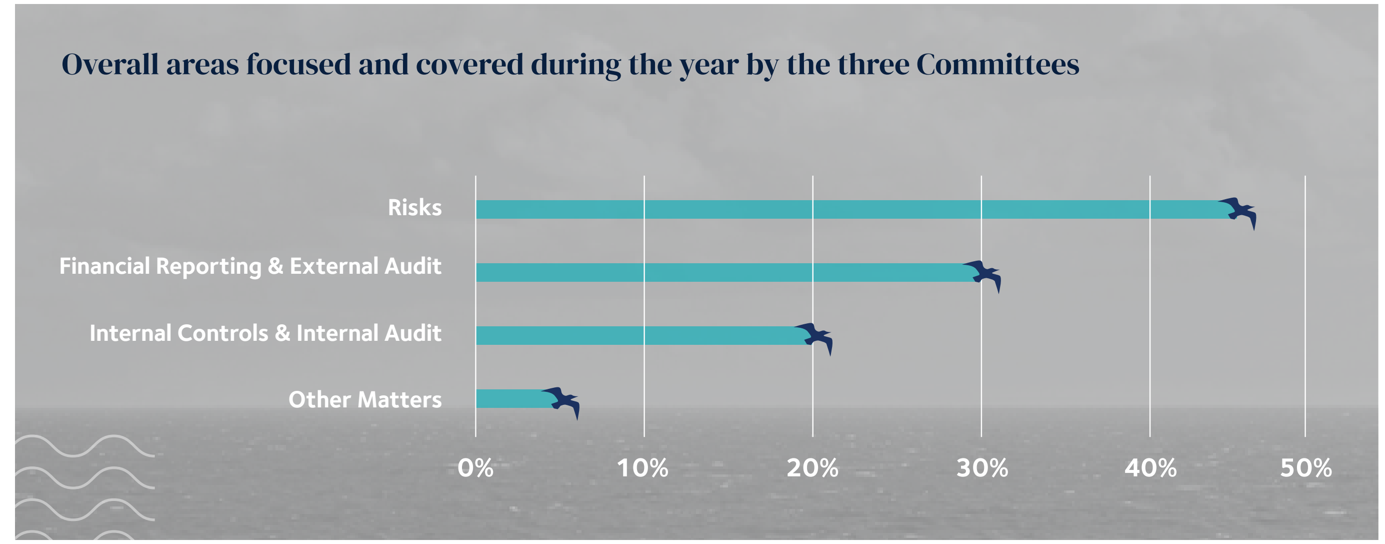
13 Business units were reviewed and evaluated following the below criteria:

- Impact of COVID-19 crisis on current performance
- Assessment and review of other risks associated with the current business model
- Available opportunities

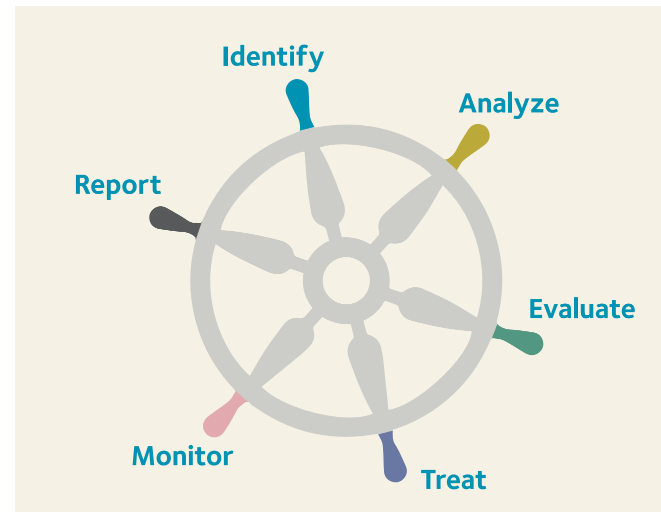
Quarterly meetings

Other areas and risks reviewed by the RMAC during quarterly meetings were:

- Financial Reporting (Audited annual financial statements and Interim quarterly accounts)
- External audit process and findings
- Internal Controls and Internal Audit report
- Other Matters



2.3 Risk Management Process



The risk management process in place is well established and comprises regular risk identification, analysis, evaluation, treatment, monitoring and reporting. The process is as follows:

Identification, Analysis and Evaluation

- Weekly/monthly management meetings held in business units.
- Regular compliance and Health & Safety assessments performed by compliance team and H&S officers.
- Risk analysis performed annually by Risk Champions in sectors and reviews conducted every six months with Senior Management and CEOs.
- Internal audits conducted in line with audit plans that are reviewed annually by the RMAC.

Treatment and Monitoring

- Significant inherent risks are dealt with in accordance with the risk appetite. Where applicable, risks are transferred to insurance firms; alternatively, risks are mitigated by existing/additional controls or other mitigating measures.
- Relevant management teams in sectors regularly monitor risk through a performance review, budget review or through the Risk Management Committee.
- Risks that require immediate attention are either escalated to the Group CEO or the crisis Committees depending on the level of urgency. Where needed, special RMAC meetings are called for evaluation purposes.

Reporting

- Sector CEOs, CFOs and members of the Senior Management team report significant risks to the Group CEO on a regular basis, along with risk responses and opportunities that have thoroughly been evaluated.
- Risk Owners and the Head of Risk report the significant risks to the sector RMACs.
- Risk registers are updated annually by Risk Champions and reported to the CEO.
- On an annual basis external auditors report to Senior Management and RMACs of any significant risks detected during their audit.

Effectiveness of the process

This structured and established process contributes to the effectiveness of risk management in terms of the identification, evaluation and reporting of risks. Certain areas of improvement were identified in some sectors:

- Risk Culture • Risk Committees
- Risk Assessment • Risk Registers • Risk Monitoring

The objective over the next financial year is to enhance maturity through effective remedial actions. The principal risks evaluated during the year are disclosed in the next section of this report.

Risk Management Report (cont'd)

2.4 Lines of defence

At Rogers, the four lines of defence provide assurance to the RMAC and Board of Directors on the effectiveness of the Risk Management Framework.

1st People, Process & Technology

- Controls are implemented at the operational level in day-to-day activities.
- The Rogers Guidelines and Policies Manual, as well as different procedure manuals within the business units act as guiding principles in terms of processes and controls.

2nd Management Oversight

Compliance and Health & Safety checks are continuously performed across Rogers' different sectors. Risk Monitoring is performed on a regular basis:

- Financial & Strategic risks are reported to the CEO on a monthly basis by Risk Owners and Champions.
- Operational risks are reported on a weekly basis by head of departments.
- Strategic risk monitoring is performed independently every six months.

3rd Internal Audit

Independent in-house function which reports to the RMACs and Boards of sectors.

4th External Assurance

Assurance from independent external consultants and auditors is obtained on:

- Fair Value of investment properties;
- Retirement benefit obligations; and
- Financial statements.

Risk Management

During the year several measures were implemented to reinforce the control environment at sector level.
The main measures were:

C&C Programme

One of the objectives of the initiative is to ensure effective management of risks and other challenges faced by the businesses. The Risk Champions (within Rogers and various sectors) and the Risk Owners identified the significant risks/challenges faced and reviewed their Strategic plan taking into consideration available options and opportunities. The plan was presented, discussed and evaluated with the Group CEO and RMAC Directors. Strategic plans were amended where required and an appropriate strategic response plan was devised and communicated.

Crisis Committees and Protocols (Health risks posed by COVID-19)

Health & Safety crisis Committees were set up across all sectors to revise the existing health & safety protocols and ensure that health and safety risks are managed adequately.

One example of the effectiveness of this control measure: Ascencia managed to maintain operations in its malls in an organised manner throughout the two nationwide lockdowns and the pandemic, all while preserving the health and safety of its employees and the public.

Global Business (FinTech Served Market)

The risk management and compliance team of the Global Business was consolidated with the recruitment of a new head and additional resources to ensure continuous compliance and monitoring of the AML/CFT risk. The country was classified as a high-risk jurisdiction.

Compliance

AML/CFT frameworks were designed and implemented in the Property Investment and Property Development sectors. Compliance policies and manuals were set up for Ascencia and Villas Valriche. In parallel, MLRO and Compliance Officers were appointed. In the Global Business sector, compliance manuals were updated with the changes in legislation.

At Rogers, the four lines of defence provide assurance to the RMAC and Board of Directors on the effectiveness of the Risk Management Framework.

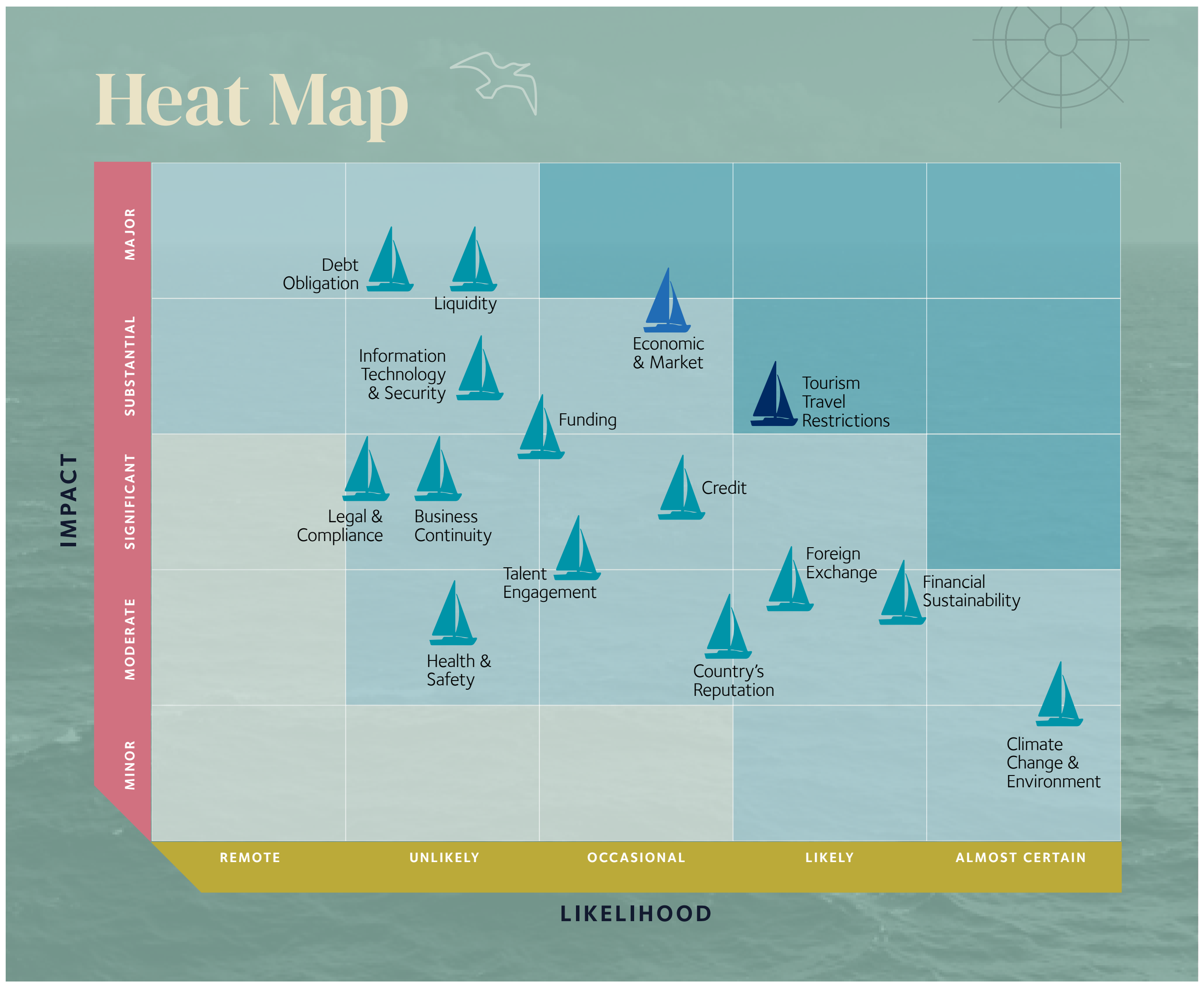
3. Principal Risks

The principal risks for the Group, which are classified into four categories—strategic, operational, financial and compliance were evaluated during the year and again at year-end. Mitigating actions and opportunities are identified across the Served Markets to enable the sound management of these risks.

COVID-19

The Travel, Hotels and Leisure sectors have seen much disruption in operations by the fallout of the COVID-19 crisis over the last financial year. The Group responded by deploying various sets of measures described in the next pages, coupled with a vaccination campaign and the reopening of the country's borders, which have allowed businesses in the Hospitality Served Market to resume operations after the financial year. With the advent of new variants of the virus, the threat of another wave of the pandemic could be looming and may create further disruptions in operations and adversely impact results.

The risk heat map below provides an overview of the principal residual risks at the end of the financial year.



The trend of those risks compared to the last financial year was as follows:

		RESIDUAL	TREND
A	**Tourism Travel Restrictions**	High	▼
B	**Economic & Market**	Medium High	▼
C	**Country's Reputation**	Medium	▼
D	**Financial Sustainability**		▼
E	**Credit**		▲
F	**Liquidity**		▲
G	**Foreign Exchange**		▲
H	**Debt Obligation**		▲
I	**Funding**		▲
J	**Health & Safety**		↔
K	**Climate Change & Environment**		▲
L	**Business Continuity**		↔
	Supply chain		↔
	Other disruptive events		↔
M	**Information Technology & Security**		▲
	Cyber Threat		▲
	Lack of innovation		↔
N	**Talent Engagement**		▲
O	**Legal & Compliance**		↔

Emerging Risks

Climate Change

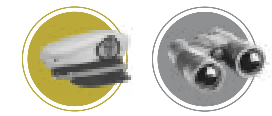
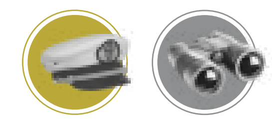
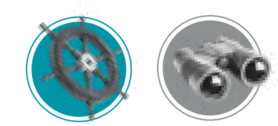
The effects of climate change such as flooding, a rise in temperature and sea levels, and the erosion of beaches are observed mainly in the South of Mauritius, where the Heritage Hotels are located. The impact, which is partially mitigated today, is predicted to be on an increasing trend as environment-related measures taken across the world seem to be insufficient. There is no doubt that this uncertainty will continue to prevail in the absence of concentrated efforts. This increasing trend may have gradual or extreme impacts, such as sudden flooding. At Rogers, sustainability remains an important pillar in our strategic plan. The impact of climate change is putting pressure on businesses to review their business model, particularly as customers are shifting behaviours to minimise their carbon impact.

Technology and Cybersecurity

Digitalisation is a core strategic lever at Rogers. With the increasing trend of working from home, we are relying on technology more than ever. Today, with the rise in cyber threats we are witnessing over the world, management is concerned by the level of threats and disruptive technology that may impact the various business models. Much effort has been placed on the digitalisation of existing processes in different sectors. The Group is still in an early stage of development and the security aspects are being reviewed by the Head of Technology and Digital Advisory, who is assisted by the technological arm of Rogers Capital and external consultants as and when needed.

Integrated Report 2021 Rogers

Risk Management Report (cont'd)

Principal Risks	Main Activities Impacted	Strategic Pillars	Strategic Responses	Capitals Impacted
STRATEGIC RISKS				
A. TOURISM TRAVEL RESTRICTIONS The outbreak of coronavirus variants or new waves of the pandemic leading to further lockdowns or travel restrictions, such as border closure/ countries being red-listed, will severely impact the tourism industry.	Hotels Travel Leisure	Digitalisation Operational excellence	**TOURISM TRAVEL RESTRICTIONS** • Hotels rented as quarantine centres to authorities. • Local market clients targeted during the year. • Close collaboration with Business Mauritius and the Hotels Association for the reopening of borders with proper COVID-19 protocols in place. • Avail of Wage Assistance Scheme facilities and ensure proper cost management in place. • Obtained facilities from the investment arm of the central bank for businesses impacted by the pandemic. • COVID loan contracted from the bank.	
B. ECONOMIC & MARKET • The global and local economic recovery has been slowed down by the resurgence of the pandemic, leading to the deterioration of main economic indicators such as Inflation, GDP and consumption growth. Rising prices in commodities such as energy, food or freight costs may impact the profitability of businesses. • Client expectations and behaviours are evolving and are partly shaped by the prevailing sanitary conditions, as well as developments in technology, such as e-commerce. Should these expectations not be met, this may result in the loss of market share and profitability.	All	Internationalisation Digitalisation	**ECONOMIC & MARKET** • The Vivacis Resilience Programme contributed towards building Resilience and identifying opportunities. • The C&C Programme enabled a deep-dive analysis of the most challenged businesses within the Group with the objective of a turnaround. • The business integration of the Hotels and Leisure team into a new structure, after the financial year, with a view of building bridges between the business units and reinforcing synergies between the various teams. • Focus placed on the importance of digitalisation in most sectors. Progress has been made on the rollout of digital initiatives in the travel, leisure and agriculture activities, where orders can now be placed online. • Expansion of Bagatelle Mall with the new food court (42 Market Street) and introduction of a new brand, Decathlon, to maintain the attractiveness of Malls (Property Investments).	
C. COUNTRY'S REPUTATION • Mauritius' classification as a high-risk country by the European Commission may have major repercussions for our sectors, including FinTech - Corporate Services and Property. • At its plenary session in October 2021, the Financial Action Task Force removed Mauritius from its list of jurisdictions subject to increased monitoring, and subsequently, the EU had undertaken to remove Mauritius from its own list of High-Risk Jurisdictions. • The downgrade of the country's rating by Moody's may undermine investors' confidence. • Policy decisions taken by authorities may impact businesses in terms of cost and ease of doing business.	Corporate Services Property Development & Agribusiness	All	**COUNTRY'S REPUTATION** • The Compliance team was strengthened with the appointment of a new head of compliance & MLRO and six additional resources. In the Global Business activity, enhanced due diligence measures were implemented with the changes in legislations and new AML/CFT framework implemented in the Property business. • Regular communication with clients. • At national level, the authorities have reinforced legislation and taken measures to enhance supervision to address recommendations raised by the Financial Action Task Force.	

Integrated Report 2021 Rogers

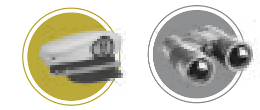
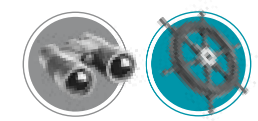
Risk Management Report (cont'd)

Principal Risks	Main Activities Impacted	Strategic Pillars	Strategic Responses	Capitals Impacted
FINANCIAL RISKS				
D. FINANCIAL SUSTAINABILITY • Businesses incurring losses pre-COVID-19 may not be sustainable in the long term, such as the Consumer Finance business, tour operator, villa sales, quick-service restaurants and other leisure activities. • Non-performing investments which are not controlled by the Group.	Consumer Finance Travel Leisure Property Development & Agribusiness	Operational excellence	**FINANCIAL SUSTAINABILITY** • Cost-containment measures implemented across all sectors. • Review of the marketing strategy for villa sales (Property Development). • Review and change of portfolio mix in the Consumer Finance business (FinTech). • Focus on potential partnership for Velogic France (Logistics). • Closure of loss-making entity Islandian (Travel). • Close monitoring of non-profitable activities.	
E. CREDIT • Default from debtors, tenants in shopping malls or clients in the consumer finance business.	Consumer Finance Investment Property	Operational excellence	**CREDIT** • Consolidate recovery team in Consumer Finance business (FinTech). • Tenant relief plan in place for shopping malls (Property Investments).	
F. LIQUIDITY Inability or insufficient cash for: • Working capital needs or current/further planned investments. • Financial obligations. • Payment of dividends leading to the company not able to meet shareholders expectations.	All	All	**LIQUIDITY** • Renegotiation of existing banking facilities in all sectors. • Obtained facilities from the investment arm of the central bank for businesses impacted by the pandemic. (Hospitality) • COVID loan contracted from the bank. • Tighter treasury management policies and cost-cutting measures.	
G. FOREIGN EXCHANGE • Depreciation of the local currency against the Euro may lead to foreign currency translation losses where liabilities or loans are denominated in an appreciating foreign currency.	Hotels	Internationalisation	**FOREIGN EXCHANGE** • Negotiated moratorium on loans denominated in foreign currency.	
H. DEBT OBLIGATION • A high level of indebtedness may lead to difficulties in meeting debt covenants. Non-adherence to covenants may lead to a loss of confidence from providers of finance and decreased ability to raise finance.	All	All	**DEBT OBLIGATION** • Review and restructure debts for efficient treasury management. • Close monitoring and negotiation with the bank in cases where covenants cannot be adhered to.	

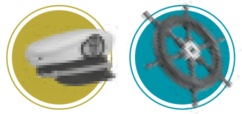
Risk Management Report (cont'd)

Principal Risks	Main Activities Impacted	Strategic Pillars	Strategic Responses	Capitals Impacted
FINANCIAL RISKS				
I. FUNDING • Inability to obtain funding from providers of finance. • Higher costs of capital due to liquidity crunch.	Consumer Finance Property Development & Agribusiness Property Investments	All	**FUNDING** • Secure short-term facilities. • Convert money market loans/overdraft facilities into long-term loans. • Bond Issue to finance development (Property Investments).	
OPERATIONAL RISKS				
J. HEALTH AND SAFETY Failure to provide a safe environment for clients in Hotels, Restaurants and Malls and for employees at work.	Hotels Leisure Property Investments Logistics	All	**HEALTH AND SAFETY** • Crisis Committee in place. • Implement new COVID-19 protocols in the workplace, in Hotels and shopping malls (obtained COVID-19 certification from Safe Asset Group). • Quick-service restaurants acquired the 'FeelSafe' label (ISO accredited). • Encourage employee vaccination. • Work-from-home policy in place. • Road transport safety management system is being developed (Logistics) • Compliance checks are carried out by Health & Safety officers.	
K. CLIMATE CHANGE AND ENVIRONMENT Extreme or catastrophic events that may disrupt or that may impact on demand for these activities. • Severe cyclonic conditions, beach erosion, rising sea levels, global warming, coral reef destruction impacting activities in hotels. • Torrential rains and flash floods leading to disruption in leisure and transport activities. • Biodiversity loss in Mauritius, impacting the image of the country as a tourist destination. • Catastrophes such as oil spills from shipwrecks that may be disastrous for the environment and business activities.	Hotels Leisure Property Development & Agribusiness Logistics	Sustainable Development	**CLIMATE CHANGE AND ENVIRONMENT** • Sustainability Committee met two times during the year and reports to the Group's Board of Directors on measures taken and the implementation of the strategy. • Sustainability Charter in place. • Four Sustainable Development Goals (SDGs) have been identified and an adequate plan is being rolled out. • Gradual use of green energy produced by PV farms In shopping malls and recycling of waste. • Beach rehabilitation programme on the South coast, where the Heritage hotels are located.	

Risk Management Report (cont'd)

Principal Risks	Main Activities Impacted	Strategic Pillars	Strategic Responses	Capitals Impacted
OPERATIONAL RISKS				
L. BUSINESS CONTINUITY **Supply Chain** • Reduction in air/maritime traffic is worsened by issues faced by the national carrier, a lack of supply of shipping containers, which creates delays in imports and exports, adversely impacting activities of our Logistics business and other sectors like hotels, which are highly dependent on imported supplies. **Other Disruptive Events** • Fire risks, if not properly managed, may lead to loss in human lives and significant financial losses.	Logistics Property Investments Hotels	Operational excellence Digitalisation	**BUSINESS CONTINUITY** **Supply Chain** • Management teams of the Logistics and Travel sectors have worked closely to ensure cargo facilities were available during the national lockdown. • The Logistics team has been agile to adapt to the current situation an provide alternative solutions to clients. **Other Disruptive Events** • Health and safety inspections carried out on a regular basis to ensure that preventive and detective measures are in place. • Fire drills are carried out on a regular basis. • Insurance cover in place.	
M. INFORMATION TECHNOLOGY & SECURITY **Information Security** • The lockdown imposed due to the pandemic has forced businesses to place more reliance on the use of technology, collaborative tools for communication purposes and work from home solutions. The increased use of technology leaves the businesses more prone to cyberthreats such as fraudulent phishing attempts, spoofing e-mails, malware and/or ransomware wich can cause disruption in activities, leakage of sensitive information, financial loss, penalties, and damaged reputation. **Lack of Innovation** • Not leveraging innovation to sustain competitive advantage or lack of operational excellence.	All	Digitalisation	**INFORMATION TECHNOLOGY & SECURITY** **Information Security** • Cybersecurity awareness session carried out to increase awareness. • Roadmap developed for the implementation of findings of the Cyber Security Maturity Assessment performed by an independent consultant. (Rogers Corporate) • Transform innovation lab into digital factory to accelerate digitalisation initiatives. (FinTech) **Lack of Innovation** • A culture of innovation has been instilled. • Recruitment of talents in the digital field.	

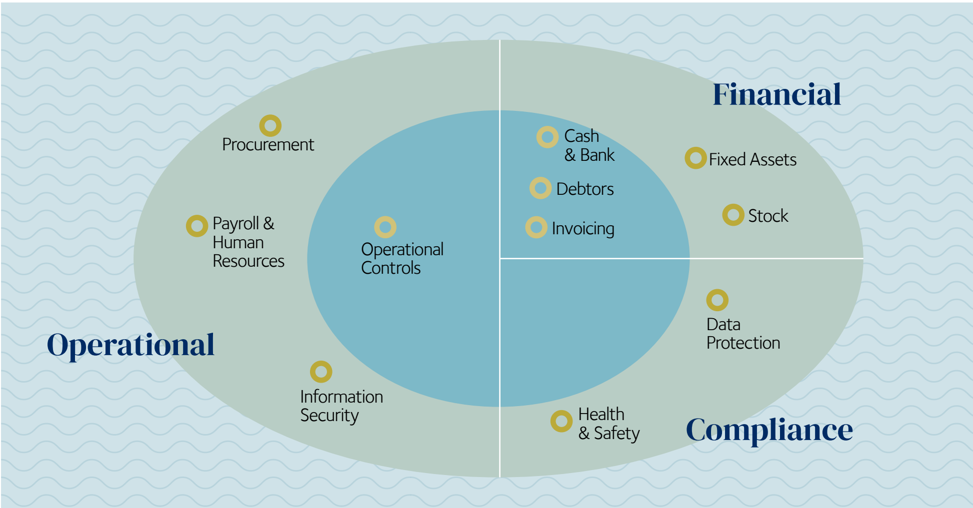
Risk Management Report (cont'd)

Principal Risks	Main Activities Impacted	Strategic Pillars	Strategic Responses	Capitals Impacted
OPERATIONAL RISKS				
N. TALENT ENGAGEMENT • Low engagement level and challenges to attract talents in sectors which were more impacted by the pandemic such as Hotels, Travel and Leisure. • Lack of adequate/missing skills in business and capability gaps in current teams. • Loss of key personnel and lack of succession plan for key executives and management.	All	All	**TALENT ENGAGEMENT** • An engagement survey has been carried out. • Maintain an appropriate communication plan for employees. • Recruitment of key personnel to consolidate marketing, communication, and digitalisation teams in the Corporate and Hotels sectors.	
COMPLIANCE RISKS				
O. LEGAL & COMPLIANCE • Non-adherence to existing or new legislations and regulations such as on AML/CFT, Data Protection General, the Code of Corporate Governance for Mauritius, Workers' Rights and COVID-19 Regulations 2020. • Changes in laws and regulations not communicated and training not provided. • Non-compliance with internal controls leading to theft, frauds, and misappropriation of assets.	All	All	**LEGAL & COMPLIANCE** • Communication and awareness session on impact of new legislations (such as training on AML/CFT) provided to Directors, Management and employees. • Code of ethics and whistleblowing policy in place. • Regular compliance checks and customer due diligence are conducted on client transactions in the Global Business. • AML/CFT and Data protection audits are underway in different sectors. • Regular reviews of internal controls by Internal audit team.	

Internal Audit

The three-year internal audit plan covered significant risk areas for FY19-21. The three-year plan for FY22-24, which is a risk-based plan was reviewed and approved by the RMAC. The plan incorporates the changes in the risk landscape and focus is placed where the risks are significant or anticipated to increase.

The significant risk areas covered per sector in FY19-21 and the general audit focus for FY22-24 are as follows:



FY22-24

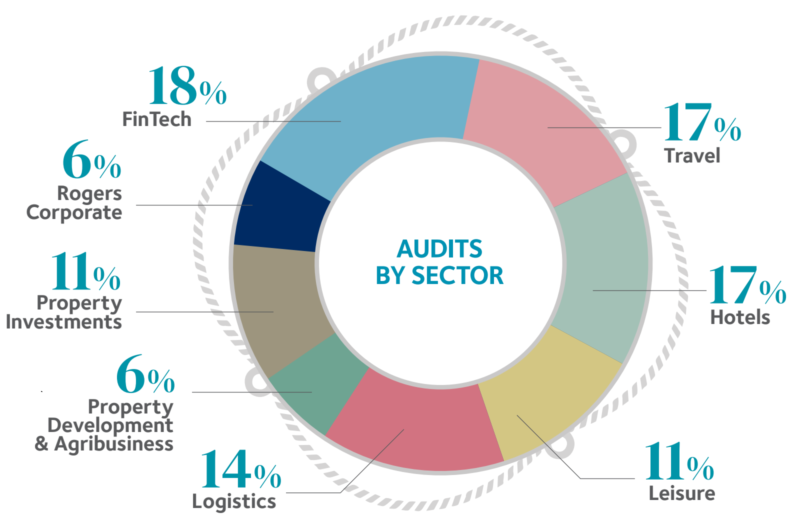
During the first year of the three-year plan, the focus will be on the following areas:

- Information Security
- Data Protection
- Cost Management
- Health & Safety
- Debtors Management
- Procurement

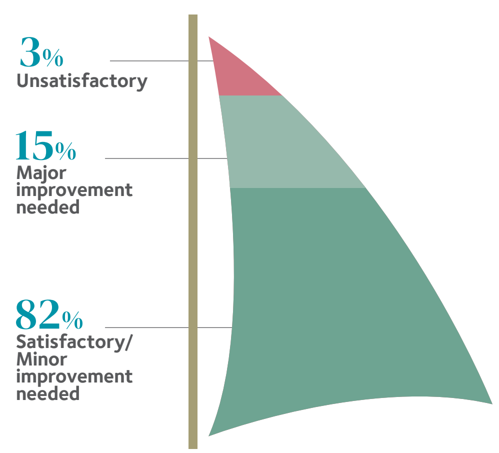
Internal Controls

The Internal Audit team has performed 65 assignments during the last three years with the objective to provide independent assurance on effectiveness of internal controls in Rogers.

These audits were spread over the sectors as follows:



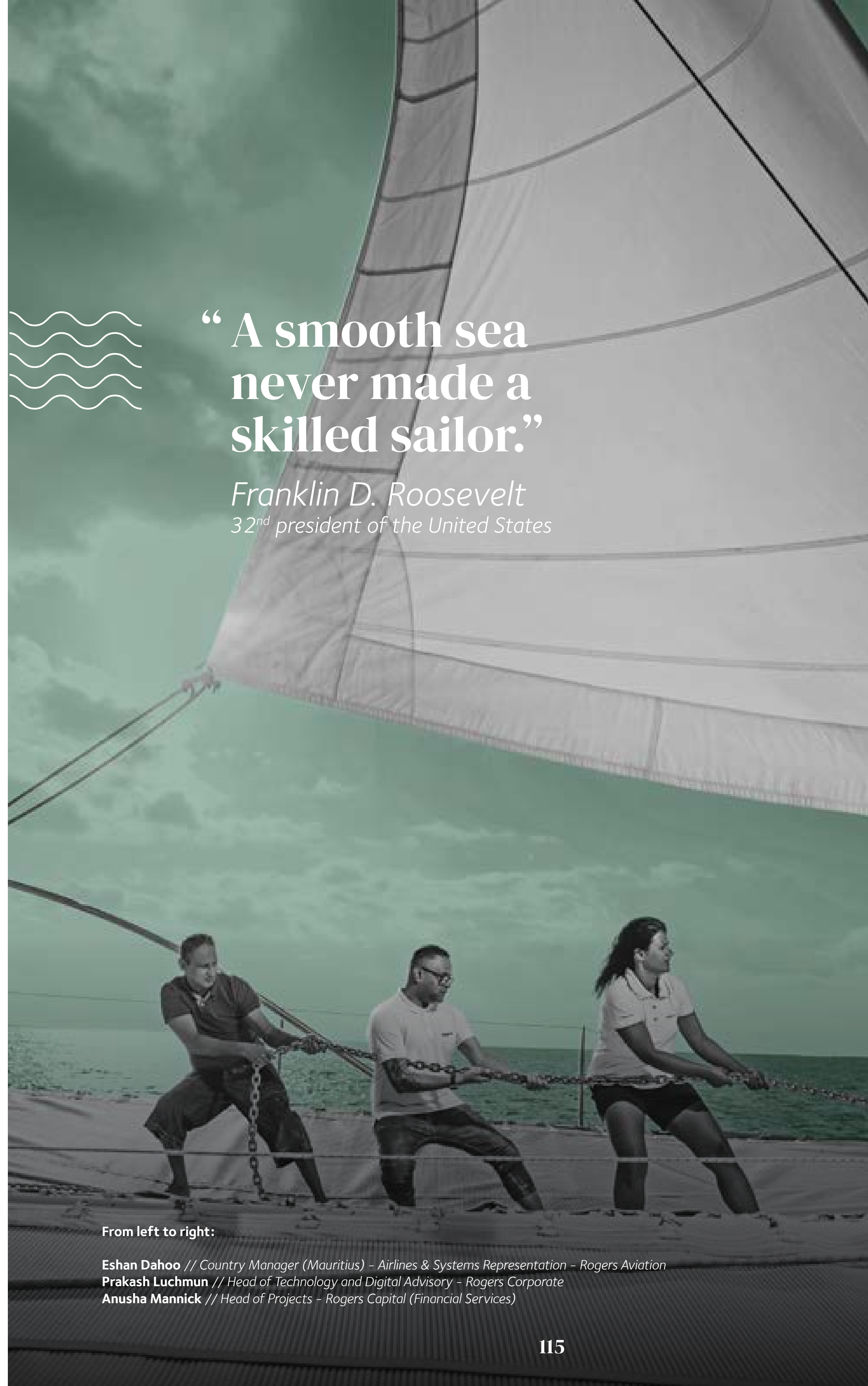
Effectiveness of internal control
Our assessment of internal controls over the three years were as follows:



Follow up on implementation
The level of implementation of recommendations was quite satisfactory. There were delays in implementation, which were caused by the two national lockdowns. There were no significant deficiencies in the Group's system of internal control and no major limitations or restrictions in the audit scope, access to records, management, and employees of audited entities.

Internal Audit team

The team is composed of qualified and partly qualified accountants and the average relevant experience is 5 years.
Information on the composition and qualifications of the Internal Audit team is detailed on the website: www.rogers.mu



"A smooth sea never made a skilled sailor."

Franklin D. Roosevelt
32nd president of the United States

From left to right:

Eshan Dahoo // *Country Manager (Mauritius) - Airlines & Systems Representation - Rogers Aviation*
Prakash Luchmun // *Head of Technology and Digital Advisory - Rogers Corporate*
Anusha Mannick // *Head of Projects - Rogers Capital (Financial Services)*

Rogers

Other Statutory Disclosures

	GROUP	
	2021	2020
	Rs m	Rs m
DIRECTORS'REMUNERATION & BENEFITS		
Remuneration and benefits paid by the Company and subsidiary companies to :		
Directors of Rogers & Company Limited		
4 Executive-full time (4 in 2020)	31.8	50.1
8 Non-executive (8 in 2020)	4.0	4.2

	GROUP		COMPANY	
	2021	2020	2021	2020
	Rs m	Rs m	Rs m	Rs m
DONATIONS				
Donations made during the year :				
Corporate Social Responsibility (2%)	9.3	9.0	-	-
Voluntary	2.1	1.7	1.9	0.5
Political	-	7.0	-	7.0
AUDITORS' REMUNERATION				
Audit fees paid to :				
EY (2020: KPMG)	13.7	12.0	3.4	0.7
BDO	8.6	-	-	-
Other firms	9.1	7.7	-	-
Fees paid for other services provided by :				
EY (2020: KPMG)	0.1	-	-	0.9
BDO	3.0	-	0.6	-
Other firms	17.9	14.3	0.8	1.2

Directors of Subsidiary Companies

FinTech	Ah Ching Cheong Shaow Woo	Allagapen Gary Deva	Allas Harold - Dennis Dantes	Andre Emmanuel Rene	Bessoondyal kevin	Bhoyroo Mohammad Yashimn	Bissessur Shreekantsing	Boullé Fabrice Francois	Chung Tick Kan Georges	Corneillet Virginie Anne	Desvaux De Marigny Angelique Anne	Espitalier-Noël M.M. Hector	Espitalier-Noël M.H.Philippe	Gopaul Sanjay	Guillaud Philippe Pierre Marcel	Hannelas Marie Anabelle Cathie	Harel Simon	Hurkoo Dev Harish	Jingree Jayechund	Legrigore Jean-Francois	Le Roux Permaloo Hanjali Devi	Leteipan Dave	Li Ting Chung Richard	Magon Georges	Mamet Jean Evenor Damien	Mangar Binesh	Nathoo Roshan	Ndjemba Abessolo Jean Paul	Nunkoo Nayendranath	Radhakeesoon Aruna Lata Vidia	Ramessur Daya Prakash	Ruhee Ashley Coomar	Shah Sharmil Dhanraj	Soowamber Manesha	Teyssedre Michel Claude	Tyack Frederic Gerard	Ujoodha Dhanun	Vacher Belinda
Rogers Capital Fin Ltd	x					x																										x						
Enterprise Information Systems Ltd (Dormant)																						R							R		x				x			
Globefin Corporate Services Ltd																				x							x											
Globefin Nominees Ltd																				x							x											
Rogers Capital Nominee 2 Ltd																											x					x					x	
Roger Capital City Executives Ltd																											x					x					x	
Rogers Capital Nominee Ltd																											x					x					x	
Rogers Capital Accounting Services Ltd																											x							x			x	
Rogers Capital Business Services Ltd																											x										x	
Rogers Capital Corporate Services Ltd	x					x			x	x			x						x								x	x				x						
Rogers Capital Corporate Services (Seychelles) Limited																							R				A					x						
RCAP Executives Ltd																								x			x											
Rogers Capital Specialist Services Ltd																					x						x					x					x	
Rogers Capital Captive Insurance Management Services Ltd	x																										x					C					x	
Rogers Capital Fund Services Ltd					A	A	A																				x					C		x			x	
Rogers Capital Finance Ltd	x					x				x			C	x	x										x					x		x				x		
Rogers Capital Nominee 1 Ltd																											x					x					x	
Rogers Capital Investment Advisors Ltd	x						x			x			C																			x						x
Rogers Capital Ltd	x					x		R	x	x	x	x	C	x			x		x						x							x						
Rogers Capital Management Services Ltd	R					R			x	x			x						x													x						
Rogers Capital Payroll Services Ltd																											x										x	
River Court Nominees Limited																											x										x	
Rogers Capital Trustees Services Limited																			x								x						x				x	
Rogers Capital Payment Solutions Ltd	C					x																				R						x						
Rogers Capital Outsourcing Ltd		x				x				x			C					x														x						
Rogers Capital Technology Services Ltd	x			x		x				x			C		x			x											x									
Rogers Capital Tax Specialist Services Ltd			A													A																C						

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

Directors of Subsidiary Companies

Hospitality	Arekion Charles Henri Thierry	Bastiaan Jeremy Steven	Berman Laurence Marie	Bouic Joseph Guillaume Karl	Cisneros Gilbert Jean Antoine	Cisneros Maria Antoinette Yolande	Colin Jean Michel Barthelemy	Dodds Ryan Matthew	Dupont Danielle Christine	Espitalier-Noël M.A. Eric	Espitalier-Noël M. H. Philippe	Fayd'herbe de Maudave Alexandre	Hugnin M. J. Guy	Hugnin De Loppinot Brigitte	Kone-Dicoh Khady-Lika	Mamet M. J. Jean-Pierre	Mamet Jean Evenor Damien	Marrier D'Unienville Jean Albert	Menteath Jonathan Lawrence	Montocchio Francois Thierry	Motet Joseph Jacques	Nadassen Kishen	Rey D. A Thierry Hugues	Robert Francois Richard	Stedman Richard Sohrab	Tàpies Ibern Jaume
Bagatelle Hotel Operations Company Limited											x														x	
BlueAlizé Ltd	A			x							x											x			x	
Cap D'abondance Ltd											x														x	
CCC LAH Limited																							x		x	
Croisières Australes Ltée											x														x	
DOMC Ltd											C	x				x				A		x	x		x	
Island Living Ltd											C	x		A	x					x		x		x	x	
Seafood Basket Limited											x														x	
Sweetwater Ltd		x									x														x	
Sports-Event Management Operation Co Ltd								x			C							x						x	x	
Heritage Events Company Ltd							A												x	x						
Heritage Golf Management Ltd							A	x												x						
VLH Ltd										x	x	R	R	A	x		x			x	x				x	A
Seven Colours Spa Ltd							A			x			R	A						A						
VLH Training Ltd							A			x			R	A						A						
Adnarev Ltd										x			R	A												
Veranda Tamarin Ltd					x	x	x		x								x			x					x	
IslandHolidays Ltd											x	x			x							x		x	x	
Rogers Hospitality Management Company Ltd											x	R			x							R		R	x	
Rogers Hospitality Property Fund Ltd											x	x			x							x		x	x	
Rogers Hospitality Group Ltd (ex BookSimply Ltd)											x	x			x							x		x	x	
Hotel Operations Company Ltd											C														x	
Restaurant Operations Company Ltd											C														x	

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

Directors of Subsidiary Companies

Hospitality	Bhoyroo Mohammad Yashinn	Cassam Raficq	Radhakeesoon Aruna Lata Vidia	Cavalot Rene Claude Vincent	Corroy Marie Sybil Anick	Dupont Marie Danielle Christine	Espitalier-Noël Philippe	Eynaud Francois Paul Philippe	Fayd'herbe de Maudave Alexandre	Giraud Paul France	Granger Gilles	Guillaud Philippe Pierre Marcel	Langlois Gerard Philippe Stephane	Laulloo Mohammad Faiz Hafiz	Le Roux Permalloo Hanjali	Mamet Jean Evenor Damien	Masrani Hasu	Papet Mathias	Patel Kiran	Payen Donald Emmanuel	Pitot Jean Michel	Ramchurn - Oogarah Soorya Devi	Robert Francois Richard	Stedman Richard Sohrab	Tyack Frederic Gerard
Rogers Aviation Comores S.A.R.L									x																
Ario Seychelles Ltd									x													x			
Rogers Aviation France S.A.R.L									x																
Rogers Aviation Reunion SARL									x																
Rogers Aviation Kenya Ltd (Dormant)		x							x					x											
Beavia Kenya Limited (Dormant)					x				x								x		x			x			
Rogers Aviation International Ltd									x				x	x		x						x			
Rogers Aviation Madagascar S.A.R.L									x				x									x			
Rogers Aviation Mayotte SARL									x																
Rogers Aviation Mozambique LDA.									x				x									x			
Rogers Aviation (Mauritius) Ltd	R								C				R			x						R			
BS Travel Management Ltd									x				x	x								x			
RUN TOURISME									x																
BS Travel Management Limitada									x				x									x			
Bluesky Mayotte SARL									x																
Bluesky Madgascar SARL									x				x									x			
Plaisance Air Transport Services Ltd.									C				x	x											
Rogers Aviation South Africa (Proprietary) Limited									x				x									x			
Rogers Aviation Holding Co Ltd			x	A			C		x				x			x				A					R
Transcontinent S.A.R.L.									x	x											x				
Islandian Ltd						x	x		x		x	x	x		x			R					x	x	
Islandian S.A.R.L.									x																
Rogers International Distribution Services - Mozambique					x				x													x			
Border Air Propriety Limited									x				x									x			

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

Directors of Subsidiary Companies

Logistics	Abraham Bertrand Denis	Arrowsmith Sarah Carmen	Avrillon Francis Vincent	Bhatt Mehul Hitesh Kumar	Brewis Martin John	Cargill christopher	De Comarmond Marie Maurice André	Driver H. W. Anthony	Elysee David	Espitalier-Noël M.E. Gilbert	Espitalier-Noël M. H. Philippe	Espitalier-Noël H. J. Thierry	Evard Christoph	Girard Sylvain	Gobindram Shah Nawaz	Hugnin Thierry	Humath Rajesh	Hung Han Yun Denis	Kone-Dicoh Khady-Lika	Lallchand Jawaharlall	Mamet Jean Evenor Damien	Merrick Raymond	Mokar Shah Kirtikumar	Nunkoo Nayendranath	Olivier Vivian	Rigouzzo Luc Andre Emmanuel	Ronoowah Rishi Kapoor	Sangeelee Naveen	Yue Chi Ming Tony	Lim Guat Hua Shirley	Noel Alexandre Jospeth Raoul
Cargo Express Madagascar S.A.R.L.							x																						x		
Express Logistics Solutions Ltd	x						x											x						x				x			
F.O.M Warehouses Ltd	x		x				x											x						x							
Freeport Operations (Mauritius) Ltd	x						x											x						x				x			
Logistics Solutions Ltd										x	C										x			x							
Velogic Ltd							x																	x				x			
Velogic Holding Company Ltd				x						x	C								x		R			x		x		x			
P.A.P.O.L.C.S. Ltd.								x									A			R				C	x		R	x			
Papol Holding Ltd								x	x															x				x			
Velogic Depot & Warehouse Ltd							x																	x							
Rogers IDS (Velogic France) SA														x																	
Rogers IDS Madagascar SA							x																						x		
VSR (Velogic Reunion)																												x			
Velogic Express Reunion SAS							x																	x				x			
Velogic India Private Limited															x									x				x			
VK Logistics Ltd				x									x			x								x				x			
General Cargo Services Limited (Kenya)				x									x										A	x				x			
Gencargo (Transport) Limited (Kenya)				x									x										A	x				x			
Rogers Logistics International Ltd											x													x				x			
Rogers Logistics Services Company Ltd	x						x											x						x				x			
Southern Marine & Co Ltd																								x				x			
Sukpak Ltd		A			A						C	A										R		x				x			
Transworld International Ltd.							x																	x							
Thermoil Company Limited			x																						x						
Velogic Haulage Services Ltd	x						x																	x				x			
Velogic Garage Services Ltd	x						x											x						x				x			
MTL Logistics & Distribution Co. Ltd																												x			
Associated Container Services Limited							x																	C				x			
Rogers Shipping Ltd																								x	x			x			
Rogers Shipping PTE Ltd										x	x													x						x	x
Global Air Cargo Services Ltd							x											x													

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

Directors of Subsidiary Companies

Property Investment	Ah Ching Cheong Shaow Woo	Arnulphy Jean Arnaud	Bissessur Shreekantsingh	Blandin de Chalain Jean-Marie Nicolas	Boshoff Armond	Boyramboli Bojrazsingh	De Waal Anton	Dupont Jacques Desire Dominic	Espitalier-Noël M.A. Eric	Espitalier Noël M. M. Hector	Espitalier Noël M.H. Philippe	Galea Marie Henri Dominique	Harel, Jerome Guy Antoine	Hart De Keating Christopher	Hebert Thierry Jacques M. A.	Hoolass Ashis Kumar	Lam Kin Teng Dean Allen	Lenoir Gustave E. Jean Pierre	Louw Lucille Helen	Mamet J. E. Damien	Montocchio Francois Thierry	Pascal Pierre Yves	Pilot Joseph Michel	Pople Richard Clive	Radhakeesoon Aruna Lata Vidia	Tribolet Paul	Tyack Frederic Gerard	Vacher Belinda	Van Den Brande Dirk Corneel Paul	Veerasamy Naderasen Pillay	Wong Choi Wah Jean Arnaud
Ascencia Limited	R		A		x	A				x	C	x				R	x		x	x		x					x	x		x	
Bagaprop Ltd					x						x								x	R							x	A			
Floreal Commercial Centre Limited																				x							x	x			
Foresite Property Holding Ltd											C									x					x						
Motor Traders Ltd																															x
South West Tourism Development Company Limited									x	x	x																				
Case Noyale Limitée									x	C	x		x	x				x			x		x		A						
Agrïa Limited									x	C	x		x	x				x			x		x		A						
Les Villas De Bel Ombre Ltee									x		C			x							x		x								
Les Villas De Bel Ombre Amenities Ltd									x		C			x																	
Terroirs Mauriciens Ltd																							x								
Estate Property Solutions Ltd				A			A	R							A									A		R			C		
Le Marche Du Moulin Ltd		x																													

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

Other Investments	Bhatt Mehul Hiteshkumar	D'Hotman De Villiers Audrey	De Comarmond Louis Marie Maurice Andre	Espitalier-Noël M.H.Philippe	Hannelas Marie Anabelle Cathie	Makoond Deonanan	Mamet Jean Evenor Damien	Nanon Louis Christian	Piat Jean-Marie Alexandre Evenor	Pilot Joseph Michel	Radhakeesoon Aruna Lata Vidia	Sophie Marie Wendy Fabiola	Vacher Belinda
Rogers Foundation Ltd	A	x	R	C	A	x	x	A	x	x		x	R
Rogers Corporate Services Ltd				x						x			
Vivacis Solidarity Ltd	A	x		x	A	x	x	A	x	x	x	x	R

C- Chairman *X-In office as director* *A-Appointed as director* *R-Resigned as director*

“ You can never cross the ocean until you have courage to lose sight of the shore.”

Christopher Columbus
Explorer and Navigator

From left to right:

Elvyna Atchanah // *Marketing and E-Commerce Manager - Rogers Hospitality*
Désiré Piang Nee // *Chief Experience Officer - Rogers Hospitality*
Jean Barbe // *Corporate Manager - Payroll Outsourcing - Rogers Capital Corporate Services*

Rogers

FINANCIAL PERFORMANCE

Contents

DIRECTORS' REPORT

FINANCIAL STATEMENTS

The Directors of Rogers are responsible for the integrity of the audited financial statements of the Group and the Company and the objectivity of the other information presented in these statements.

The Board confirms that, in preparing the audited financial statements, it has:

(i) selected suitable accounting policies and applied them consistently;

(ii) made judgements and estimates that are reasonable and prudent;

(iii) stated whether applicable accounting standards have been followed, subject to any material departures explained in the financial statements;

(iv) kept proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and the Company;

(v) safeguarded the assets of the Group and the Company by maintaining internal accounting and administrative control systems and procedures; and

(vi) taken reasonable steps for the prevention and detection of fraud and other irregularities.

GOING CONCERN STATEMENT

On the basis of current projections, we are confident that the Group and the Company have adequate resources to continue operating for the foreseeable future and consider that it is appropriate that the going concern basis in preparing the financial statements be adopted.

INTERNAL CONTROL AND RISK MANAGEMENT

The Board is responsible for the system of Internal Control and Risk Management for the Company and its subsidiaries. The Group is committed to continuously maintain a sound system of risk management and adequate control procedures with a view to safeguarding the assets of the Group. The Board believes that the Group's systems of Internal Control and Risk Management provide reasonable assurance that control and risk issues are identified, reported on and dealt with appropriately.

DONATIONS

For details on political and charitable donations made by the Company, please refer to page 116.

STATEMENT OF COMPLIANCE

Throughout the year ended 30 June 2021, to the best of the Board's knowledge, Rogers has complied with the Code of Corporate Governance for Mauritius (2016). Rogers has applied the 8 principles set out in the Code and explained how these principles have been applied.

AUDITED FINANCIAL STATEMENTS

The audited financial statements of the Group and the Company which appear on pages 134 to 275 were approved by the Board on 08 March 2022 and are signed on their behalf by:

Jean-Pierre Montocchio
Chairman

Philippe Espitalier-Noël
Executive Director and Chief Executive Officer

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF ROGERS AND COMPANY LIMITED

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of Rogers and Company Limited (the "Company") and its subsidiaries (the "Group") set out on pages 134 to 275 which comprise the consolidated and separate statements of financial position as at 30 June 2021, and the statements of profit or loss, statements of profit or loss and other comprehensive income, consolidated and separate statements of changes in equity and consolidated and separate statements of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including significant accounting policies.

In our opinion, the consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of Group and Company as at 30 June 2021, and of its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the Companies Act 2001 and the Financial Reporting Act 2004.

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 Consolidated and Separate Financial Statements section of our report. We are independent of the Group and the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (the "IESBA Code") and other independence requirements applicable to performing audits of financial statements of the Group and Company and in Mauritius. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits of the Group and Company and in Mauritius. 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 judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our 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 consolidated and separate 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 consolidated and separate 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 consolidated and separate financial statements.

The Key Audit Matters applies equally to the audit of the consolidated and separate financial statements.

Key Audit Matter	How the matter was addressed in the audit
Assessment of impairment of investment in subsidiaries and associates Investment in subsidiary companies and associated companies are stated at cost less impairment in the separate Statement of Financial Position. In the group Financial Statements, investment in associated companies is stated at cost plus post acquisition changes in net assets using the equity method. The carrying amount recorded for investment in subsidiary companies were Rs 4.8 billion and investment in associated companies were Rs 3.7 billion in the separate Statements of Financial Position. In the consolidated Statement of Financial Position, the investment in associated companies amounted to Rs 4.5 billion.	We obtained an understanding, evaluated the design and tested the operating effectiveness of selected key controls over projections of future income, terminal growth rate assumptions, and discount rates related to impairment of investment. Our audit procedures in assessing the impairment of investment in subsidiary companies and associated companies included the following: • Reviewed management's assessment of impairment of investment in subsidiary companies and associated companies; • Obtained an understanding on how the potential impact of COVID-19 were incorporated in the forecasts;

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Key audit matters (cont'd)

Key Audit Matter	How the matter was addressed in the audit
Assessment of impairment of investment in subsidiaries and associates (cont'd) Management reviews regularly whether there are any indicators of impairment of the investment in subsidiary companies and associated companies reported in the separate financial statements and the investment in associated companies reported in the consolidated financial statements by reference to the requirements under IAS 36 and IAS 28 respectively. For the investment in subsidiary companies and associated companies, where impairment indicators exist, Management estimates the recoverable amounts of the investments based on the higher of the fair value less cost of disposal and the value in use, determined by discounting future cash flows ("DCF"). As at the year end, the value of certain quoted investment in associated companies based on share price were lower than the carrying amounts included in the financial statements, indicating the existence of an impairment. Management estimated the recoverable amount of these investments by estimating their value in use. There was uncertainty in estimating the recoverable amount of the investment in subsidiary companies and associated companies, which principally arises from the inputs used in both forecasting and discounting future cash flows. Furthermore, the value in use is highly sensitive to changes in these inputs. The determination of the recoverable amount of the investment in subsidiary companies and associated companies was one of the key judgemental areas in preparing the financial statements due to a combination of the significance of the investment in the subsidiary companies and associated companies and the inherent uncertainty in the assumptions supporting the recoverable amount of these investments. We therefore considered this to be a key audit matter.	Our audit procedures in assessing the impairment of investment in subsidiary companies and associated companies included the following (cont'd) • Tested the mathematical accuracy of the impairment workings; • Inspected published market information on the share price, financial position and performance of the subsidiaries and associates to evaluate management's impairment assessment and to identify whether there were any additional indicators of impairments; • Assessed the reasonableness of the forecast used; • Evaluated Managements' ability to make forecasts by comparing last year's forecast to this year's actual results. • Evaluated Management's methodology and assumptions used including projections on future terminal growth rate and discount rate assumptions; • Performed an independent assessment, through the use of our internal valuation specialists, on the valuation methodology and the appropriateness of key inputs; • We have used the expertise of our internal valuation team to assess the valuation methodology and the appropriateness of the key inputs; and • Ensured that the proper disclosures have been made in the financial statements as per IFRS 13 Fair Value Measurement in terms of hierarchy levels. Disclosures around investment in subsidiary companies and associated companies and related impairments thereon are provided in notes 13 and 14(b) of the financial statements.
Valuation of investment properties Investment properties amounting to Rs 13.9 billion are carried at fair value in the consolidated Statements of Financial Position with the gains and losses recognised in the statement of profit or loss. The fair values of the investment properties are determined by an external independent valuation specialist and management using valuation techniques which involve significant judgements and assumptions. Inappropriate estimates made in the fair valuation of investment properties would result in a significant impact on the results and on the carrying amount of the properties.	**Our audit procedures included the following:** • Obtained, read, and understood the reports from the external management specialist. Tested the mathematical accuracy of the reports and evaluated the valuation methodology used by the external independent valuation specialists; • Involved our valuations specialist in validating the appropriateness of the methodology and assumptions used; • Assessed the competence, capability, experience, and independence of the external independent valuation specialist; • Held discussions with Management, challenging key assumptions adopted in the valuations, including discount rates and reversionary rates, and comparing them with historical rates and other available market data;

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Key audit matters (cont'd)

Key Audit Matter	How the matter was addressed in the audit
Valuation of investment properties (cont'd) Consequently, the valuation of investment properties has been identified to be a key audit matter.	**Our audit procedures included the following (cont'd)** • Reviewed the forecasted data used in the valuations and corroborated the major inputs used in the forecasts such as rental income and operating costs by comparing the actual tenancy information in the underlying contracts and by comparing operating costs; • Considered the reasonableness of the inputs and assumptions used in the context of the COVID-19 pandemic; and • Reviewed the disclosures about significant accounting judgements and estimates made by management in the financial statements in respect of valuation of investment properties to ensure that the disclosures are in accordance with IAS 40 Investment Property and IFRS 13 Fair Value Measurement. Disclosures around significant accounting judgements and estimates and required disclosures relating to investment property are provided in note 11 of the financial statements.
Assessment of impairment of goodwill and market related intangibles The carrying amount of goodwill and market related intangibles recognised in the Consolidated Statement of Financial Position amounted to Rs 942.2 million and Rs 149.8 million respectively as at 30 June 2021 and an impairment of Rs 8.8 million was recognised in Statement of Profit or Loss during the year under review. A cash generating unit ("CGU") to which goodwill has been allocated must be tested for impairment at least annually in accordance with IAS 36 Impairment of Assets, by comparing the carrying amount of the CGU, including the goodwill, with the recoverable amount of the unit. The determination of recoverable amount, being the higher of value-in-use and fair value less costs to sell, requires judgment on the part of management in both identifying and then valuing the relevant CGUs. The value-in-use calculations use discounted cash flow (DCF) projections based on financial budgets which involve judgment by management, such as determining the appropriate weighted average cost of capital (WACC), revenue growth rates, gross margins, and operating margins. The ongoing COVID-19 pandemic encompasses uncertainties regarding its duration and the timing of recovery which eventually cause uncertainties on the projections of cash flows and assumptions including growth rate and discount rate. These factors have made the timing and amount of future cash flows more uncertain, when they are already inherently uncertain.	**Our audit procedures included the following:** We obtained an understanding, evaluated the design and the operating effectiveness of selected key controls over projections of future income, terminal growth rate assumptions, and discount rates related to the impairment of goodwill. In relation to the above, our substantive testing procedures included the following: • We corroborated the justification of the CGUs defined by management for goodwill allocation; and • We obtained the Group's discounted cash flow model that supports the value-in-use calculations and assessed the following: (i) the appropriateness of the methodology applied in the Group's annual impairment assessment; and (ii) the assumptions used including projections on future income, terminal growth rate assumptions, discount rates and sensitivity analysis to determine the impact of those assumptions; the management's ability to make forecasts by comparing last year's forecast to this year's actual results. • Involved our independent valuation specialists in validating the appropriateness of the methodology and assumptions used; • Verified the mathematical accuracy of the cash flow models used ; • Challenged the key judgments by Management with reference to historical trends, our own expectations based on our industry knowledge and management's strategic plans given the continuing impact of COVID-19 on the economy; and We also assessed the appropriateness and completeness of the related disclosures in notes 12 of the consolidated financial statements in terms of IAS 36 Impairment of assets.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Key audit matters (cont'd)

Key Audit Matter	How the matter was addressed in the audit
Assessment of impairment of goodwill and market related intangibles (cont'd) These assumptions and estimates can have a material impact on the impairment figure reflected in the consolidated financial statements of the Group. Accordingly, the impairment assessment of goodwill was considered as a key audit matter.	**Our audit procedures included the following (cont'd)** Disclosure of significant accounting judgements and estimates and required disclosure relating to goodwill impairment are provided in note 12 of the financial statements.
Impairment of property, plant and equipment Property, plant and equipment amounting to Rs 12.6 billion in the consolidated Statements of Financial Position, out of which there is a balance of Rs 5 billion relating to the hospitality sector. The ongoing COVID-19 pandemic has caused disruptions in hospitality cluster whereby the duration and recoverability remain uncertain and thus are indications of impairment. These entities are being audited by the component team. Management assessed the recoverable amounts of property, plant and equipment using the value in use method. This includes the use of several key assumptions and judgements, including the estimated future cash flows, long-term growth rates, profitability levels and discount rates applied. This was an area of focus considering the amounts involved and the level of judgement and estimation required from management. Accordingly, the impairment assessment of property, plant and equipment was considered a key audit matter.	**The audit procedures included the following:** We performed group oversight procedures across all scoped-in components at each phase of the audit cycle to ensure consistent and robust procedures were in place for the key identified key audit matter. We also provided detailed instructions which included: (a) Work performed by component auditor • Obtained an understanding of the methodology applied by management in performing its impairment test for each of the relevant cash generating units (CGUs); • For all CGUs, the component auditors calculated the degree to which the key inputs and assumptions would need to fluctuate before an impairment was triggered and considered the likelihood of this occurrence; • The component auditors involved their valuation team to validate the appropriateness of the methodology and assumptions used; • For CGUs where there were indicators of impairment or low levels of headroom, detailed testing was performed to critically assess and corroborate the key inputs; • Evaluated Managements' ability to make forecasts by comparing last year's forecast to this year's actual results; and • Assessed the adequacy of the disclosures made in the consolidated and separate financial statements. (b) Work performed by primary auditor • Performed oversight procedures including the review of working papers of the component auditors relating to the impairment of property, plant and equipment; • Performed cross reviews with component auditors and discussed the rationale for the impairment methodology used, main assumptions, sensitivities of the impairment workings to these assumptions, their audit findings and their conclusion on the impairment of the property, plant and equipment; • Involved our valuation specialist in validating the discount factor used; and • Held discussions with management to corroborate our understanding of the forecast. Disclosure of significant accounting judgements and estimates and required disclosure relating to property, plant and equipment are provided in note 10 of the financial statements.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Key audit matters (cont'd)

Key Audit Matter	How the matter was addressed in the audit
Valuation of employee benefit liabilities The Group and the Company have a net benefit asset of Rs 35.5 million comprising of present value of funded obligations of Rs 2.4 billion and the fair value of plan assets of Rs 2.5 billion with an asset ceiling of Rs 74.2 million. The Group also has a net defined benefit liabilities of Rs 90.1 million comprising of present value of funded obligations of Rs 182.9 million and the fair value of planned assets of Rs 92.8 million. The Group and the Company have other retirement benefits that comprise retirement gratuity and unfunded pension paid to ex-employees amounting to Rs 149.4 million and Rs 39.2 million respectively. Management has applied judgement in determining the retirement benefits and has involved an actuary to assist with the computation of IAS 19 Employee Benefits provisions and disclosures. The recent COVID-19 pandemic has heightened the level of uncertainty in the economic environment thus requiring even more judgement to be applied in determining key assumptions such as the discount rates, salary increases and pension increases. As the setting of the assumptions for the computation is complex and requires significant judgment and as changes in these assumptions could lead to a material movement in the financial statements of the Group and the Company, we have considered this as a key audit matter.	**Our audit procedures included the following:** • Assessed the competence, capabilities, and objectivity of management's independent actuary including verification of qualifications; • Assessed and challenged the assumptions made in determining the present value of the liabilities and fair value of plan assets such as discount rate, future salary increase and withdrawal rate; • Evaluated the appropriateness of the assumptions applied by performing sensitivity anlaysis in the valuation of the pension liabilities and the information contained within the actuarial valuation report in conjunction with our internal pension specialist team; • Cross checked the source data used by the actuary with the client's payroll report for completeness and accuracy; and • Ensured reasonableness of the plan assets by reference to the management accounts of the pension fund and obtaining independent confirmation from the fund administrators. Disclosure of significant accounting judgements and estimates and required disclosure relating retirement benefit assets and obligations are provided in note 31 of the financial statements.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the document titled "ROGERS AND COMPANY LIMITED CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021", which includes the Corporate Profile section, Leadership section, Served Market Performance section, Risk Management Report and Other Statutory Disclosures section, Directors' Report, Supplementary Information section. and the Certificate from Company Secretary as required by the Companies Act 2001. The other information does not include the consolidated or the separate financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate 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.

Corporate Governance Report

The Directors are responsible for preparing the Corporate Governance Report. Our responsibility under the Financial Reporting Act is to report on the compliance with the Code of Corporate Governance ("the Code") disclosed in the annual report and assess the explanations given for non-compliance with any requirement of the Code. From our assessment of the disclosures made on corporate governance in the annual report, the Group has, pursuant to section 75 of the Financial Reporting Act, complied with the requirements of the Code.

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The Directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act 2001 and the Financial Reporting Act 2004, and for such internal control as the Directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate 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 consolidated and separate financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group and the Company's internal control.

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Consolidated and Separate Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements (cont'd)

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

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group and 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 consolidated and separate 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 Group and the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated and separate financial statements.

- We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors 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 the Directors 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 the Directors, we determine those matters that were of most significance in the audit of the consolidated and separate 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.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Section 205 of the Companies Act 2001. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Other matter

The financial statements of Rogers and Company Limited (the "Company") and its subsidiaries (the "Group") for the year ended 31 June 2020 were audited by another auditor who expressed an unmodified opinion on those statements on 27 January 2021.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ROGERS AND COMPANY LIMITED

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Companies Act 2001

We have no relationship with or interests in the Company other than in our capacity as auditor and dealings in the ordinary course of business.

We have obtained all the information and explanations we have required.

In our opinion, proper accounting records have been kept by the Company as far as it appears from our examination of those records.

Ernst & Young

ERNST & YOUNG
Ebène, Mauritius

Patrick Ng Tseung

PATRICK NG TSEUNG, A.C.A
Licensed by FRC

Date: 08 March 2022

FINANCIAL STATEMENTS

These financial statements have been approved for issue by the board of directors on 08 March 2022.

Jean-Pierre Montocchio
Chairman

Philippe Espitalier-Noël
Executive Director and Chief Executive Officer

STATEMENTS OF PROFIT OR LOSS

Year ended 30 June 2021

In Rs million	NOTES	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020
Revenue from contracts with customers	3	6,077.2	7,630.9	189.0	210.4
Rental income	3	1,270.5	1,328.5	22.4	22.2
Interest revenue calculated using effective interest rate (EIR) method	3	218.1	276.3	17.9	17.3
Investment income	3	8.5	4.3	267.9	324.8
Revenue	3	7,574.3	9,240.0	497.2	574.7
Cost of sales		(4,174.0)	(4,551.7)	-	-
Gross Profit		3,400.3	4,688.3	497.2	574.7
Sundry income		5.5	7.5	0.7	0.7
Interest expense - consumer finance business	5	(73.0)	(70.7)	-	-
Administrative expenses	4	(3,364.7)	(3,780.6)	(253.1)	(315.7)
(Increase) reversal of loss allowance and write off	17/22/23	(174.8)	(519.3)	(9.3)	41.6
(Impairment losses) reversal of impairment losses on subsidiaries and associated company	13/14	(13.0)	-	224.9	(277.7)
Fair value movements	11/15/19	574.1	52.0	28.2	(2.3)
Share of results of jointly controlled entities	14	30.6	(2.3)	-	-
Share of results of associated companies	14	(396.3)	(149.4)	-	-
(Loss) profit before finance costs and other gains and losses		(11.3)	225.5	488.6	21.3
Finance costs	5	(547.7)	(628.2)	(160.1)	(184.8)
(Loss) profit before other gains and losses		(559.0)	(402.7)	328.5	(163.5)
Other gains and losses					
Impairment of goodwill	6	(8.8)	-	-	-
Profit realised on the fair value on contingent consideration	6	14.1	-	-	-
Gain on bargain purchase	6	-	4.9	-	-
Profit on disposal of group entities and other financial asset	6	9.2	7.6	-	-
Profit on sale of properties	6	52.7	4.7	-	-
(Loss) profit before taxation		(491.8)	(385.5)	328.5	(163.5)
Taxation	7	(122.5)	(111.3)	-	-
(Loss) profit for the year		(614.3)	(496.8)	328.5	(163.5)
Attributable to					
Owners of the parent		(907.5)	(549.5)		
Non-controlling interests		293.2	52.7		
Loss for the year		(614.3)	(496.8)		
Basic and diluted earnings (loss) per share	8	Rs (3.60)	Rs (2.18)		

* Refer to note 45 - Prior year restatements

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Year ended 30 June 2021

In Rs million	NOTES	GROUP 2021	GROUP 2020 Restated	COMPANY 2021	COMPANY 2020 Restated
(Loss) profit for the year		(614.3)	(496.8)	328.5	(163.5)
Other comprehensive income (loss)					
Gains on property revaluation	9	72.7	773.1	-	-
Remeasurements of post-employment benefit assets/obligations	9	78.7	(33.5)	1.4	7.2
Gains (losses) arising on financial assets at fair value through other comprehensive income	9	11.5	(119.9)	11.8	(120.1)
Share of other comprehensive income (loss) of associated companies	9	325.7	(520.1)	-	-
Items that will not be reclassified to profit or loss		488.6	99.6	13.2	(112.9)
Exchange differences on translating foreign entities	9	56.6	29.5	-	-
Share of other comprehensive income of associated companies	9	159.3	97.4	-	-
Items that may be reclassified subsequently to profit or loss		215.9	126.9	-	-
Other comprehensive income (loss) for the year, net of tax		704.5	226.5	13.2	(112.9)
Total comprehensive income (loss) for the year, net of tax		90.2	(270.3)	341.7	(276.4)
Attributable to					
Owners of the parent		(308.7)	(710.0)		
Non-controlling interests		398.9	439.7		
Total comprehensive income (loss) for the year, net of tax		90.2	(270.3)		

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

STATEMENTS OF FINANCIAL POSITION

30 June 2021

In Rs million	NOTES	GROUP 30 June 2021	GROUP 30 June 2020 Restated	GROUP 1 July 2019 Restated	COMPANY 30 June 2021	COMPANY 30 June 2020 Restated	COMPANY 1 July 2019 Restated
ASSETS							
Non current assets							
Property, plant and equipment (Inclusive of rights of use assets)	10	12,582.3	12,911.9	11,995.1	72.6	86.3	15.9
Investment properties	11	13,909.7	12,683.5	12,244.6	181.2	150.3	149.7
Intangible assets	12	1,336.5	1,370.6	1,302.4	13.9	14.9	10.5
Investment in subsidiary companies	13	-	-	-	4,783.8	4,655.6	4,488.2
Investment in jointly controlled entities	14	208.7	178.1	180.4	-	-	-
Investment in associated companies	14	4,531.2	4,542.6	5,255.9	3,729.8	3,619.4	3,717.8
Financial assets at fair value through other comprehensive income	15	186.1	173.4	292.6	173.4	161.6	281.7
Financial assets at fair value through profit or loss	15	263.0	268.1	294.2	-	-	-
Financial assets at amortised costs	16	66.3	60.2	53.6	266.0	350.9	324.7
Loans and advances	17	1,445.0	1,273.4	961.8	-	-	-
Deferred expenditure	18	10.2	50.4	106.8	-	-	-
Deferred tax assets	29	96.9	71.6	29.2	-	-	-
Retirement benefit assets	31	35.5	59.0	43.1	35.5	59.0	43.1
Total non current assets		34,671.4	33,642.8	32,759.7	9,256.2	9,098.0	9,031.6
Current assets							
Consumable biological assets	19	88.8	79.2	77.9	-	-	-
Inventories	20	498.7	550.3	574.5	-	-	-
Prepayments	21	165.0	113.5	116.1	2.9	4.9	2.2
Loans and advances	17	827.5	889.6	699.5	-	-	-
Contract assets	22	148.1	181.3	146.7	-	-	-
Trade receivables	23	1,297.0	1,373.7	1,778.0	0.9	2.4	1.7
Financial assets at amortised costs	16	729.6	1,017.5	693.5	338.7	721.4	574.5
Bank balances and cash	34	3,069.5	1,611.1	1,166.4	205.5	99.9	4.5
Assets classified as held for sale	41	19.1	20.2	119.1	-	-	-
Total current assets		6,843.3	5,836.4	5,371.7	548.0	828.6	582.9
Total assets		41,514.7	39,479.2	38,131.4	9,804.2	9,926.6	9,614.5

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

STATEMENTS OF FINANCIAL POSITION (cont'd)

30 June 2021

In Rs million	NOTES	GROUP 30 June 2021	GROUP 30 June 2020 Restated	GROUP 1 July 2019 Restated	COMPANY 30 June 2021	COMPANY 30 June 2020 Restated	COMPANY 1 July 2019 Restated
EQUITY AND LIABILITIES							
Capital and reserves							
Share capital	24	1,260.2	1,260.2	1,260.2	1,260.2	1,260.2	1,260.2
Reserves		8,370.4	8,830.0	9,659.0	3,955.4	3,764.9	4,137.1
Equity attributable to owners of the parent		9,630.6	10,090.2	10,919.2	5,215.6	5,025.1	5,397.3
Non-controlling interests	25	10,501.3	9,846.1	8,872.1	-	-	-
Total equity		20,131.9	19,936.3	19,791.3	5,215.6	5,025.1	5,397.3
Non current liabilities							
Borrowings	28	13,922.0	10,763.2	10,760.1	3,263.6	3,719.9	2,150.0
Liabilities related to contracts with customers	33	197.7	155.5	-	-	-	-
Deferred tax liabilities	29	975.8	926.2	875.3	-	-	-
Retirement benefit obligations	31	239.5	333.2	243.3	39.2	63.1	53.6
Total non current liabilities		15,335.0	12,178.1	11,878.7	3,302.8	3,783.0	2,203.6
Current liabilities							
Borrowings	28	2,592.2	4,012.4	2,868.0	551.3	653.6	1,022.5
Trade and other payables	32	3,060.2	3,006.9	3,023.4	583.3	464.9	824.7
Liabilities related to contracts with customers	33	182.4	291.0	346.4	-	-	-
Income tax liabilities	30	61.4	52.0	54.5	-	-	-
Dividends payable	27	151.2	-	166.4	151.2	-	166.4
Liabilities associated with assets classified as held for sale	41	0.4	2.5	2.7	-	-	-
Total current liabilities		6,047.8	7,364.8	6,461.4	1,285.8	1,118.5	2,013.6
Total liabilities		21,382.8	19,542.9	18,340.1	4,588.6	4,901.5	4,217.2
Total equity and liabilities		41,514.7	39,479.2	38,131.4	9,804.2	9,926.6	9,614.5

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
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STATEMENTS OF CHANGES IN EQUITY

Year ended 30 June 2021

GROUP In Rs million	NOTES	Share capital	Capital reserves	Revaluation reserves	Translation reserves	Retained earnings	Attributable to owners of the parent	Non-controlling interests	Total
At 1 July 2019 (as previously stated)		1,260.2	(34.6)	3,605.2	(222.4)	6,075.3	10,683.7	8,561.5	19,245.2
Effect of prior year restatements	45	-	-	163.0	6.6	65.9	235.5	310.6	546.1
At 1 July 2019 (restated)		1,260.2	(34.6)	3,768.2	(215.8)	6,141.2	10,919.2	8,872.1	19,791.3
Effect on issue of shares*		-	-	-	-	-	-	725.0	725.0
Dividends	27	-	-	-	-	(95.8)	(95.8)	(204.6)	(300.4)
Loss for the year		-	-	-	-	(549.5)	(549.5)	52.7	(496.8)
Other comprehensive income for the year	9	-	-	165.2	119.5	(445.2)	(160.5)	387.0	226.5
Transfers**		-	-	(130.2)	-	130.2	-	-	-
Changes in ownership interests in subsidiaries that do not result in a loss of control	26	-	-	-	-	(13.9)	(13.9)	13.9	-
Disposal of group companies		-	30.8	(29.7)	(46.7)	36.3	(9.3)	-	(9.3)
At 30 June 2020 (restated)		1,260.2	(3.8)	3,773.5	(143.0)	5,203.3	10,090.2	9,846.1	19,936.3
At 1 July 2020 (as previously stated)		1,260.2	(3.8)	3,574.6	(183.5)	5,140.1	9,787.6	9,483.7	19,271.3
Effect of prior year restatements	45	-	-	198.9	40.5	63.2	302.6	362.4	665.0
At 1 July 2020 (restated)		1,260.2	(3.8)	3,773.5	(143.0)	5,203.3	10,090.2	9,846.1	19,936.3
Convertible bonds issued to non-controlling interest		-	-	-	-	-	-	467.4	467.4
Effect on issue of shares		-	-	-	-	-	-	7.6	7.6
Dividends	27	-	-	-	-	(151.2)	(151.2)	(218.7)	(369.9)
Loss for the year		-	-	-	-	(907.5)	(907.5)	293.2	(614.3)
Other comprehensive income for the year	9	-	-	149.2	184.0	265.6	598.8	105.7	704.5
Transfers**		-	1.6	(17.4)	(6.8)	22.6	-	-	-
Disposal of group companies		-	-	(19.8)	(2.0)	22.1	0.3	-	0.3
At 30 June 2021		1,260.2	(2.2)	3,885.5	32.2	4,454.9	9,630.6	10,501.3	20,131.9

* In 2020, an amount of Rs 37.5m for conversion of preference shares to Class A ordinary shares by a subsidiary company is included (note 28).
** In 2021, transfers relate to adjustments in reserves of an associated company. In 2020, transfers relate to realisation of revaluation reserve upon disposal of land and buildings

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

STATEMENTS OF CHANGES IN EQUITY (cont'd)

Year ended 30 June 2021

COMPANY In Rs million	NOTES	Share capital	Revaluation reserves	Retained earnings	Total
At 1 July 2019 (As previously stated)		1,260.2	163.9	3,949.8	5,373.9
Effect of prior year restatements	45	-	23.4	-	23.4
At 1 July 2019 (restated)		1,260.2	187.3	3,949.8	5,397.3
Dividends	27	-	-	(95.8)	(95.8)
Loss for the year		-	-	(163.5)	(163.5)
Other comprehensive loss for the year	9	-	(120.1)	7.2	(112.9)
At 30 June 2020 (restated)		1,260.2	67.2	3,697.7	5,025.1
At 1 July 2020 (As previously stated)		1,260.2	51.3	3,666.7	4,978.2
Effect of prior year restatements	45	-	15.9	31.0	46.9
At 1 July 2020 (restated)		1,260.2	67.2	3,697.7	5,025.1
Dividends	27	-	-	(151.2)	(151.2)
Profit for the year		-	-	328.5	328.5
Other comprehensive income for the year	9	-	11.8	1.4	13.2
At 30 June 2021		1,260.2	79.0	3,876.4	5,215.6

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

STATEMENTS OF CASH FLOWS

Year ended 30 June 2021

In Rs million	NOTES	GROUP 2021	GROUP 2020 Restated**	COMPANY 2021	COMPANY 2020 Restated**
OPERATING ACTIVITIES					
Cash generated from (used in) operations	35	739.1	748.9	499.7	(970.2)
Interest received - consumer finance business		199.1	185.1	-	-
Interest paid - consumer finance business		(71.0)	(70.7)	-	-
Income tax paid	30	(93.3)	(117.6)	-	-
Net cash flows from (used in) operating activities		773.9	745.7	499.7	(970.2)
INVESTING ACTIVITIES					
Dividends received		116.1	129.5	259.5	380.6
Purchase of financial assets		-	(14.1)	-	-
Proceeds from sale of financial assets at fair value through profit and loss		27.1	-	-	-
Proceeds from assets held for sale		-	110.0	-	-
Proceeds on disposal of associated companies		-	2.0	-	-
Interest received		23.2	24.6	19.3	17.3
Purchase of investment property*		(527.7)	(256.4)	(2.7)	-
Purchase of property, plant and equipment*		(383.5)	(686.0)	(1.6)	(11.6)
Proceeds from sale of investment property		74.0	-	-	-
Proceeds from sale of property, plant and equipment		25.1	12.5	0.7	0.7
Purchase of intangible assets		(13.2)	(50.6)	(0.2)	(4.6)
Loans granted as financial assets at amortised costs		(2.3)	-	(25.0)	(372.8)
Loans recovered from financial assets at amortised costs		-	-	38.6	18.3
Purchase of investment in associated companies		(23.6)	-	(13.8)	-
Acquisition of subsidiaries net of cash	36	-	(26.5)	-	-
Disposal of subsidiaries net of cash	37	5.8	8.5	-	-
Net cash flows (used in) generated from investing activities		(679.0)	(746.5)	274.8	27.9
FINANCING ACTIVITIES					
Proceeds from borrowings		5,000.8	7,422.9	2.4	2,488.4
Repayment of borrowings		(3,360.6)	(6,145.0)	(502.0)	(898.0)
Payment of principal portion of lease liabilities		(128.4)	(133.5)	(9.7)	(9.3)
Interest paid		(553.0)	(483.3)	(159.6)	(164.2)
Dividends paid to shareholders of Rogers and Company Limited		-	(262.1)	-	(262.1)
Dividends paid to outside shareholders of subsidiary companies		(118.3)	(308.2)	-	-
Proceeds from issue of shares by subsidiary companies to non-controlling interests		475.0	688.3	-	-
Net cash flows generated from (used in) financing activities		1,315.5	779.1	(668.9)	1,154.8
Net increase in cash and cash equivalents		1,410.4	778.3	105.6	212.5
Cash and cash equivalents - opening		1,155.4	425.0	99.9	(112.6)
Effects of exchange rate on cash and cash equivalents		24.0	(47.9)	-	-
Cash and cash equivalents - closing	34	2,589.8	1,155.4	205.5	99.9

* Purchase of investment property and property, plant and equipment have been disclosed separately to provide more useful information.
** Refer to Note 45 - Prior year restatements.

The explanatory notes on pages 141 to 275 form an integral part of these financial statements.
Auditor's report on pages 125 to 132.

EXPLANATORY NOTES

30 June 2021

1. PRINCIPAL ACCOUNTING POLICIES

The principal accounting policies adopted are disclosed below and in the individual notes to the financial statements:

(a) Basis of preparation

The financial statements comply with the requirements of the Companies Act 2001, the Financial Reporting Act 2004 and have been prepared in accordance with International Financial Reporting Standards ("IFRS") under the going concern basis. These policies have been consistently applied to all the periods presented, unless otherwise stated and where necessary, comparative figures have been amended. The financial statements include the consolidated financial statements of Rogers and Company Limited ("The Company") and its subsidiary companies (collectively referred to as "The Group") and the separate financial statements of the Company. The financial statements are presented in Mauritian Rupees and all values are rounded to nearest million ("Rs million") and to one decimal place, except when otherwise indicated.

The financial statements are prepared under the historical cost convention except that:

- land and buildings are carried at revalued amounts;
- investment properties are stated at fair value;
- financial assets at fair value through other comprehensive income are carried at fair value;
- financial assets at fair value through profit or loss are carried at fair value;
- retirement benefit assets/retirement benefit obligations are carried at fair value;
- consumable biological assets are valued at fair value and
- non current assets held for sale are carried at the lower of carrying value and fair value less costs to sell.

Note 1 sets out the accounting policies that relate to the financial statements as a whole. The accounting policies apply to both Group and Company unless otherwise stated. Where an accounting policy is specific to one note, the policy is described in the note to which it relates.

New and amended standards and interpretations

The following standards, amendments to published standards and interpretations are effective in the reporting period and did not have any impact on the Group's financial statements except for COVID-19 - Related Rent Concessions - Amendment to IFRS 16 issued on 28 May 2020. The Group has not early adopted any other standards, interpretation or amendments that have been issued but not yet effective.

Amendments to IFRS 3: Definition of a Business

The amendment to IFRS 3 Business Combinations clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that, together, significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments had no impact on the consolidated financial statements of the Group, but may impact future periods should the Group enter into any business combinations.

Amendments to IFRS 9 and IAS 39 Interest Rate Benchmark Reform

The amendments to IFRS 9 and IAS 39 Financial Instruments: Recognition and Measurement provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainty about the timing and/or amount of benchmark-based cash flows of the hedged item or the hedging instrument. These amendments have no impact on the consolidated financial statements of the Group as it does not have any interest rate hedge relationships.

Amendments to IAS 1 and IAS 8 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it, could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the consolidated financial statements, nor is there expected to be any future impact to the Group.

EXPLANATORY NOTES
30 June 2021

1. PRINCIPAL ACCOUNTING POLICIES (cont'd)

(a) Basis of preparation (cont'd)

New and amended standards and interpretations (cont'd)

Conceptual Framework for Financial Reporting issued on 29 March 2018

The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the IASB in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards. This will affect those entities which developed their accounting policies based on the Conceptual Framework. The revised Conceptual Framework includes some new concepts, updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts. These amendments had no impact on the consolidated financial statements of the Group.

Amendments to IFRS 16 COVID-19 Related Rent Concessions

On 28 May 2020, the IASB issued COVID-19-Related Rent Concessions - amendment to IFRS 16 Leases. The amendments provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the COVID-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a COVID-19 related rent concession from a lessor is a lease modification. A lessee that makes this election to account for any change in lease payments resulting from the COVID-19 related rent concession in the same way it would account for the change under IFRS 16 if the change were not a lease modification.

The amendment applies to annual reporting periods beginning on or after 1 June 2020. The Group has early adopted the amendments to IFRS 16 – Related Rent Concessions, whereby the amendments were applied retrospectively.

Standards issued but not yet effective

At the date of issuance of these financial statements, the following new and amended standards and interpretations were issued, but were not yet effective on annual periods beginning on or after the respective dates as indicated:

- IFRS 3 Business Combinations – Amendments updating a reference to a Conceptual Framework (effective 1 January 2022).
- IFRS 9 Financial Instruments – Amendments resulting from Annual Improvement to IFRS Standards 2018-2020 (fees in the '10 per cent' test for derecognition of financial liabilities) (effective 1 January 2022).
- IFRS 17 Insurance Contracts – Original issue (Effective 1 January 2023).
- IAS 1 Presentation of Financial Statements – Amendments regarding the classification of liabilities (effective 1 January 2023).
- IAS 16 Property, Plant and Equipment – Amendments prohibiting a company from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the assets for its intended use (effective 1 January 2022).
- IAS 37 Provisions, Contingent Liabilities and Contingent Assets – Amendments regarding the costs to include when assessing whether a contract is onerous (effective 1 January 2022).
- IFRS 1 First time adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter (effective 1 January 2022).
- IAS 41 Agriculture – Taxation in fair value measurements (effective 1 January 2022).

The Group is still assessing the potential impact of those standards and amendments to existing standards on its financial statements. The Group has not early adopted any other standards, interpretation or amendments that has been issued but it not yet effective.

1. PRINCIPAL ACCOUNTING POLICIES (cont'd)

(a) Basis of preparation (cont'd)

Standards issued but not yet effective (cont'd)

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

In January 2020, the IASB issued amendments to paragraph 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.

The amendments are effective for annual reporting beginning on or after 1 January 2023 and must be applied retrospectively. The Group is currently assessing the impact the amendments will have on current practice.

Reference to the Conceptual Framework – Amendments to IFRS 3

In May 2020, the IASB issued Amendments to IFRS 3 Business Combinations - Reference to the Conceptual Framework. The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements.

The Board also added an exception to the recognition principle of IFRS 3 to avoid the issue of potential 'day 2' gains or losses arising for liabilities and contingent liabilities that would be within the scope of IAS 37 or IFRIC 21 Levies, if incurred separately. At the same time, the Board decided to clarify existing guidance in IFRS 3 for contingent assets that would not be affected by replacing the reference to the Framework for the Preparation and Presentation of Financial Statements.

The amendments are effective for annual reporting periods beginning on or after 1 January 2022 and apply prospectively.

IFRS 17 Insurance Contracts

In May 2017, the IASB issued IFRS 17 Insurance Contracts ("IFRS 17"), a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, IFRS 17 will replace IFRS 4 Insurance Contracts ("IFRS 4") that was issued in 2005. 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 an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in IFRS 4, which are largely based on grandfathering previous local accounting policies, IFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of IFRS 17 is the 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 standard is effective for annual periods beginning on or after 1 January 2023 (was initially 1 January 2021 but has been delayed by the IASB), early adoption is permitted. The Group is currently assessing the impact of IFRS 17 on the accounting of its investments in associated company, Swan General Ltd.

The above new standards and interpretations are not applicable to these financial statements and management does not expect these to have any significant impact on the financial performance of the Group and the Company when they become effective. No early adoption is intended by the Board of Directors.

EXPLANATORY NOTES
30 June 2021

1. PRINCIPAL ACCOUNTING POLICIES (cont'd)

(b) Principles of consolidation

The consolidated financial statements include the Company, its subsidiaries, jointly controlled entities and associated companies. The results of subsidiaries, jointly controlled entities and associated companies acquired or disposed of during the year are included in the consolidated financial statements from the date of their acquisition or up to the date of their disposal. The consolidated financial statements have been prepared in accordance with the acquisition method. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred. Acquisition-related costs are expensed as incurred. The excess of the cost of acquisition over the fair value of the identifiable net assets acquired is recorded as goodwill.

If the cost of acquisition is less than the fair value of the identifiable net assets acquired, the difference is recognised in the Statements of Profit or Loss for the current year. The consideration for the acquisition includes contingent consideration arrangement. Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value, with the resulting gain or loss recognised in Statements of Profit or Loss. Amounts previously recognised in Statements of Other Comprehensive Income are reclassified to Statements of Profit or Loss, where such treatment would be appropriate if that interest was disposed. Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised in equity attributable to owners of the Company.

When the Group disposes or loses control of a subsidiary, the profit or loss is calculated as the difference between the consideration received, grossed up for any non-controlling interest, and the fair value of assets (including goodwill) and liabilities. Amounts previously recognised in Statements of Other Comprehensive Income are reclassified to Statements of Profit or Loss.

In preparing consolidated financial statements, the Group combines the financial statements of the parent and its subsidiaries on a line-by-line by adding together like items of assets, liabilities, equity, income and expenses. Intra-group balances and transactions, including income, expenses and dividends are eliminated in full.

Subsidiaries are all entities, including structured entities, over which the Group has control. The Group controls an entity when it is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

(c) Impairment of non-financial assets

If the recoverable amount of an asset is estimated to be less than the carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at a revalued amount in which case the impairment loss is treated as a revaluation decrease to the extent of the corresponding revaluation surplus. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, provided that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

A reversal of an impairment loss is recognised as income immediately, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

(d) Impairment of financial assets

The loss allowance for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgements in making these assumptions and selecting the inputs for the impairment calculation, based on Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period.

(e) Foreign currency translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The consolidated financial statements are presented in Mauritian Rupees, which is the Company's functional and presentation currency. Foreign currency transactions are translated into Mauritian Rupees using exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statements of Profit or Loss. Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in Statements of Profit or Loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as financial assets at fair value through other comprehensive income, are included in Statements of Other Comprehensive Income.

1. PRINCIPAL ACCOUNTING POLICIES (cont'd)

(e) Foreign currency translation (cont'd)

The results and financial position of the Group entities that have a functional currency different from the Mauritian Rupee are translated into the presentation currency as follows:

- Assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at the reporting date.
- Income and expenses for each Statement of Profit or Loss are translated at average exchange rates.

All resulting exchange differences are recognised in Statements of Other Comprehensive Income within translation reserves.

On disposal of foreign entities, such translation differences are recognised in the Statements of Profit or Loss as part of the gain or loss.

(f) Derivative financial instruments

Derivatives which comprise foreign exchange forward contracts are initially recognised at fair value on the dates the derivatives contracts are entered into and are subsequently remeasured at their fair value. These derivatives do not qualify for hedge accounting. Changes in the fair value of derivatives are recognised immediately in the Statements of Profit or Loss. These derivatives are trading derivatives and are classified as current asset or liability.

(g) Assets classified as held for sale

Assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only, when the sale is highly probable and the asset is available for immediate sale in its present condition. When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

(h) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statements of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(i) Government grant

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. The Group applied for the Government Wage Assistance Scheme ("GWAS") during the year. The GWAS is an economic measure by the Government of Mauritius to provide a wage subsidy to employers as a response to the COVID-19 pandemic and to ensure that all employees are duly paid their salary. Grants in respect of wages obtained under the wage assistance scheme are accounted for in the Statements of Profit or Loss in the period to which the wages and salaries relate. Management has made an assessment of whether all the conditions applied to the Covid Levy has been met in order to recognise for the government grants. Based on management estimates and future profit forecast, Management believes that the companies having received the GWAS will be loss-making for the next two years and therefore the Group is entitled to recognise the full Covid levy within the year of receipt and the receipt is being netted off with employee expense.

(j) Comparatives

Where necessary, comparative figures have been amended to conform with changes in presentation or in accounting policies in the current year.

EXPLANATORY NOTES
30 June 2021

1. PRINCIPAL ACCOUNTING POLICIES (cont'd)

(k) Significant accounting judgements and estimates

The preparation of the financial statements requires that management makes estimates, judgements and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Group and that are believed to be reasonable under the circumstances.

Revisions to accounting estimates are recognised in the period in which the estimates are incorporated and in any future periods affected.

Significant areas of estimation, uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are outlined in the following notes:

Judgements

Note 13 - Investment in subsidiary companies: whether the Group has de facto control over an investee;

Note 14 - Investment in jointly controlled entities and associated companies: whether the Group has significant influence over an investee; and

Note 46 - Going concern: Whether the Group as a whole has adequate resources to continue in operation for a period of 12 months from the date of approval of the financial statements.

Assumptions and estimation uncertainties

Note 10 - Property, plant and equipment: determining the fair value of property, plant and equipment as part of the revaluation exercise carried out every 3 years;

Note 11 - Investment properties: determining the fair value of investment property;

Note 12 - Intangible assets: impairment test of intangible assets and goodwill: key assumptions underlying recoverable amounts;

Note 15 - Investment in financial assets at fair value: determining the fair value of investments in financial asset on the basis of significant unobservable inputs;

Note 17 - Loan and advances: measurement of ECL allowance for loans and advances: key assumptions in determining the inputs to the ECL model;

Note 19 - Consumable biological assets: determining the fair value of biological assets on the basis of significant unobservable inputs;

Note 22 - Contract assets: measurement of ECL allowance for contract assets: key assumptions in determining the weighted-average loss rate;

Note 23 - Trade receivables: measurement of ECL allowance for trade receivables: key assumptions in determining the weighted-average loss rate;

Note 31 - Retirement benefit assets/obligations: measurement of defined benefit assets/obligations: key actuarial assumptions.

2. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of changes in debt and equity market prices, foreign currency exchange rates and interest rates.

The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group covers to the extent possible exposures through certain economic hedging operations. Written principles have been established for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investing excess liquidity.

The Group operates internationally and is exposed to foreign exchange risk arising from various major currencies. The Group's entities use forward contracts, whenever possible, to hedge their exposure to foreign currency risk. Each subsidiary is responsible for hedging the net position in each currency by using currency borrowings.

	GROUP					COMPANY
In Rs million	EURO	USD	GBP	Rs & others	Total	Rs & others
30 June 2020 (restated)						
Non current financial assets	-	59.9	-	1,715.2	1,775.1	512.5
Non current financial liabilities	(65.6)	(378.2)	(22.6)	(10,296.8)	(10,763.2)	(3,719.9)
Long term exposure	(65.6)	(318.3)	(22.6)	(8,581.6)	(8,988.1)	(3,207.4)
Current financial assets	484.4	340.4	0.9	4,066.2	4,891.9	823.7
Current financial liabilities	(654.2)	(1,104.6)	(25.1)	(5,235.4)	(7,019.3)	(1,118.5)
Short term exposure	(169.8)	(764.2)	(24.2)	(1,169.2)	(2,127.4)	(294.8)
Total exposure	(235.4)	(1,082.5)	(46.8)	(9,750.8)	(11,115.5)	(3,502.2)
30 June 2021						
Non current financial assets	-	66.1	-	1,894.3	1,960.4	439.4
Non current financial liabilities	(1,060.7)	(337.7)	-	(12,523.6)	(13,922.0)	(3,263.6)
Long term exposure	(1,060.7)	(271.6)	-	(10,629.3)	(11,961.6)	(2,824.2)
Current financial assets	587.6	549.8	5.5	4,780.7	5,923.6	545.1
Current financial liabilities	(467.1)	(900.3)	-	(4,436.2)	(5,803.6)	(1,285.8)
Short term exposure	120.5	(350.5)	5.5	344.5	120.0	(740.7)
Total exposure	(940.2)	(622.1)	5.5	(10,284.8)	(11,841.6)	(3,564.9)

The sensitivity of the net result for the year and equity with regards to the Group's financial assets and liabilities and the EURO to Rupee, USD to Rupee and GBP to Rupee exchange rate is shown in note 2(a).

EXPLANATORY NOTES
30 June 2021

2. FINANCIAL RISK MANAGEMENT (cont'd)

(a) Foreign exchange risk

If Rupee had strengthened/weakened by 1% against EURO, USD and GBP the financial impact will be as follows:

	GROUP		COMPANY	
In Rs million	2021	2020 Restated	2021	2020
Profit for the year (+/-)	15.6	13.6	-	-
Equity (+/-)	15.6	13.6	-	-

(b) Interest rate risk

The Group is exposed to interest rate risks as income and operating cash flows, generated by the subsidiary companies, are influenced by changing market interest rates. The Group's borrowings and lendings are contracted at variable rates. The Group manages the risk by maintaining an appropriate mix between floating and fixed rate borrowings.

The sensitivity of the net result for the year and equity to a possible change in interest rates of + or - 0.25%, with effect from the beginning of the year is shown below.

	GROUP		COMPANY	
In Rs million	2021	2020 Restated	2021	2020
Profit for the year (+/-)	42.8	41.2	9.5	10.8
Equity (+/-)	42.8	41.2	9.5	10.8

(c) Credit risk

The Group's credit risk arises mainly from leases and other credit facilities made to customers, financial assets carried at amortised costs, contract assets, trade receivables and cash and cash equivalents. The maximum exposure to credit risk at the reporting date is limited the fair value of each class of receivable net of any collateral held. In view of managing its credit risks, the Group has an established credit policy whereby new customers are individually analysed for creditworthiness for each business activity before offering any standard payment delivery terms and conditions. Customers that fail to meet the Group's benchmark creditworthiness may transact with the Group upon lodging of a bank guarantee as a security document or strictly prepaid basis. Further disclosures on credit risk and Expected Credit Losses ("ECL") are provided in the following notes: Note 16 - Financial assets at amortised costs, Note 17 - Loans and advances, Note 22 - Contract assets, Note 23 - Trade receivables and Note 34 - Cash and cash equivalents.

Concentration of credit risk

The Directors consider that there is no significant concentration of credit risk for the Group as the Group operates in diverse sectors and has a wide spread portfolio of customers and credit exposures in Mauritius and in various countries. Additionally, its cash transactions are limited to high credit quality financial institutions.

(d) Liquidity risk

Liquidity risk is the risk that the Group encounters difficulty in meeting the obligations associated with its financial liabilities that are settled by delivery of cash or another financial asset. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities from financial institutions. Due to the dynamic nature of the underlying businesses, the Group treasury aims at maintaining flexibility in funding by keeping committed credit facilities with banks. The Group monitors rolling forecasts of its liquidity reserve on the basis of expected future cash flows.

2. FINANCIAL RISK MANAGEMENT (cont'd)

(d) Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments :

GROUP In Rs million	Carrying amount	Less than one year	After one year and before two years	After two years and before five years	After five years	Contractual undiscounted payments
30 June 2021						
Bank overdrafts	479.7	479.7	-	-	-	479.7
Bank borrowings	10,023.0	2,694.0	1,996.9	3,115.5	3,210.7	11,017.1
Convertible bonds	127.2	-	39.0	58.5	78.0	175.5
Secured fixed and floating rate notes	4,500.0	170.8	1,158.9	1,362.8	2,972.7	5,665.2
Debentures	189.6	43.0	51.6	126.6	221.2	442.4
Loans from other companies	119.3	69.2	58.3	-	-	127.5
Lease liabilities	992.4	124.9	374.5	225.2	447.2	1,171.8
Trade and other payables	3,060.2	3,060.2	-	-	-	3,060.2
Dividends payable	151.2	151.2	-	-	-	151.2
	19,642.6	6,793.0	3,679.2	4,888.6	6,929.8	22,290.6
30 June 2020						
Bank overdrafts	455.7	455.7	-	-	-	455.7
Bank borrowings	9,359.9	2,353.5	1,702.3	2,760.0	2,713.2	9,529.0
Secured fixed and floating rate notes	3,500.0	622.0	110.0	2,239.6	1,115.5	4,087.1
Debentures	210.7	33.7	43.4	178.2	255.3	510.6
Lease liabilities	1,161.0	149.7	491.0	247.2	464.5	1,352.4
Trade and other payables	3,006.9	3,006.9	-	-	-	3,006.9
	17,694.2	6,621.5	2,346.7	5,425.0	4,548.5	18,941.7

EXPLANATORY NOTES
30 June 2021

2. FINANCIAL RISK MANAGEMENT (cont'd)

(d) Liquidity risk (cont'd)

COMPANY In Rs million	Carrying amount	Less than one year	After one year and before two years	After two years and before five years	After five years	Contractual undiscounted payments
30 June 2021						
Bank borrowings	650.0	467.3	104.4	101.1	-	672.8
Secured fixed and floating rate notes	3,000.0	110.0	1,098.1	1,180.3	1,076.8	3,465.2
Loans from subsidiary companies	49.0	50.0	-	-	-	50.0
Lease liabilities	70.0	10.2	10.7	35.3	30.1	86.3
Trade and other payables	583.3	583.3	-	-	-	583.3
Dividends payable	151.2	151.2	-	-	-	151.2
	4,503.5	1,372.0	1,213.2	1,316.7	1,106.9	5,008.8
30 June 2020						
Bank borrowings	650.0	122.1	464.0	101.1	-	687.2
Secured fixed and floating rate notes	3,500.0	622.0	110.0	2,239.6	1,115.5	4,087.1
Loans from subsidiary companies	98.6	100.6	-	-	-	100.6
Lease liabilities	75.5	9.7	10.2	33.7	42.2	95.8
Trade and other payables	464.9	464.9	-	-	-	464.9
	4,789.0	1,319.3	584.2	2,374.4	1,157.7	5,435.6

In order to conform with current year presentation, the maturity profile was included under liquidity risk, while in 2020 it was presented in respective notes.

2. FINANCIAL RISK MANAGEMENT (cont'd)

(e) Derivative financial instruments

At 30 June 2021, the Group had no foreign exchange contracts in 2021 (2020: a notional amount of Rs 204.2m and a corresponding fair value of Rs 216.6m, resulting in a fair value gain of Rs 12.4m).

(f) Capital risk management

The capital structure of the Group consists of debts, including all items of borrowings and equity. Total equity comprises all components of equity namely share capital, capital reserves, revaluation reserves, translation reserves, retained earnings and non-controlling interests. The Group monitors capital on the basis of the debt-to-equity ratio, calculated as debt adjusted capital. The Group aims at distributing an adequate dividend whilst ensuring that sufficient resources are maintained to continue as a going concern and for expansion. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, or sell assets to reduce debt.

In Rs million	GROUP 2021	GROUP 2020 Restated	COMPANY 2021	COMPANY 2020 Restated
Debt	16,514.2	14,775.6	3,814.9	4,373.5
Equity	20,131.9	19,936.3	5,215.6	5,025.1
Debt/equity ratio	0.82	0.74	0.73	0.87

(g) Sensitivity analysis - equity price risk

The Group is exposed to equity-price risk mainly because of its strategic investments in equity listed companies on the Stock Exchange of Mauritius. The investments are held for medium term and are exposed to fluctuations in the equity market. The Group manages its risk associated with these investments by monitoring the entities' annual financial performance and an analysis of their return on investment. A 5% increase (decrease) in the relevant equity prices will increase (decrease) in equity by Rs 0.3m (2020: Rs 0.4m).

(h) Risk associated with the Group's agricultural activities

The group is exposed to the following risks associated with its agricultural activities namely standing cane, grass, plants, deer farming and palm trees.

(i) Regulatory and environmental risk

The Group has established environmental policies and procedures aimed at compliance with local environmental and other laws.

(ii) Demand and supply risk

The Group is exposed to risks arising from fluctuations in the price and sales volume of standing crop, deer farming and palm trees. When possible, the Group manages this risk by aligning its harvest volume to market supply and demand. Management performs regular industry trend analysis for projected harvest volumes and pricing.

(iii) Climate and other risk

The Group's standing crop and palm trees plantations and deer farming are exposed to the risk of damage from climatic changes, diseases, forest fires and other natural forces. The Group has extensive processes in place aimed at monitoring and mitigating those risks, including regular forest health inspections and industry pest and disease surveys. The Group is also insured against natural disasters such as forest fires, floods and cyclones.

EXPLANATORY NOTES
30 June 2021

3. REVENUE

Accounting policy

The Group generates revenue primarily from the sale of goods and sale of services made to customers, management fees and fees and commissions. Other sources of income include rental income from owned investment properties, interest income and investment income.

Revenue from contracts with customers

Sale of goods and sale of services

Performance obligations

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with customers. The Group has identified four served markets namely FinTech, Hospitality, Logistics and Property which contribute in generating most of its revenue from contracts with customers through both sale of goods and sale of services made to customers. The FinTech Served Market is highly involved in the provision of services relating to actuarial businesses, asset management, global businesses, consumer finance businesses, information technology and payroll. The Hospitality Served Market sells activities relating to boat cruises, catamaran, sightseeing, golf, general sales agency services for airlines, hotel and spa services, online tour operators and travel agencies. The Logistics Served Market provides courier services, freight forwarding, packing of special sugars, port related and transport services, shipping services and warehousing. The Property Served Market engages in agriculture and leisure activities, construction and sale of villas, property investment and rental pool management company.

Timing of revenue recognition

Revenue from contracts with customers is recognised either at a point in time or on an over time basis depending on the substance of the contract and when the performance obligation is satisfied, that is, when control of the goods or services rendered is actually transferred to the customer.

Revenue is recognised at a point in time when goods and services are delivered and accepted by the customers at a point in time.

Revenue is recognised from services provided over time as customers simultaneously receive and consume the benefits provided to them. Each service is considered as distinct and represents a performance obligation. For sale of goods and services recognised over time, the Group uses the input method for determining its revenue recognition. The Group considers this method to be an appropriate measure of the progress towards the complete satisfaction of the performance obligations under IFRS15 - Revenue from contract with customers. For long term contracts where the Group constructs or builds assets for customers, the percentage completion method is used based on the Quantity Surveyor assessment using the output method. This method best reflects how benefits are transferred to the customers as the contracts progress.

Determining transactions price

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract. Revenue from customers is measured at the transaction price, being the amount of consideration which the entity expects to be entitled in exchange for transferring promised goods or services to a customer, net of taxes, returns, rebates and discounts. For contracts with multiple performance obligations, the Group allocates the transaction price based on the stand alone selling price of each distinct goods or services.

Generally, payment terms on revenue to customers are short term and do not include any financing component. Generally, the Group's sale of goods and services are not subject to obligations for returns or similar obligations. The Group has not entered into any material sale transactions where it has provided warranties and related obligations.

Allocating amounts to performance obligations

Each contract has a fixed price which is correspondingly allocated to the performance obligations. Therefore, there is no judgement involved in allocating the contract price to each service ordered in such contracts. Customers are allotted specific credit periods as per their contractual agreements, to settle their invoices. Other revenues from contract with customers earned by the Group are recognised on the following bases:

Fees and commissions

Fees and commission income that are integral to the effective interest rate on a financial asset are included in the effective interest rate.

Other fees and commission income, including account servicing fees, is recognised over time as the related services are performed. Other fees and commission income relate mainly to transaction and service fees.

3. REVENUE (cont'd)

Accounting policy (cont'd)

Revenue from contracts with customers (cont'd)

Management fees

Management fees are recognised when the control of services is transferred to the customer at an amount that reflects the condition to which the Group expects to be entitled in exchange of those services.

Other sources of income include:

Rental income

Rental income is derived mainly from the leasing out of retail areas, storage areas and office spaces. Rental income arising from operating leases on investment properties is accounted for on a straight line basis over the pre-defined lease term as per the individual tenant's respective lease agreement and is included in revenue in the Statements of Profit or Loss due to its operating nature.

Investment income

Investment income is accrued when the shareholders' right to receive payment is established.

Interest income

Interest income is recognised in a time-proportion basis using the effective interest method. This method uses the effective interest rate ("EIR") that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Fees that the Group considers to be an integral part of these financial instruments are recognised in the EIR. Earnings from finance leases are recognised over the term of the lease using the net investment method, which reflects a constant periodic rate of return. For financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial assets. If the assets are no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020
Revenue is made up of:				
Sales of goods	1,038.1	1,412.6	-	-
Sales of services	4,639.5	5,741.3	-	-
Fees and commissions	142.6	239.3	-	-
Management fees and other income	257.0	237.7	189.0	210.4
Revenue from contracts with customers	6,077.2	7,630.9	189.0	210.4
Rental income (including rental of equipments)	1,270.5	1,328.5	22.4	22.2
Investment income from equity investments in financial assets at fair value through profit or loss	1.1	1.0	-	-
Investment income from equity investments in financial assets at fair value through other comprehensive income held during the reporting period	7.4	3.3	7.4	3.3
Investment income from subsidiaries, jointly controlled entities and associated companies	-	-	260.5	321.5
Interest revenue calculated using effective interest rate (EIR) method	218.1	276.3	17.9	17.3
Total revenue	7,574.3	9,240.0	497.2	574.7

* Comparatives has been amended to reflect current year presentation.

Generally, the Group's sale of goods and services are not subject to obligations for returns or similar obligations. The Group has not entered into any material sale transactions where it has provided warranties and related obligations.

EXPLANATORY NOTES
30 June 2021

3. REVENUE (cont'd)

(a) Timing of revenue from contract with customers

The Group has applied the practical expedient of not disclosing transaction price allocated to outstanding performance obligation on customer contract with duration of less than one year. The Group expects that these will be satisfied within a period of twelve months after year end. For contracts where services are consumed simultaneously as they are delivered, the transaction price is allocated either based on a time basis or on the input basis. For long term contracts where the Group constructs or builds assets for customers, the percentage completion method is used based on the Quantity Surveyor assessment using the output method. For contracts with duration for more than one year the transaction price allocated to unsatisfied performance obligation at 30 June 2021 is Rs 63.4m (2020: Rs 78.8m).

GROUP In Rs million	Activity	Method used	Measure-ment	At a point in time	Over time	Total 2021	At a point in time	Over time	Total 2020
FinTech									
Corporate services	Global business and asset management services	Input method	Time basis	-	434.5	434.5	-	414.6	414.6
Financial services	Credit, leasing and hire purchase	-	-	76.1	-	76.1	21.3	-	21.3
Technology services	IT services	Output method	Milestone	119.7	161.9	281.6	191.6	64.0	255.6
Hospitality									
Hotels and Leisure	Hotel operations, restaurants and leisure activities	Output method	Time basis	518.7	52.1	570.8	2,441.5	170.8	2,612.3
Travel	Airlines and ground handling activities	Output method	Time basis	209.9	54.7	264.6	376.1	12.4	388.5
Logistics	Port, shipping and freight forwarding activities	-	-	3,738.1	-	3,738.1	3,109.5	-	3,109.5
Property									
Property investments	Property management	Input method	Time basis	-	28.7	28.7	-	37.9	37.9
Property Development and Agribusiness	Agriculture and rental pool management	Output method	Percentage completion based on the Quantity suyevor assessment	382.1	292.3	674.4	218.3	563.3	781.6
Corporate office	Corporate services	-	-	8.4	-	8.4	9.6	-	9.6
Timing of revenue from contract with customers				5,053.0	1,024.2	6,077.2	6,367.9	1,263.0	7,630.9

COMPANY In Rs million	Activity	Method used	Measure-ment	At a point in time	Over time	Total 2021	At a point in time	Over time	Total 2020
Corporate office	Management fees and Corporate services	Input method	Time basis	63.8	125.2	189.0	60.4	150.0	210.4

4. ADMINISTRATIVE EXPENSES

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020 Restated*
Employee benefits expense:				
Wages, salaries and related expense	1,439.9	1,430.7	137.3	144.3
Pension plans and other retirement benefit costs	132.5	112.1	23.3	19.3
Depreciation and amortisation**	630.7	700.2	16.4	17.9
Net foreign exchange (losses) gain	152.7	71.6	(3.9)	(0.2)
Telecommunication expenses	186.6	348.3	8.8	8.1
Legal and professional fees	151.5	163.9	48.9	72.6
General expenses	278.1	350.6	18.3	49.0
Other expenses	392.7	603.2	4.0	4.7
Administrative expenses	3,364.7	3,780.6	253.1	315.7

* Comparatives have been amended to reflect current year presentation.
** Included in cost of sales, depreciation and amortisation amounting to Rs 121.1m (2020: Rs 75.9m).

5. FINANCE COSTS

Accounting policy

Finance costs comprise of interest on borrowings using the effective interest method or the contractual rate and accrue to the period end.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments through the expected life of the financial instrument to the amortised cost of the financial liability.

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020
The finance costs are on:				
Consumer finance business				
Bank loans and other loans	73.0	70.7	-	-
Interest expense - consumer finance business	73.0	70.7	-	-
Other financing				
Bank overdrafts	18.8	29.8	0.2	0.5
Bank loans and other loans	463.0	525.3	155.8	179.9
Leases liabilities	65.9	73.1	4.1	4.4
Interest expense - other financing	547.7	628.2	160.1	184.8
Total finance costs	620.7	698.9	160.1	184.8

* Comparatives have been amended to reflect current year presentation.

EXPLANATORY NOTES
30 June 2021

6. OTHER GAINS AND LOSSES

Accounting policy

Other gains and losses are items of income or expense that have been disclosed separately on a consistent basis in the Statements of Profit or Loss to clarify understanding of financial performance.

	GROUP		COMPANY	
In Rs million	2021	2020 Restated	2021	2020 Restated
Profit realised on the fair value on contingent consideration (see (a))	14.1	-	-	-
Impairment of goodwill (see (b)(i))	(8.8)	-	-	-
Gain on bargain purchase (see (b)(ii))	-	4.9	-	-
Profit on disposal of group entities and other financial assets (see (c))	9.2	7.6	-	-
Profit on sale of properties (see (d))	52.7	4.7	-	-
Total other gains and losses	67.2	17.2	-	-

Profit (loss) in 2021/2020 arose mainly from:

(a) The Group previously acquired 50% stake in one of the its associated company. As per the share purchase agreement, the Group agreed to adjust the consideration based on the number of new customers over a period of three years. A liability was recognised in the financial statements for the estimated additional consideration. During the year, the final liability was written back as no further payments are expected.

(b)(i) Impairment of goodwill arising on initial acquisition of a subsidiary company, BlueSky Reunion S.A.S.

(b)(ii) The excess of fair valuation of net assets over consideration price following the acquisition of 100% holding in Rogers Capital Fin Limited (previously known as Cherribinny Limited) by Rogers Capital Finance Ltd, a subsidiary company.

(c) During the year, the Group has disposed of its investment in a subsidiary company, Estate Property Solutions Ltd (note 37) and one of its investment in financial assets at fair value through profit or loss (note 15). (2020: the Group disposed of investment held in Rogers Capital Actuarial services Limited (note 37) and investment in the associated company, ESP Landscapers (note 14)).

(d) The disposal of properties by Agrïa Limited, a subsidiary company.

7. TAXATION

Accounting policy

The tax expense comprises of current and deferred tax. Tax is recognised in Statements of Profit or Loss, except to the extent that it relates to items recognised in Statements of Other Comprehensive Income or directly in equity.

Current tax

The current income tax charge is based on taxable income for the year calculated on the basis of tax laws enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred income tax is recognised on temporary differences arising between the expected tax base of assets and liabilities and their carrying amounts in the financial statements. However, the deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction which affects neither the accounting nor taxable profit or loss. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

7. TAXATION (cont'd)

Accounting policy (cont'd)

Deferred tax (cont'd)

Deferred tax assets have been recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Corporate Social Responsibility ("CSR")

Every Mauritian company is required to set up a CSR fund equivalent to 2% of its chargeable income of the preceding year and the company should remit 75% of the fund respectively to the Mauritian Tax Authorities. This practice is being interpreted and CSR is classified as taxation.

Significant accounting judgements and estimates

In determining the amount of current and deferred tax, the Group relies on estimates and assumptions and may involve a series of judgements about future events. Assumptions are made about the application of income tax legislation. These assumptions are subject to risk and uncertainty and there is a possibility that changes in circumstances will alter expectations which may impact the amount of deferred tax assets, liabilities and provision for income taxes recorded in the financial statements. In these circumstances the carrying amount of deferred tax assets, liabilities and provision for income taxes may change impacting the profit or loss of the Group.

The Group's investment property are held under a business model whose objective is not to consume substantially all of the economic benefits embodied in the investment properties over time, rather through sale. As a result, the Group has not recognised any deferred tax on changes in fair value of investment property as the Group is not subject to any capital gain taxes on disposal of its investment property.

	GROUP		COMPANY	
In Rs million	2021	2020 Restated	2021	2020
Charge for the year				
(15% - 35%) - (2020: 15% - 35%)	93.4	104.1	-	-
Corporate Social Responsibility (2%)	9.3	10.1	-	-
Over provision in previous years	(7.3)	(22.6)	-	-
Movement in deferred taxation (note 29)	27.1	19.7	-	-
Taxation charge for the year	122.5	111.3	-	-

The effective tax rate differs from that determined by applying the statutory income tax rate to profit before taxation. This is due primarily to different tax rates, investment allowance, non-deductible expenses, tax exempt income, tax credit income and unused tax losses.

	GROUP		COMPANY	
	2021	2020*	2021	2020
	%	%	%	%
Reconciliation of effective tax rate is as follows				
Tax rate applicable	15.0	15.0	15.0	15.0
Income not subject to tax	18.7	8.1	(25.0)	32.0
Expenses not subject to tax	(6.5)	(23.7)	10.0	(20.0)
Tax effect on share of results of associated and jointly controlled entities	(11.2)	(5.9)	-	-
Tax losses for which no deferred tax asset has been recognised	(34.7)	(14.5)	-	(27.0)
CSR	(1.9)	(2.6)	-	-
Effect of tax rates differential	(2.1)	0.5	-	-
Under (over) provision of tax losses	0.1	(0.6)	-	-
Effective tax rate	(22.6)	(23.7)	-	-

*The tax reconciliation in the prior year has been amended to show only items that result in differences in the effective tax rate from the statutory tax rate as required by IAS 12 Income Taxes.

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7. TAXATION (cont'd)

Unrecognised deferred tax assets

Deferred tax assets are recognised only to the extent that the related tax benefit is probable. No deferred tax is recognised on the tax losses given that there is a time barred to utilise these tax losses. However, deferred tax assets have been recognised on accelerated tax depreciation and provisions given that they can be carried forward indefinitely. Based on an internally approved five-year cash flow forecast, the Group concluded that it has sufficient taxable profit to offset against the deductible temporary differences.

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
Unused tax losses available to offset against future profits	1,416.0	1,468.7	59.6	136.1
The tax losses expire on a rolling basis over 5 years as follows:				
Year 1	107.1	151.2	-	-
Year 2	101.6	241.1	14.2	-
Year 3	118.4	352.3	8.3	14.2
Year 4	286.2	343.1	37.1	58.9
Year 5	802.7	381.0	-	63.0
Expiry of tax losses	1,416.0	1,468.7	59.6	136.1

8. BASIC AND DILUTED EARNINGS (LOSS) PER SHARE

Accounting policy

Basic Earnings (loss) Per Share ("EPS") is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

GROUP In Rs million	2021	2020 Restated*
a) Basic and diluted earnings per share:		
Loss attributable to owners of the parent	(907.5)	(549.5)
Adjustments for other gains and losses attributable to owners of the parent**	(27.4)	10.0
Loss attributable to the owners of the parent before other gains and losses	(934.9)	(539.5)
Number of shares in issue	252,045,300	252,045,300
Earnings (loss) per share (in Rs)	(3.60)	(2.18)
Earnings (loss) per share (excluding other gains and losses) (in Rs)	(3.71)	(2.14)

*For the Earnings per share excluding other gains and losses calculation, the Group has amended the comparative figures from exceptional items to other gain and losses to align with the current presentation of the Statements of Profit or Loss.
**There is no adjustment for tax in respect of other gains and losses since the items did not have tax consequences.

8. BASIC AND DILUTED EARNINGS (LOSS) PER SHARE (cont'd)

b) The convertible bonds are anti-dilutive and are therefore excluded from the calculation of loss attributable to owners of parent for the purpose of diluted earnings per share. The effect of dilution of the convertible bonds on loss attributable to owners of the parent is Rs 105.8m for the financial year ended 30 June 2021 (2020: Nil). The effect of dilution is determined as the reduction in the loss attributable to owners of the parent, had the convertible bonds been converted into equity shares of the subsidiary.

9. OTHER COMPREHENSIVE INCOME

GROUP In Rs million	Revaluation reserves	Translation reserves	Retained earnings	Attributable to owners of the parent	Non-controlling interests	Total
30 June 2021						
Gains arising during the year (note 10)	26.8	-	-	26.8	45.9	72.7
Gains on property revaluation	26.8	-	-	26.8	45.9	72.7
Gains arising during the year (note 15)	11.5	-	-	11.5	-	11.5
Gains on financial assets at fair value through other comprehensive income	11.5	-	-	11.5	-	11.5
Gains arising during the year (note 31)	-	-	52.4	52.4	29.1	81.5
Deferred tax on post employment benefit assets/ obligations (note 29)	-	-	(1.6)	(1.6)	(1.2)	(2.8)
Remeasurement of post employment benefit assets/ obligations	-	-	50.8	50.8	27.9	78.7
Share of other comprehensive income of associated companies (note 14)	110.9	-	214.8	325.7	-	325.7
Other comprehensive income that will not be reclassified to profit or loss	149.2	-	265.6	414.8	73.8	488.6
Exchange differences on translating foreign entities	-	24.7	-	24.7	31.9	56.6
Share of other comprehensive income of associated companies (note 14)	-	159.3	-	159.3	-	159.3
Other comprehensive income that may be reclassified subsequently to profit or loss	-	184.0	-	184.0	31.9	215.9
Other comprehensive income for the year ended 30 June 2021, net of tax	149.2	184.0	265.6	598.8	105.7	704.5

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9. OTHER COMPREHENSIVE INCOME (cont'd)

GROUP In Rs million	Revaluation reserves	Translation reserves	Retained earnings	Attributable to owners of the parent	Non-controlling interests	Total
30 June 2020						
Gains arising during the year (note 10)	382.0	-	-	382.0	410.0	792.0
Deferred tax on revaluation of properties (note 29)	(9.1)	-	-	(9.1)	(9.8)	(18.9)
Gains on property revaluation	372.9	-	-	372.9	400.2	773.1
Losses arising during the year (note 15)	(119.9)	-	-	(119.9)	-	(119.9)
Losses on financial assets at fair value through other comprehensive income	(119.9)	-	-	(119.9)	-	(119.9)
Losses arising during the year (note 31)	-	-	(13.7)	(13.7)	(27.1)	(40.8)
Deferred tax on post employment benefit assets/obligations (note 29)	-	-	3.6	3.6	3.7	7.3
Remeasurement of post employment benefit assets/obligations	-	-	(10.1)	(10.1)	(23.4)	(33.5)
Share of other comprehensive loss of associated companies (note 14)	(87.8)	-	(435.1)	(522.9)	2.8	(520.1)
Other comprehensive income that will not be reclassified to profit or loss	165.2	-	(445.2)	(280.0)	379.6	99.6
Exchange differences on translating foreign entities	-	22.6	-	22.6	6.9	29.5
Share of other comprehensive income of associated companies (note 14)	-	96.9	-	96.9	0.5	97.4
Other comprehensive income that may be reclassified subsequently to profit or loss	-	119.5	-	119.5	7.4	126.9
Other comprehensive income for the year ended 30 June 2020, net of tax	165.2	119.5	(445.2)	(160.5)	387.0	226.5

COMPANY In Rs million	Revaluation reserves	Retained earnings	Total
30 June 2021			
Gains on financial assets at fair value through other comprehensive income (note 15)	11.8	-	11.8
Gains arising on remeasurement of post employment benefit assets/obligations (note 31)	-	1.4	1.4
Other comprehensive income that will not be reclassified to profit or loss	11.8	1.4	13.2
Other comprehensive income for the year ended 30 June 2021	11.8	1.4	13.2
30 June 2020			
Losses on financial assets at fair value through other comprehensive income (note 15)	(120.1)	-	(120.1)
Gains arising on remeasurement of post employment benefit assets/obligations (note 31)	-	7.2	7.2
Other comprehensive loss that will not be reclassified to profit or loss	(120.1)	7.2	(112.9)
Other comprehensive loss for the year ended 30 June 2020	(120.1)	7.2	(112.9)

10. PROPERTY, PLANT AND EQUIPMENT

In Rs million	GROUP 2021	GROUP 2020 Restated	COMPANY 2021	COMPANY 2020
Items of property, plant and equipment include:				
Fixed assets (see note (a))	11,435.9	11,735.2	9.6	14.6
Rights of use assets (see note (b))	1,146.4	1,176.7	63.0	71.7
Property, plant and equipment	12,582.3	12,911.9	72.6	86.3

Accounting policy

(a) Fixed assets

Property, plant and equipment, except for land and buildings, is stated at cost net of accumulated depreciation and accumulated impairment losses, if any.

Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs for long term construction projects if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the Statements of Profit or Loss as incurred.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the Statements of Profit or Loss when the asset is derecognised.

Subsequent to the initial recognition at cost, land and buildings held for use in the production or supply of goods or services for administrative purposes are measured at fair value less accumulated depreciation on buildings and any impairment losses recognised after the date of the revaluation.

The Group accounts for land and buildings at fair value based on revaluation exercise carried out by qualified independent valuers on a periodic basis, normally every 3 years. The latest valuation was performed in June 2020. The valuation of land and building are classified as level 3 on the fair value hierarchy. Increases/decreases in the value of land and buildings are obtained by comparing the revalued amount with the carrying amount of the assets at the reporting period end. Increases in the carrying amount arising on revaluation of land and buildings are credited to Statements of Other Comprehensive Income and shown as revaluation surplus in shareholders' equity. Decreases that offset previous increases of the same asset are charged in Statements of Other Comprehensive Income and debited against revaluation reserves directly in equity, all other decreases are charged to Statements of Profit or Loss.

Bearer biological assets comprise of replantation costs relating to bearer canes and anthurium plants. Replantation costs are capitalised and amortised over a period of seven years, one year after the expenses have been incurred.

Assets under construction relate to work in progress in relation to the development of golf course and are stated at cost less impairment loss. No depreciation is charged on assets in progress since depreciation on assets under construction commences when it is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

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10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) Fixed assets (cont'd)

Accounting policy (cont'd)

At each reporting date, the Group reviews the carrying amount of its property, plant and equipment to determine whether there is any indication of impairment. If such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are recognised in the Statements of Profit or Loss. When revalued assets are sold, the corresponding amounts included in revaluation reserves are transferred to retained earnings.

Depreciation

Freehold land is not depreciated. Depreciation on property, plant and equipment is calculated on the straight line method to write off the cost or revalued amounts of the assets to their residual values over their estimated useful lives as follows:

	%
Buildings	2 - 4
Plant & equipment	15 - 25
Vehicles	15 - 25
Bearer plants	14

Depreciation is recognised in Statements of Profit or Loss.

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

Borrowing costs

Interest costs on borrowings to finance the construction of property, plant and equipment are capitalised during the period of time that is required to complete and prepare the asset for its intended use, as part of the cost of the asset.

All other borrowing costs are expensed in the year they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Significant accounting judgements and estimates

Revaluation exercise is normally carried out every 3 years by Independent Qualified Valuers. Their assumptions are generally based on the value determinants affecting market conditions at the relevant time.

The techniques used are as follows:

- Where there are a significant number of similar transactions on the market, the market sales comparison approach are usually based upon to determine the open market values of both the land, freehold or leasehold and the buildings as well as the built-up improvements.
- For properties which are not regularly transacted on the open market, more particularly specialised properties, the income approach and depreciated replacement cost approach are used for the buildings and built-up improvements and the market sales comparison approach for the land component.

10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) Fixed assets (cont'd)

Significant accounting judgements and estimates (cont'd)

- For the unimproved sites, the basis of valuation remains the market sales approach, assuming the amount for which this asset could be exchanged between knowledgeable willing parties in an arm's length transaction.
- The estimates in relation to bearer biological assets include the cost of land preparation and planting costs of bearer canes and anthurium plants.

Estimate of useful lives and residual value

The Group makes significant estimates to determine the useful lives and residual value of its property, plant and equipment. Depreciation charge is adjusted when the useful lives are different from previous estimates. Technically obsolete or non-strategic assets that are abandoned or disposed of, are directly written off or written down to the Statements of Profit or Loss.

The depreciation charge calculation require an estimate of the economic useful lives of the different assets. The Group uses historical experience and comparable market available data to determine useful lives.

GROUP		Plant and equipment*		Vehicles*				
In Rs million	Land and buildings	Held for use	Leased	Held for use	Leased	Bearer plants	Assets under construction	Total
Cost or valuation								
At 1 July 2019 (as previously stated)	8,983.3	2,832.6	0.6	383.9	29.7	83.0	-	12,313.1
Effect of prior year restatements (note 45)	988.1	-	-	-	-	-	9.2	997.3
At 1 July 2019 (restated)	9,971.4	2,832.6	0.6	383.9	29.7	83.0	9.2	13,310.4
Additions	224.1	295.1	-	53.1	19.4	-	151.6	743.3
Disposals	(98.4)	(97.8)	-	(35.6)	-	-	-	(231.8)
Revaluation adjustment	771.0	-	-	-	-	-	-	771.0
Assets written off**	(26.4)	(6.1)	-	-	-	-	-	(32.5)
Exchange differences	18.4	24.9	-	(4.0)	-	-	-	39.3
Transfer from investment property	24.5	-	-	-	-	-	-	24.5
Acquisition of subsidiaries	-	0.4	-	-	-	-	-	0.4
At 30 June 2020 (restated)	10,884.6	3,049.1	0.6	397.4	49.1	83.0	160.8	14,624.6
Additions	71.8	205.8	-	23.6	1.1	-	81.2	383.5
Disposals	(1.3)	(106.1)	-	(26.1)	-	-	-	(133.5)
Revaluation adjustment	72.7	-	-	-	-	-	-	72.7
Assets written off	-	(12.0)	-	-	-	-	-	(12.0)
Exchange differences	9.7	25.0	-	2.6	-	-	-	37.3
Transfer to rights of use assets	(90.2)	(44.3)	-	(152.3)	-	-	-	(286.8)
Transfer to investment property	(128.6)	-	-	-	-	-	-	(128.6)
Transfer to inventories	(9.4)	-	-	-	-	-	-	(9.4)
Deconsolidation of subsidiaries	-	(8.0)	-	(0.6)	-	-	-	(8.6)
At 30 June 2021	10,809.3	3,109.5	0.6	244.6	50.2	83.0	242.0	14,539.2

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10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) Fixed assets (cont'd)

GROUP In Rs million	Land and buildings	Plant and equipment* Held for use	Plant and equipment* Leased	Vehicles* Owned	Vehicles* Leased	Bearer plants	Assets under construction	Total
Depreciation and impairment								
At 1 July 2019 (as previously stated)	333.1	1,851.8	0.1	259.2	6.1	74.0	-	2,524.3
Effect of prior year restatements (note 45)	20.2	-	-	-	-	-	-	20.2
At 1 July 2019 (restated)	353.3	1,851.8	0.1	259.2	6.1	74.0	-	2,544.5
Charge for the year	162.1	263.0	0.1	52.4	3.3	3.0	-	483.9
Disposal adjustment	-	(92.5)	-	(31.6)	-	-	-	(124.1)
Revaluation adjustment	(21.0)	-	-	-	-	-	-	(21.0)
Assets written off **	-	(6.1)	-	-	-	-	-	(6.1)
Exchange differences	0.1	14.7	-	(2.6)	-	-	-	12.2
At 30 June 2020 (restated)	494.5	2,030.9	0.2	277.4	9.4	77.0	-	2,889.4
Charge for the year	156.5	251.8	0.1	29.9	2.5	1.3	-	442.1
Disposal adjustment	(1.2)	(95.0)	-	(18.8)	-	-	-	(115.0)
Assets written off	-	(12.0)	-	(0.1)	-	-	-	(12.1)
Exchange differences	3.4	17.9	-	1.7	-	-	-	23.0
Transfer to rights of use assets	(31.3)	(22.1)	-	(67.3)	-	-	-	(120.7)
Deconsolidation of subsidiaries	-	(3.0)	-	(0.4)	-	-	-	(3.4)
At 30 June 2021	621.9	2,168.5	0.3	222.4	11.9	78.3	-	3,103.3
Carrying value								
At 30 June 2021	10,187.4	941.0	0.3	22.2	38.3	4.7	242.0	11,435.9
At 30 June 2020 (restated)	10,390.1	1,018.2	0.4	120.0	39.7	6.0	160.8	11,735.2
Carrying value of assets pledged								
At 30 June 2021	4,255.9	287.7	-	10.5	-	-	-	4,554.1
At 30 June 2020 (restated)	2,830.4	-	-	-	-	-	-	2,830.4

* Plant and equipment and vehicles have been split between 'held for use' and 'leased' to conform with IFRS 16 disclosure requirement and to provide more details to the user of financial statements.
** Impairment was renamed to assets written off to reflect that assets have been written off as opposed to impaired. This provides more information for the user of the financial statements on the transaction and to conform to the current year presentation.

10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(a) Fixed assets (cont'd)

COMPANY In Rs million	Land and buildings	Plant and equipment	Vehicles	Total
Cost or valuation				
At 1 July 2019	3.7	111.9	37.3	152.9
Additions	-	1.6	7.3	8.9
Disposals	-	(3.6)	(7.7)	(11.3)
At 30 June 2020	3.7	109.9	36.9	150.5
Additions	-	1.6	-	1.6
Disposals	-	(1.3)	(1.9)	(3.2)
Assets written off	-	(59.6)	-	(59.6)
At 30 June 2021	3.7	50.6	35.0	89.3
Depreciation and impairment				
At 1 July 2019	3.7	108.5	24.8	137.0
Charge for the year	-	2.1	6.8	8.9
Disposal adjustment	-	(3.6)	(6.4)	(10.0)
At 30 June 2020	3.7	107.0	25.2	135.9
Charge for the year	-	1.7	4.9	6.6
Disposal adjustment	-	(1.3)	(1.9)	(3.2)
Assets written off	-	(59.6)	-	(59.6)
At 30 June 2021	3.7	47.8	28.2	79.7
Carrying value				
At 30 June 2021	-	2.8	6.8	9.6
At 30 June 2020	-	2.9	11.7	14.6
Carrying value of assets pledged				
At 30 June 2021	-	2.8	6.8	9.6
At 30 June 2020	-	2.9	11.7	14.6

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
On the cost basis, land and buildings would have been as follows:				
Cost	3,889.5	3,818.9	3.7	3.7
Accumulated depreciation	(1,449.0)	(1,300.7)	(3.7)	(3.7)
Carrying value	2,440.5	2,518.2	-	-

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10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(b) Rights of use assets

Accounting Policy

The Group recognises a right of use asset and a corresponding lease liability at commencement date at which the leased asset is available for use.

The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The estimated useful lives of right of use assets are determined on the same basis as those of property, plant and equipment. In addition, the right of use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Depreciation

The depreciation period for right of use assets held by the Group are as described below

Land	1 - 66 years
Buildings	2 - 19 years
Plant and equipment	4 - 10 years
Motor vehicles	1 - 9 years

Short-term leases and leases of low-value assets

The Group has elected not to recognise right of use assets and the corresponding lease liabilities for short-term leases and low-value assets. Lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term. The Group applies the exemption for low value assets on a lease by lease basis. While short term leases are leases with a term of twelve months or less, low-value assets are comprise of IT equipment including computers, mobile phones and small office equipment.

10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(b) Rights of use assets (cont'd)

GROUP In Rs million	Land and buildings	Plant and equipment	Vehicles	Total
Cost				
At 1 July 2019	990.1	73.1	20.4	1,083.6
Effect of prior year restatements (Note 45)	193.1	-	-	193.1
At 1 July 2019 (restated)	1,183.2	73.1	20.4	1,276.7
Additions	111.1	0.9	3.0	115.0
Termination of lease contracts	(2.1)	-	-	(2.1)
Reversal of the effect of straight-lining of income	(3.3)	-	-	(3.3)
Exchange differences	5.2	-	-	5.2
At 30 June 2020 (restated)	1,294.1	74.0	23.4	1,391.5
Additions	105.0	0.8	9.9	115.7
Effect of modification to lease terms	(75.4)	(29.5)	-	(104.9)
Termination of lease contracts	-	-	(6.5)	(6.5)
Exchange differences	8.8	0.3	1.4	10.5
Transfer from fixed assets	90.2	44.3	152.3	286.8
Deconsolidation of subsidiaries	(72.2)	(3.2)	(5.5)	(80.9)
At 30 June 2021	1,350.5	86.7	175.0	1,612.2
Depreciation and impairment				
At 1 July 2019	-	-	-	-
Effect of prior year restatements (Note 45)	47.5	-	-	47.5
At 1 July 2019 (restated)	47.5	-	-	47.5
Charge for the year	138.5	20.0	8.2	166.7
Exchange differences	0.6	-	-	0.6
At 30 June 2020 (restated)	186.6	20.0	8.2	214.8
Charge for the year	152.0	22.5	27.3	201.8
Effect of modification to lease terms	(42.7)	(15.8)	-	(58.5)
Termination of lease contracts	-	-	(3.3)	(3.3)
Exchange differences	1.5	-	0.9	2.4
Transfer from fixed assets	31.3	22.1	67.3	120.7
Deconsolidation of subsidiaries	(6.6)	(1.8)	(3.7)	(12.1)
At 30 June 2021	322.1	47.0	96.7	465.8
Carrying value				
At 30 June 2021	1,028.4	39.7	78.3	1,146.4
At 30 June 2020 (restated)	1,107.5	54.0	15.2	1,176.7

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30 June 2021

10. PROPERTY, PLANT AND EQUIPMENT (cont'd)

(b) Rights of use assets (cont'd)

COMPANY In Rs million	Land and buildings
Cost	
At 1 July 2019	80.4
Additions	-
At 30 June 2020	80.4
Additions	-
At 30 June 2021	80.4
Depreciation and impairment	
At 1 July 2019	-
Charge for the year	8.7
At 30 June 2020	8.7
Charge for the year	8.7
At 30 June 2021	17.4
Carrying value	
At 30 June 2021	63.0
At 30 June 2020	71.7

11. INVESTMENT PROPERTIES

Accounting Policy

Investment properties which are held for rental outside the Group, capital appreciation or both are stated at fair value at the end of each reporting year. The Group accounts for investment properties at fair valuation, based on revaluation exercises carried out by qualified independent valuers at the end of each reporting year. Gains or losses arising from changes in fair value are included in Statements of Profit or Loss in the year in which they arise. Properties that are being constructed or developed for future use as investment properties are treated as investment properties.

When the use of a property changes such that it is reclassified as property and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

Investment properties are derecognised when they are disposed of or when the investment property is permanently withdrawn from its use and no future economic benefit is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the Statements of Profit or Loss in the year of derecognition.

Rental income from investment properties is recognised in revenue on a straight-line basis over the term of the lease. The effect of straight-lining of income is adjusted for in the fair value of investment properties. Letting commission relates to initial direct costs incurred by lessors in negotiating and arranging an operating lease. These are added to the carrying amount of the leased asset, and they are recognised as an expense over the lease term on the same basis as the lease income.

11. INVESTMENT PROPERTIES (cont'd)

Valuation process

The Group's valuation policies and procedures for the investment property valuations are determined by the subsidiary's asset management team. Each year, the asset management team recommend the appointment of an independent external valuer, subject to the approval of the subsidiary's Risk Management and Audit Committee ("RMAC"), who is responsible for the external valuations of the investment properties for the annual financial statements. Selection criteria include market knowledge, reputation, independence, objectivity and whether professional standards are maintained.

As at each year end, all valuations of investment properties are performed by independent external valuers. At each reporting date, the asset management team analyses the movements in each property's value. For this analysis, the asset management team verifies the major inputs applied in the latest valuations. For each property, the latest valuation is also compared with the valuations of the preceding annual periods. If fair value changes (positive or negative) are more than a certain specified threshold, the changes are further considered by discussion with the external valuer.

The asset management team presents the final valuation results to the RMAC and the independent auditors. This includes a discussion of the major assumptions used in the valuations, with an emphasis on investment properties with fair value changes outside reasonably expected thresholds.

Significant accounting judgements and estimates

Commercial properties and industrial properties

(a) The investment properties were valued at year end by Mills Fitchet and Messrs Jones Lang Lasalle, accredited independent valuers with recognised professional qualification (Royal Institution of Chartered Surveyors - RICS Registered) and relevant experience of the location and category of the investment properties being valued. The valuations were performed in accordance with the International Valuation Standards Committee requirements. Valuation was based on a discounted cash flow model. The determined fair value of the investment property is sensitive to the risk-adjusted discount rate as well as reversionary rate.

(b) The investment properties are classified as level 3 on the fair value hierarchy.

Main inputs used in the valuation of commercial properties are as follows:

	2021	2020
Discount rate	10.75% - 13.00%	10.75% - 14.50%
Reversionary rate	7.00% - 9.25%	7.75% - 8.75%
Net operating income from properties	Rs 17m - Rs 479m	Rs 17m - Rs 443m
Gross lettable area	132,738 m2	124,727 m2
Market rental growth	4.00%	2.00% - 5.00%
Expense growth	3.50%	1.50% - 7.05%
Void periods	1 - 3 months	0 - 6 months
Vacancy rate	0.00% - 3.50%	1.00% - 2.50%

EXPLANATORY NOTES
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11. INVESTMENT PROPERTIES (cont'd)

Significant accounting judgements and estimates (cont'd)

Sensitivity of fair value measurement to changes in unobservable inputs

Although management believes that its estimates of fair value are appropriate, the use of different assumptions could lead to different measurements of fair value. For fair value measurements in Level 3, changing one or more of the assumptions used to reasonably possible alternative assumptions would have the following effects on profit or loss and equity.

The following table shows the valuation technique used in measuring the fair value of investment property, as well as the significant unobservable inputs used.

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Discounted cash flows: The valuation model considers the present value of net cash flows to be generated from the property, taking into account the expected rental growth, void periods, occupancy rate, lease incentive costs such as rent-free periods and other costs not paid by tenants. The expected net cash flows are discounted using risk-adjusted discount rates. Among other factors, the discount rate estimation considers the quality of a building and its location (primary vs secondary), tenant credit quality and lease terms. For all investment properties that are measured at fair value, the current use of the properties is considered the highest and best use.	Discount rate (10.75% - 13.00%) Reversionary rate (7.00% - 9.25%) Net property income (Rs 17m - Rs 479m) Gross lettable area (132,738 m2) Market rental growth (4.00%) Expense growth (3.50%) Void periods (1 - 3 months) Vacancy rate (0.00% - 3.50%)	The estimated fair value would increase (decrease) if the following respective movement were to occur in isolation: • Risk-adjusted discount rate were lower (higher) • Reversionary rate were lower (higher) • Net property income were higher (lower) • Gross lettable area were higher (lower) • Expected market rental growth were higher (lower) • Expense growth were lower (higher) • Void periods were shorter (longer) • Vacancy rate were lower (higher)
Land: Sales comparison method: The model considers adequate market evidences of sales for agricultural properties, most specifically those under sugarcane cultivation in different localities of the island	Expected growth in prices of properties Future developments in the Chamarel and Case Noyale region	The estimated fair value would increase (decrease) if: • expected growth in prices of properties were higher (lower) • future developments occur (do not occur)
Building improvements: Depreciated Replacement Cost ("DRC"): The DRC is arrived at by using the current construction cost of similar buildings based on our experience and knowledge of the construction sector and adjusting for depreciation resulting from one or more of the following factors: Physical deterioration, functional obsolescence, external (or economic) obsolescence, renovation works, level and quality of maintenance.	Expected price increase in construction materials Expected growth in interest rates	The estimated fair value would increase (decrease) if: • expected price of construction materials increase (decrease) • Interest rates increase (decrease)

11. INVESTMENT PROPERTIES (cont'd)

Significant accounting judgements and estimates (cont'd)

Sensitivity of fair value measurement to changes in unobservable inputs (cont'd)

However, inter-relationships exist between the unobservable inputs as they are driven by market conditions. For instance, generally a change in the input used for the net property income is accompanied by a directionally similar change in the input used for the expected market rental growth, discount rate and reversionary rate, and a directionally opposite change in the input used for expense growth, void periods and vacancy rate.

A quantitative sensitivity analysis is shown below for the discount rate and reversionary rate which are the unobservable inputs that management consider to be most significant.

Discount rate

Increase of 0.5% in fair value would decrease fair value gain by Rs 264.4m
Decrease of 0.5% in fair value would increase fair value gain by Rs 271.4m

Reversionary rate

Increase of 0.5% in fair value would decrease fair value gain by Rs 605.3m
Decrease of 0.5% in fair value would increase fair value gain by Rs 692.7m

Real estate properties

The investment property is valued at fair value on an open-market basis by Gexim Real Estate Ltd. The valuation methodology is the open-market value basis and the fair value is classified as level 3. The valuation consideration takes into account the following:

- the location of the property;
- existing new tarred road and utilities;
- that this area forms part of an established IRS development with clearances and permits in hand;
- the existing facilities that it will enjoy; and
- a stable market.

EXPLANATORY NOTES
30 June 2021

11. INVESTMENT PROPERTIES (cont'd)

GROUP In Rs million	2021 Level 3	2020 Restated Level 3
At 1 July (as previously stated)	13,301.3	12,810.1
Effect of prior year restatements (Note 45)	(617.8)	(565.5)
At 1 July (restated)	12,683.5	12,244.6
Additions	531.6	349.4
Effect of straight-lining adjustment on rental income	18.0	28.9
Disposals	(20.0)	(36.6)
Fair value gains	543.1	76.8
Exchange differences	24.9	44.9
Transfer from (to) property, plant and equipment*	128.6	(24.5)
At 30 June	13,909.7	12,683.5
Value of assets pledged	4,994.8	4,941.1
Rental income	1,267.2	1,320.9
Direct operating expenses arising from investment properties that generate rental income	393.9	356.4

* Includes a portion of land reclassified from property, plant and equipment to investment property as the land is held by a subsidiary company and leased out for use to a former subsidiary company.

In the prior year, investment properties, incorrectly disclosed as level 2, have been restated in the current year as level 3.

Group as a lessor

The Group has entered into operating leases on its investment property portfolio consisting of offices and commercial buildings with lease term between one and ten years.

GROUP In Rs million	2021	2020
Within one year	916.6	958.3
After one year but not more than five years	2,039.5	1,906.9
More than five years	556.7	549.4
At 30 June	3,512.8	3,414.6

COMPANY In Rs million	2021 Level 3	2020 Level 3
At 1 July	150.3	149.7
Additions	2.7	2.9
Fair value gains (losses)	28.2	(2.3)
At 30 June	181.2	150.3
Rental income	22.4	22.2
Direct operating expenses arising from investment properties that generate rental income	12.6	14.8

12. INTANGIBLE ASSETS

Accounting Policy

Intangible assets comprise of goodwill on acquisition of subsidiaries, market related intangibles, concession rights, computer software, and other intangible assets comprising of goodwill on acquisition of businesses and life time golf membership. Market related intangibles relate to those customer related and contract intangibles arising upon acquisition of subsidiaries separately identifiable from goodwill and franchise acquired.

Goodwill

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of previously held equity interest in the acquiree over the amounts of identifiable assets acquired and liabilities assumed. If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree the excess is recognised immediately in the Statements of Profit or Loss. Differences from non-controlling interests acquired after control has been obtained, are set-off against equity. Goodwill is carried at cost less accumulated impairment losses.

Goodwill is tested annually for impairment. Impairment tests applied to goodwill are carried out using discounted cash flow methods. This is done on the basis of expected future cash flows from the latest management planning, which are extrapolated on the basis of long-term revenue growth rates and assumptions with regard to margin development, and discounted for the capital costs of the business unit. Tests are performed at the cash generating unit ("CGU") level. In cases where the carrying value exceeds the recoverable amounts, the impairment losses are charged to the Statements of Profit or Loss as other gains and losses. On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the gains and losses on disposal.

Market related intangibles, computer software and other intangible assets

These assets including any goodwill on acquisition of businesses, that are acquired by the Group and are initially recorded at cost less impairment. These assets are subsequently measured at cost less accumulated amortisation and impairment losses. The intangible assets are amortised using the straight-line method over its estimated useful life.

Amortisation methods, useful lives and residual values of computer software and other intangible assets are reviewed at each reporting date and adjusted if appropriate.

Gains or losses arising from derecognition of other intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in Statements of Profit or Loss when the asset is derecognised.

Premium paid by certain subsidiaries for acquiring agencies are considered as intangibles with indefinite life and are tested for impairment. Those premium having a finite life are amortised over the life time of the asset to determine its carrying amount at the end of the reporting period.

For the year ended 30 June 2021, the Group has not recognised internally generated intangibles.

Concession rights acquired by the Group are initially recorded at cost and amortised over their useful lives.

The amortisation period by class of intangible assets held by the Group are as described below:

Other intangibles:	7 - 10 years
Computer software:	2 - 8 years
Concession rights:	60 years
Market related intangibles:	8 years

Subsequent to initial recognition, amortisation is charged to Statements of Profit or Loss.

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30 June 2021

12. INTANGIBLE ASSETS (cont'd)

Accounting Policy (cont'd)

Market related intangibles, computer software and other intangible assets (cont'd)

Estimate of useful lives and residual value

The Group uses historical experience and comparable market available data to determine useful lives. Residual value is the estimated amount that an entity would currently obtain from disposal of the asset after deducting the estimated cost of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

The amortisation charge calculation require an estimate of the economic useful lives of the different assets.

Significant accounting judgements and estimates

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. For the purpose of testing impairment on acquired goodwill, the recoverable amount of each CGUs were estimated using discounted cash flows. The impairment assessment and the calculation of the recoverable amount is subject to significant management judgement and estimation which includes the selection of the appropriate impairment model to be used, determination of the expected future cash flows from the businesses, setting appropriate terminal growth rates, selection of the appropriate discount rate.

GROUP In Rs million	Goodwill on acquisition of subsidiaries	Market Related Intangibles *	Concession /Leasehold rights	Computer Software	Other intangible assets	Total
Cost						
At 1 July 2019 (as previously stated)	869.6	355.5	373.1	253.7	69.8	1,921.7
Effect of prior year restatements (Note 45)	9.7	-	(193.1)	-	-	(183.4)
At 1 July 2019 (restated)	879.3	355.5	180.0	253.7	69.8	1,738.3
Additions	17.0	1.4	-	48.6	3.3	70.3
Disposals	-	-	-	(3.3)	-	(3.3)
Exchange differences	52.2	-	-	(3.9)	-	48.3
At 30 June 2020 (restated)	948.5	356.9	180.0	295.1	73.1	1,853.6
Additions	-	0.6	-	12.6	-	13.2
Assets written off**	-	-	-	(21.8)	-	(21.8)
Exchange differences	31.0	-	-	(1.0)	-	30.0
At 30 June 2021	979.5	357.5	180.0	284.9	73.1	1,875.0

12. INTANGIBLE ASSETS (cont'd)

GROUP In Rs million	Goodwill on acquisition of subsidiaries	Market Related Intangibles *	Concession /Leasehold rights	Computer Software	Other intangible assets	Total
Amortisation and impairment						
At 1 July 2019 (as previously stated)	28.5	130.5	119.5	194.0	10.9	483.4
Effect of prior year restatements (Note 45)	-	-	(47.5)	-	-	(47.5)
At 1 July 2019 (restated)	28.5	130.5	72.0	194.0	10.9	435.9
Charge for the year	-	38.5	3.0	4.7	0.5	46.7
Transfer	-		-	0.4	-	0.4
At 30 June 2020	28.5	169.0	75.0	199.1	11.4	483.0
Charge for the year	-	38.7	3.0	21.1	1.7	64.5
Assets written off**	-	-	-	(17.7)	-	(17.7)
Impairment of goodwill	8.8	-	-	-	-	8.8
Exchange differences	-	-	-	(0.1)	-	(0.1)
At 30 June 2021	37.3	207.7	78.0	202.4	13.1	538.5
Carrying value						
At 30 June 2021	942.2	149.8	102.0	82.5	60.0	1,336.5
At 30 June 2020	920.0	187.9	105.0	96.0	61.7	1,370.6

* Other intangible assets have been reclassified to market related intangibles, leasehold rights, computer software to regroup items of the same nature and to provide more information to users of financial statements.
** Impairment has been renamed to 'assets written off ' in order to provide more details to the users of the financial statements and to conform to the current year presentation.

In 2021, the prevailing economic and market conditions, associated with COVID-19 pandemic, have brought significant uncertainty and adverse impact on recoverable amounts of a subsidiary company, BlueSky Reunion S.A.S. The Group has therefore fully impaired its goodwill on acquisition amounting to Rs 8.8m.

Two subsidiaries lease plots of land from local authorities of Mauritius and Rodrigues, which have been included as part of rights of use assets under property, plant and equipment. The lease agreement expires on 30 March 2056 and 2 April 2030 respectively and the lease payments to the authority are subject to 50% increase every ten years. The local authority has provided one of the subsidiary with the contractual rights for its port operations and the latter has right to charge users of the port a license fee to trade and therefore meets the criteria of a concession rights. Given that the authority has granted only the rights to charge users for a license fees , the concession rights amounting to Rs 180m have been accounted as intangible asset in the financial statements and amortised over 60 years.

For the purposes of goodwill impairment testing, goodwill has been allocated to the Group's Cash Generating Units as follows:

GROUP In Rs million	2021	2020
Fintech		
Corporate Services	491.1	464.4
Hospitality		
Hotels	39.6	39.6
Travel	43.3	52.1
Leisure	125.4	125.4
Logistics		
Logistics	242.8	238.5
At 30 June	942.2	920.0

EXPLANATORY NOTES
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12. INTANGIBLE ASSETS (cont'd)

Impairment test

The recoverable amounts for the cash generating units were based on their value in use, determined by discounting the generated future five year cash flows as approved by management. The recoverable amounts of the cash generating units were determined to be lower (2020: higher) than their carrying amounts and an impairment loss of goodwill amounting to Rs 8.8m has been recorded 30 June 2021 (2020:Rs Nil) following the current context of COVID-19. The key assumptions used in the estimation of value in use and recoverable amounts are based on Management's past experience of the Served Markets in which the Group operates with a view to maintain market share.

The assumptions used for the value-in-use calculations are as follows:

GROUP	2021 %	2020 %
FinTech - Corporate Services		
Discount rate	13.1	14.2
Budgeted EBITDA growth rate (average over next five years)	17.4	6.3
FinTech - Technology Services		
Discount rate	9.8	10.7
Budgeted EBITDA growth rate (average over next five years)	18.5	8.4
Hospitality - Hotels		
Discount rate	13.0	11.3
Budgeted EBITDA growth rate (average over next five years)	135.7	18.1
Hospitality - Leisure		
Discount rate	6.6	10.4
Budgeted EBITDA growth rate (average over next five years)	2.0	(3.1)
Hospitality - Travel		
Discount rate	13.3	12.4
Budgeted EBITDA growth rate (average over next five years)	31.0	1.8
Logistics		
Discount rate	10.5	11.5
Budgeted EBITDA growth rate (average over next five years)	13.5	26.7

A five-year cash flow forecast is used and a terminal value growth rate of 4.45% is assumed for the purpose of goodwill impairment tests.

The discount rate was a pre-tax measure estimated based on the rate of 10-year government bonds issued by the Government in the relevant market and in the same currency as the cash flows, adjusted for a risk premium to reflect both the risk of investing in equities generally and the systematic risk of the specific Cash Generating Unit. The risk for each foreign country has been considered and the discount factor from the foreign subsidiaries were not materially different to that of the local subsidiaries.

Forecasted EBITDA has been based on the expectation of future outcomes adjusted for revenue growth and cost containment measures.

12. INTANGIBLE ASSETS (cont'd)

Impairment test (cont'd)

The discount rate has been adjusted to reflect the current market assessment of the risks specific to the Group and was estimated based on the weighted average cost of capital for the Group. This rate was further adjusted to reflect the market assessment of risks specific to the Group for which future estimates of cash flows have not been adjusted. Further changes to the discount rate may be necessary in the future to reflect changing risks for the industry and changes to the weighted average cost of capital.

Growth rates are based on the current economic outlook. However, given the economic uncertainty, reductions in growth estimates may be necessary in the future.

The Group has performed sensitivity analyses on its key assumptions, none of which resulted in any impairment of its goodwill.

COMPANY In Rs million	Software	Others	Total
Cost			
At 1 July 2019	22.7	3.7	26.4
Additions	1.4	3.3	4.7
Assets written off*	(1.4)	-	(1.4)
At 30 June 2020	22.7	7.0	29.7
Additions	0.2	-	0.2
Assets written off	(0.2)	-	(0.2)
At 30 June 2021	22.7	7.0	29.7
Amortisation			
At 1 July 2019	15.9	-	15.9
Charge for the year	0.3	-	0.3
Assets written off*	(1.4)	-	(1.4)
At 30 June 2020	14.8	-	14.8
Charge for the year	1.1	-	1.1
Assets written off	(0.1)	-	(0.1)
At 30 June 2021	15.8	-	15.8
Carrying value			
At 30 June 2021	6.9	7.0	13.9
At 30 June 2020	7.9	7.0	14.9

* Impairment has been renamed to 'assets written off ' in order to provide more details to the users of the financial statements and to conform to the current year presentation.

EXPLANATORY NOTES
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13. INVESTMENT IN SUBSIDIARY COMPANIES

Accounting policy

(a) In the separate financial statements of the Company, investment in subsidiary companies is carried at cost less impairment.

COMPANY In Rs million	2021	2020
At 1 July	4,655.6	4,488.2
Additions	-	346.7
Reversal of impairment losses	128.2	-
Impairment losses	-	(179.3)
At 30 June	4,783.8	4,655.6

Non-cash transactions, included in additions amounted to nil (2020: Rs 51.0m).

In 2020, the non-cash considerations for the investment in subsidiaries included the capitalisation of shareholder's loan of Rs 51.0m. The remaining additions were paid for as deposit on investment in 2019.

At 30 June 2021, the Company assessed the recoverable amounts of its subsidiaries and accounted for a reversal of impairment losses of Rs 128.2m relating mostly to changes in projected cash flows. The recoverable amount as at 30 June 2021 was based on value in use which has been determined using cash flow projections from financial forecasts approved by Management covering a five-year period. The projected cash flow has been actualised with several positive developments which evidenced the realisation of the Group's strategic objectives. In determining value in use for each CGU within the Company, individual discount rates ranging from 9.8% to 13.1% were applied to the cash flows of each CGU.

At 30 June 2020, the prevailing economic and market conditions, with the emergence of the COVID-19 pandemic early 2020, had brought significant uncertainty and adverse impact on recoverable amounts of some subsidiaries of the Company. An impairment loss of Rs 179.3m, as determined by appropriate valuation methodologies, had been recorded.

(b) The financial statements of the following subsidiaries have been included in the consolidated financial statements.

	Issued capital	Proportion of ownership interests		Proportion of effective ownership interests held by non-controlling interests	Principal activity
		Direct	Indirect		
	Rs 000	%	%	%	
FINTECH					
Enterprise Information Systems Ltd (Kenya)	-	-	100.0	31.1	IT Services
Globefin Corporate Services Ltd	-	-	100.0	31.1	Company secretarial services to domestic companies
Globefin Nominee Ltd	11	-	100.0	31.1	Nominee shareholding for companies under the management of RCCS
Rcap Executives Ltd	-	-	100.0	31.1	Corporate director
River Court Nominees Limited	100	-	100.0	31.1	Nominee shareholder
Rogers Capital Accounting Services Ltd	-	-	100.0	31.1	Accounting and related services
Rogers Capital Business Services Ltd	-	-	100.0	31.1	Outsourcing services
Rogers Capital Captive Insurance Management Services Ltd	2,215	-	100.0	31.1	Insurance Manager and Captive Insurance Agent
Rogers Capital City Executives Ltd	50	-	100.0	31.1	Corporate directorship for Global Business Category 2 companies
Rogers Capital Corporate Services Ltd	782	-	100.0	31.1	Management of Companies, Accounting and Tax Services
Rogers Capital Corporate Services (Seychelles) Ltd	404	-	100.0	31.1	Management of Companies incorporated in Seychelles

13. INVESTMENT IN SUBSIDIARY COMPANIES (cont'd)

	Issued capital	Proportion of ownership interests		Proportion of effective ownership interests held by non-controlling interests	Principal activity
		Direct	Indirect		
	Rs 000	%	%	%	
FINTECH (cont'd)					
Rogers Capital Fin Ltd	45,947	-	100.0	31.1	Consumer Finance
Rogers Capital Finance Ltd	600,020	-	100.0	31.1	Leasing, Hire purchase and short term financing
Rogers Capital Fund Services Ltd	527	-	100.0	31.1	Management of Companies, Accounting and Tax Services
Rogers Capital Investment Advisors Ltd	11,000	-	100.0	31.1	Asset Management
Rogers Capital Ltd	999,759	69.0	-	31.1	Investment
Rogers Capital Management Services Ltd	601	-	100.0	31.1	Investment
Rogers Capital Nominee Ltd	-	-	100.0	31.1	Nominee shareholder
Rogers Capital Nominee 1 Ltd	-	-	100.0	31.1	Nominee shareholder
Rogers Capital Nominee 2 Ltd	-	-	100.0	31.1	Nominee shareholder
Rogers Capital Outsourcing Ltd	15,000	-	100.0	31.1	IT Services
Rogers Capital Payment Solutions Ltd	-	-	100.0	31.1	Acquiring services
Rogers Capital Payroll Services Ltd	10	-	100.0	31.1	Payroll and related services
Rogers Capital Specialist Services Ltd	100	-	100.0	31.1	Investment holding company
Rogers Capital Tax Specialist Services Ltd	-	-	100.0	31.1	Tax and Advisory Services
Rogers Capital Technology Services Ltd	15,977	-	100.0	31.1	IT Services
Rogers Capital Trustees Services Ltd	1,400	-	100.0	31.1	Corporate Trusteeship
HOSPITALITY					
Adnarev Ltd	76,464	-	100.0	31.3	Hotel
Ario (Seychelles) Ltd	47	-	100.0	-	GSA of airlines
Bagatelle Hotel Operations Co Ltd (Voila)	20,424	-	100.0	31.3	Hotel Accommodation and related services
BEAVIA Kenya Limited	35	-	70.0	30.0	Travel Agency
Blue Alize Ltd	-	-	80.0	45.1	Catamaran sightseeing
Bluesky Madagascar Sarlu	1,080	-	100.0	-	Travel Agency
Border Air Ltd	-	-	100.0	-	GSA of airlines
BS Travel Management Limitada	216	-	100.0	-	GSA of airlines
BS Travel Management Ltd	25,000	-	100.0	-	Travel Agency
Bluesky Mayotte S.A.R.L	325	-	100.0	-	Travel Agency
Cap D'Abondance	13,000	-	100.0	31.3	Leisure
CCC LAH LTD (MOKA'Z)	14,500	-	86.2	40.8	Food Service industry
Croisières Australes Ltée	3,225	-	100.0	31.3	Catamaran sightseeing
DOMC Ltd	94,700	-	51.0	65.0	Leisure
Heritage Events Company Ltd	100	-	100.0	31.3	Investment
Heritage Golf Management Ltd	2,900	-	75.0	48.5	Golf Course management

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13. INVESTMENT IN SUBSIDIARY COMPANIES (cont'd)

	Issued capital Rs 000	Proportion of ownership interests Direct %	Indirect %	Proportion of effective ownership interests held by non-controlling interests %	Principal activity
HOSPITALITY (cont'd)					
Hotels Operations Company Ltd	10	-	100.0	31.3	Midscale hotel accommodation
Island Holidays Ltd	1	-	100.0	31.3	Leisure activities
Island Living Ltd	213,382	-	100.0	31.3	Leisure
Islandian Ltd	70,094	74.4	97.6	2.4	Online tour operating
Islandian S.A.R.L	461	-	90.5	9.5	Online tour operating
Plaisance Air Transport Services Ltd	1,500	-	100.0	-	Warehousing
Restaurants Operations Company Ltd	10	-	100.0	31.3	Restaurant activities
Rogers Aviation (Mauritius) Ltd	2,525	-	100.0	-	GSA of airlines
Rogers Aviation Comores S.A.R.L.	824	-	100.0	-	GSA of airlines
Rogers Aviation France S.A.R.L.	20,760	-	100.0	-	Investment
Rogers Aviation Holding Company Ltd	115,410	100.0	-	-	Investment
Rogers Aviation International Ltd	51,390	-	100.0	-	GSA of airlines
Rogers Aviation Kenya Ltd	396	-	100.0	-	GSA of airlines
Rogers Aviation Madagascar S.A.R.L.	1,910	-	100.0	-	GSA of airlines
Rogers Aviation Mayotte S.A.R.L.	490	-	100.0	-	GSA of airlines
Rogers Aviation Mozambique Limitada	54	-	100.0	-	GSA of airlines
Rogers Aviation Reunion S.A.R.L	20,001	-	100.0	-	GSA of airlines
Rogers Aviation Senegal S.A.R.L.	-	-	100.0	-	GSA of airlines/Travel/Tour operator
Rogers Aviation South Africa (Pty) Ltd	-	-	100.0	-	GSA of airlines
Rogers Hospitality Group Ltd	1	100.0	-	-	Reservation of leisure activities
Rogers Hospitality Management Co Ltd	1	-	100.0	31.3	Management company
Rogers Hospitality Property Fund Ltd	1	-	100.0	31.3	Seashell museum
Rogers Hospitality Training Ltd	1,015	-	100.0	31.3	Training
Rogers International Distribution Services Limitada	39,493	-	100.0	-	Freight Forwarding
Run Tourisme	5,513	-	100.0	-	Travel Agency
Seafood Basket Ltd	25,107	-	100.0	31.3	Food Service
Seven Colours Spa Ltd	20,025	-	100.0	31.3	Management Services
Sports-Event Management Operation Co Ltd	7,501	-	100.0	53.6	Leisure
Sweetwater Ltd	11,300	-	55.0	62.2	Leisure
Transcontinent S.A.R.L.	617	-	66.6	33.5	Travel Agency
Veranda Tamarin Ltd	210,000	-	50.0	65.0	Hotel
VLH Ltd	2,121,304	66.2	2.5	31.3	Hotel

13. INVESTMENT IN SUBSIDIARY COMPANIES (cont'd)

	Issued capital Rs 000	Proportion of ownership interests Direct %	Indirect %	Proportion of effective ownership interests held by non-controlling interests %	Principal activity
LOGISTICS					
Associated Container Services Ltd	93,877	-	100.0	33.3	Port Related Services
Cargo Express Madagascar S.A.R.L.	168	-	100.0	33.8	Freight Forwarding
Express Logistics Solutions Ltd	1	-	100.0	33.8	Freight Forwarding
Freeport Operations (Mtius) Ltd	178,429	-	100.0	34.4	Port Related Services
General Cargo Services Limited	889	-	100.0	66.2	Transport and port related services
Gencargo (Transport) Limited	1,422	-	100.0	66.2	Transport Services
Global Air Cargo Services Ltd	433	-	50.0	66.9	Freight Forwarding
Logistics Solutions Ltd	525,690	1.0	99.0	33.4	Investment
P.A.P.O.L.C.S. Ltd	100	-	80.0	68.2	Stevedoring
Papol Holding Limited	100	-	60.0	60.3	Investment
Rogers International Distribution Services S.A.S	1,790	-	100.0	33.8	Freight Forwarding
Rogers International Distribution Services Madagascar S.A.R.L.U	8	-	100.0	33.8	Freight Forwarding
Rogers Logistics International Ltd	156,352	-	100.0	33.8	Freight Forwarding
Rogers Logistics Services Company Ltd	100	-	100.0	33.8	Freight Forwarding
Rogers Shipping Ltd	721	-	100.0	54.5	Shipping Services
Rogers Shipping Pte Ltd	11,021	-	51.0	66.2	Investment
Southern Marine & Co Ltd	500	-	100.0	54.5	Shipping Services
Sukpak Ltd	1,200	-	70.0	53.6	Packing of special sugars
Thermoil Company Ltd	100	78.0	-	22.0	Dormant
Velogic Express Reunion	8,341	-	100.0	33.8	Courier
Velogic Garage Services Ltd	10,999	-	100.0	33.3	Transport Company
Velogic Haulage Services Ltd	33,202	-	100.0	33.3	Transport Services
Velogic Holding Company Ltd	1,019,294	66.2	-	33.8	Investment
Velogic India Private Ltd	11,156	-	100.0	33.8	Freight Forwarding
VSR S.A.S	4,085	-	100.0	33.8	Freight Forwarding
Velogic Ltd	83,385	-	100.0	33.8	Freight Forwarding
VK Logistics Ltd	163,814	-	51.0	66.2	Investment

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13. INVESTMENT IN SUBSIDIARY COMPANIES (cont'd)

	Issued capital	Proportion of ownership interests Direct	Indirect	Proportion of effective ownership interests held by non-controlling interests	Principal activity
	Rs 000	%	%	%	
PROPERTY					
Agria Limited	33,300	1.2	52.3	62.7	Agriculture and Investment
Ascencia Limited	4,460,068	-	36.1	63.9	Property investment
Bagaprop Limited	1,252,101	-	100.0	63.8	Property investment
Case Noyale Limitée	7	1.3	52.3	62.7	Agriculture and Leisure
*Estate Property Solutions Ltd	-	-	-	-	Rental pool management company
Floreal Commercial Centre Ltd	699,332	-	100.0	63.8	Property Investment
Foresite Property Holding Ltd	1,028,269	100.0	-	-	Investment
*Le Marché du Moulin Ltd	-	-	-	-	Retail
Les Villas de Bel Ombre Ltée	472,384	-	60.0	77.6	Construction and Sales of Villa
Les Villas de Bel Ombre Amenities Ltd	49,551	-	100.0	77.6	Construction of sport complex and beach club for IRS home owners association
Motor Traders Ltd	700	100.0	-	-	Property
South West Tourism Development Co. Ltd	4,950	68.9	-	31.1	Investment
Terroirs Mauricien Ltd	1	-	100.0	62.7	Sale of agricultural products
CORPORATE OFFICE					
Rogers Corporate Services Ltd	357,543	100.0	-	-	Investment

Note: Ordinary shares are issued for the above subsidiaries and the statutory reporting date is 30.06.2021 for the companies.

* Disposed in 2021

13. INVESTMENT IN SUBSIDIARY COMPANIES (cont'd)

(c) The above subsidiaries are incorporated and operate in Mauritius except for:

	Country of incorporation/place of business
Ario (Seychelles) Ltd	Seychelles
BEAVIA Kenya Limited	Republic of Kenya
Run Tourisme	Reunion Island
Blue Sky Madagascar S.A.R.L.U	Republic of Malagasy
BS Travel Management Limitada	Republic of Mozambique
Border Air Ltd	Republic of South Africa
Cargo Express Madagascar S.A.R.L.	Republic of Malagasy
Enterprise Information Systems Ltd (Kenya)	Republic of Kenya
Gencargo (Transport) Limited	Republic of Kenya
General Cargo Services Limited	Republic of Kenya
Islandian S.A.R.L	Reunion Island
Rogers Aviation Comores S.A.R.L.	Republic of Comores
Rogers Aviation France S.A.R.L.	Reunion Island
Rogers Aviation Kenya Ltd	Republic of Kenya
Rogers Aviation Madagascar S.A.R.L.	Republic of Malagasy
Rogers Aviation Mayotte S.A.R.L.	Mayotte
Rogers Aviation Mozambique Limitada	Republic of Mozambique
Rogers Aviation Reunion S.A.R.L	Reunion Island
Rogers Aviation Senegal S.A.R.L.	Republic of Senegal
Rogers Aviation South Africa (Pty) Ltd	Republic of South Africa
Rogers International Distribution Services Limitada	Republic of Mozambique
Rogers International Distribution Services S.A.S	French Republic
Rogers International Distribution Services Madagascar S.A.R.L.U	Republic of Malagasy
Rogers Shipping Pte Ltd	Republic of Singapore
Transcontinent S.A.R.L.	Republic of Malagasy
Velogic Express Reunion	Reunion Island
Velogic India Private Ltd	Republic of India
VSR S.A	Reunion Island

(d) The financial statements of Ascencia Limited have been consolidated at 36.14% equity interests:

Foresite Property Holding Ltd ("FPHL"), a subsidiary of Rogers and Company Limited ("Rogers") and ENL Property Ltd ("EPL") together hold 61.0% of the shareholding and voting rights of Ascencia Limited ("Ascencia"). Further to an agreement between FPHL and EPL;

- at least half of the board is nominated for appointment by Rogers;
- the Chairman of the board chosen from the representative directors of Rogers; and
- for all shareholder matters concerning Ascencia, EPL shall vote in the same manner as FPHL.

Therefore, the Group has the practical ability to direct the relevant activities and thus has control over the entity.

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14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES

Accounting policy

Jointly controlled entities are joint arrangements whereby the parties that have joint control of the arrangement have rights to the net assets and obligations for the liabilities of the joint arrangement. It is the contractually agreed sharing of control of an arrangement which exists only when decisions about relevant activities require unanimous consent of the parties sharing control.

Associated companies are entities over which the Group has significant influence but not control, or joint control, generally accompanying a shareholding between 20% and 50% of the voting rights.

Investments in jointly controlled entities and associated companies are accounted for using the equity method. Under the equity method, the Group's investments in associated companies and jointly controlled entities are recognised at cost plus the Group's share of post acquisition profits or losses, other comprehensive income and other changes in equity, less any impairment in the value of individual investments.The Group's share of its jointly controlled entity and associated company post acquisition profits or losses is recognised in the Statements of Profit or Loss and its share of post acquisition movements in reserves are recognised in the Statements of Other Comprehensive Income.

Goodwill is recognised for any excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the associated company recognised at the date of acquisition. The goodwill is included within the carrying amount of the investment. When the Group's share of losses exceeds the carrying amount of the investment, the latter is reported at nil value. Recognition of the Group's share of losses is discontinued except to the extent of the Group's legal and constructive obligations contracted on behalf of the jointly controlled entity or associated company. If the jointly controlled entity or associated company subsequently reports profits, the Group resumes recognising its share of those profits after accounting for its share of unrecognised past losses. Unrealised profits and losses are eliminated to the extent of the Group's interest in the jointly controlled entity or associated company.

The Group assesses at each reporting date whether there is an indication of impairment in respect of investment in associated companies. If any such indication exists, the Group estimates the investment's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use. 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 the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded subsidiaries or other available fair value indicators. If the recoverable amount of an investment (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the investment (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statements of Profit or Loss. Where an impairment loss subsequently reverses, the carrying amount of the investment is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the investment in prior years. A reversal of an impairment loss is recognised immediately in Statements of Profit or Loss.

If the ownership interest in an associated company is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in Statements of Other Comprehensive Income are reclassified to Statements of Profit or Loss where appropriate. Dilution of gains and losses arising in investments in associated companies are recognised in Statements of Profit or Loss.

The Group discontinues the use of the equity method from the date when it ceases to have significant influence and the investment will then be measured at fair value. The Group recognises in the Statements of Profit or Loss the difference between the fair value of retained investment including any proceeds from disposal and the carrying amount of the investment at the date when significant influence is lost.

In the separate financial statements of the Company, investments in jointly controlled entities and associated companies are carried at cost less impairment.

Significant accounting judgements and estimates

The Group determines whether an entity has joint control or significant influence over another entity for all entities with a shareholding between 20% and 50% of the voting rights. In considering the classification, management considers whether control exists, the nature and structure of the relationship and other facts and circumstances. In making their judgement, the directors and management considered the Group's absolute size of holding and the relative size and dispersion of the shareholdings owned by the other investors.

With respect to one associated company where the Group has 50% shareholding, the Group does not have voting rights for decision making at Board level and management concluded that the Group does not have the practical ability to direct the relevant activities, thus having no control over the entity.

14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(a) Investment in jointly controlled entities

	GROUP In Rs million	2021	2020
(i)	Cost of investment in jointly controlled entities	188.7	188.7
	Share of reserves	20.0	(10.6)
	Carrying amount of the Group's interest in jointly controlled entities	**208.7**	**178.1**
(ii)	Movement of share of net assets:		
	At 1 July	178.1	180.4
	Share of profit (loss) for the year	30.6	(2.3)
	Share of other comprehensive income for the year	-	-
	At 30 June	**208.7**	**178.1**
(iii)	Statements of Profit or Loss and Other Comprehensive Income of jointly controlled entities is set out below:		
	Profit (loss) for the year	61.3	(4.5)
	Other comprehensive income for the year	-	-
	Total comprehensive income for the year	**61.3**	**(4.5)**
	Share of profit (loss) for the year	30.6	(2.3)
	Share of other comprehensive income for the year	-	-
	Share of total comprehensive income (loss) for the year	**30.6**	**(2.3)**

(iv) Summarised financial information of material jointly controlled entities is set out below:

GROUP In Rs million	The Beau Vallon Shopping Mall Ltd 30 June 2021	The Beau Vallon Shopping Mall Ltd 30 June 2020*
Statements of Profit or Loss and Other Comprehensive Income		
Revenue	121.5	74.0
Profit (loss) for the year	64.0	(9.5)
Other comprehensive income for the year	-	-
Total comprehensive income (loss) for the year	**64.0**	**(9.5)**
Share of profit (loss) for the year	32.0	(4.8)
Share of other comprehensive income for the year	-	-
Share of total comprehensive income (loss) for the year	**32.0**	**(4.8)**
Statements of Financial Position		
Non current assets	845.8	825.7
Current assets	44.9	46.8
Total assets	**890.7**	**872.5**
Capital and reserves	335.5	271.5
Non current liabilities	9.0	-
Current liabilities	546.2	601.0
Total equity and liabilities	**890.7**	**872.5**

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14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(a) Investment in jointly controlled entities (cont'd)

(iv) Summarised financial information of material jointly controlled entities is set out below (cont'd)

GROUP In Rs million	The Beau Vallon Shopping Mall Ltd 30 June 2021	The Beau Vallon Shopping Mall Ltd 30 June 2020*
Other information		
Depreciation and amortisation	(0.3)	(0.2)
Interest income	0.1	3.2
Finance cost	(15.8)	(10.3)
Income tax (expense) income	(15.4)	6.5
Reconciliation of the financial information summarised above and the carrying value of the investment in The Beau Vallon Shopping Mall Ltd is as follows:		
Direct holding (%)	50.0%	50.0%
Net assets attributable to the Group	335.5	271.5
Carrying value of Group's share net assets	167.8	135.8

* Comparatives have been included to provide more information to users of account and conform with current year presentation.

(v) Summary of information presented in aggregate for immaterial jointly controlled entities:

GROUP In Rs million	30 June 2021	30 June 2020
Statements of Profit or Loss and Other Comprehensive Income		
Revenue	–	-
(Loss) profit for the year	(2.7)	5.0
Other comprehensive income for the year	–	-
Total comprehensive (loss) income for the year	(2.7)	5.0
Share of (loss) profit for the year	(1.4)	2.5
Share of other comprehensive income for the year	–	-
Share of total comprehensive (loss) income	(1.4)	2.5
Statements of Financial Position		
Non current assets	242.5	130.6
Current assets	422.1	472.3
Total assets	664.6	602.9
Capital and reserves	88.1	71.0
Non current liabilities	302.1	349.5
Current liabilities	274.4	182.4
Total equity and liabilities	664.6	602.9
Carrying amount of the Group's interest in the immaterial jointly controlled entities	41.0	42.3
Share of unrecognised loss for the year	50.2	10.4
Share of unrecognised other comprehensive loss for the year	0.1	1.8
Share of cumulative loss for unrecognised loss for the year	60.7	10.4
Share of cumulative loss for unrecognised other comprehensive loss for the year	1.9	1.8

There are no contingent liabilities and capital commitments in respect of jointly controlled entities for 2021 (2020: nil).

14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(a) Investment in jointly controlled entities (cont'd)

(vi)

GROUP	Country of incorporation/ place of business	Statutory reporting year	% Effective holding 2021	2020	Principal activity
FMVV Immobilier Ltee	Mauritius	30.06.21	11.2	11.2	Property
Jacotet Bay Ltd	Mauritius	30.06.21	11.2	11.2	Property
The Beauvallon Shopping Mall Ltd	Mauritius	30.06.21	18.1	18.1	Property

The above jointly controlled entities are private companies and there is no quoted market price available for these shares.

The Group consolidates the above named companies as jointly controlled entities despite effectively holding less than 50% as its subsidiary companies namely Les Villas de Bel Ombre Limitee and Ascencia Limited hold jointly controlled arrangements along with third parties in these companies.

(b) Investment in associated companies

	GROUP In Rs million	2021	2020 Restated
(i)	Cost of investment in associated companies	4,015.8	4,005.2
	Share of reserves	515.4	537.4
	Carrying amount of the Group's interest in associated companies	4,531.2	4,542.6
(ii)	Movement of share of net assets:		
	At 1 July (as previously stated)	4,483.0	5,196.3
	Effect of prior year restatements (Note 45)	59.6	59.6
	At 1 July (restated)	4,542.6	5,255.9
	Additions	23.6	824.4
	Disposals	–	(826.4)
	Share of results for the year	(396.3)	(149.4)
	Share of other comprehensive income (loss) for the year (Note 9)	485.0	(422.7)
	Dividends	(97.0)	(127.7)
	Impairment*	(13.0)	-
	Unrealised profit on disposal of land to an associated company	(13.7)	-
	Movement in equity of associated company	–	(11.5)
	At 30 June	4,531.2	4,542.6

* The recoverable amount has been determined using the net asset value of one of the associated companies consisting primarily of receivables, payables and bank which are short term and approximate their fair values.

Non-cash transactions, included in additions and disposals are nil for 2021 (2020:additions and disposals Rs 824.4m representing a transfer of investment in New Mauritius Hotels Limited to investment in Semaris Limited following the former's reorganisation scheme).

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14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(b) Investment in associated companies (cont'd)

(iii) Statements of Profit or Loss and Other Comprehensive Income of associated companies is set out below:

GROUP In Rs million	2021	2020
Loss for the year	(1,883.1)	(791.0)
Other comprehensive income (loss) for the year	2,036.1	(1,738.6)
Total comprehensive income (loss) for the year	153.0	(2,529.6)
Share of loss for the year	(396.3)	(149.4)
Share of other comprehensive income (loss) for the year	485.0	(422.7)
Share of total comprehensive income (loss) for the year	88.7	(572.1)

(iv) Summarised financial information of material associated companies is set out below:

GROUP In Rs million	New Mauritius Hotels Limited 30 June 2021	Semaris Ltd 30 June 2021	Swan General Ltd 31 March 2021*
Statements of Profit or Loss and Other Comprehensive Income			
Revenue	1,136.8	710.6	7,000.1
(Loss) profit for the year	(3,123.3)	152.0	677.9
Other comprehensive income for the year	1,272.1	457.8	321.7
Total comprehensive (loss) income for the year	(1,851.2)	609.8	999.6
Share of (loss) profit	(716.0)	34.9	199.8
Share of other comprehensive income	291.6	105.0	94.8
Share of total comprehensive (loss) income	(424.4)	139.9	294.6
Statements of Financial Position			
Non current assets	35,512.4	2,327.1	44,400.0
Current assets	2,740.0	4,341.6	10,869.3
Total assets	38,252.4	6,668.7	55,269.3
Equity attributable to owners of the parent	5,018.5	3,776.7	4,193.8
Equity attributable to non-controlling interests	1,044.1	-	509.0
Non current liabilities	20,041.8	1,501.0	49,365.4
Current liabilities	12,148.0	1,391.0	1,201.1
Total equity and liabilities	38,252.4	6,668.7	55,269.3
Other information			
Depreciation and amortisation	(824.5)	(26.1)	(48.6)
Interest income	78.6	6.0	20.8
Dividend income	-	-	136.9
Finance cost	(1,166.2)	(118.0)	(0.8)
Income tax credit (expense)	505.1	149.6	(17.4)
Reconciliation of the financial information summarised above and the carrying value of the investment in its material associated companies is as follows:			
Net assets attributable to the Group	5,018.5	3,776.7	4,193.8
Effective holding (%)	22.93%	22.93%	29.47%
Group's share of net assets	1,150.7	866.0	1,235.9
Goodwill	3.9	-	676.8
Carrying value of Group's share of net assets	1,154.6	866.0	1,912.7

* The financial information of Swan used for equity accounting is for the 12 months ended 31 March 2021.

14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(b) Investment in associated companies (cont'd)

(iv) Summarised financial information of material associated companies is set out below: (cont'd)

GROUP In Rs million	New Mauritius Hotels Limited 30 June 2020	Semaris Ltd 30 June 2020	Swan General Ltd 31 March 2020*
Statements of Profit or Loss and Other Comprehensive Income			
Revenue	7,475.0	176.5	6,813.2
(Loss) profit for the year	(935.3)	(682.3)	580.2
Other comprehensive (loss) income for the year	(1,590.5)	254.1	(416.0)
Total comprehensive (loss) income for the year	(2,525.8)	(428.2)	164.2
Share of (loss) profit	(214.4)	(156.5)	170.4
Share of other comprehensive (loss) income	(364.6)	58.3	(122.2)
Share of total comprehensive (loss) income	(579.0)	(98.2)	48.2
Statements of Financial Position			
Non current assets	32,837.8	2,085.4	35,052.6
Current assets	3,083.8	4,399.2	13,389.7
Total assets	35,921.6	6,484.6	48,442.3
Equity attributable to owners of the parent	6,867.3	3,165.9	3,313.6
Equity attributable to non-controlling interests	263.7	-	437.9
Non current liabilities	16,576.7	2,258.1	43,537.8
Current liabilities	12,213.9	1,060.6	1,153.0
Total equity and liabilities	35,921.6	6,484.6	48,442.3
Other information			
Depreciation and amortisation	(609.2)	(24.3)	(21.7)
Interest income	42.8	0.3	10.4
Dividend income	0.3	-	143.8
Finance cost	(713.6)	(88.1)	(4.1)
Income tax expense	(87.2)	(2.2)	(20.2)
Reconciliation of the financial information summarised above and the carrying value of the investment in its material associated companies is as follows:			
Net assets attributable to the Group	6,867.3	3,165.9	3,313.6
Effective holding (%)	22.93%	22.93%	29.37%
Share of net assets consolidated	1,574.7	725.9	973.2
Goodwill	3.9	-	677.4
Carrying value of Group's share net assets	1,578.6	725.9	1,650.6

*The financial information of Swan used for equity accounting is for the 9 months ended 31 March 2020.

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30 June 2021

14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(b) Investment in associated companies (cont'd)

(v) Summarised financial information for immaterial associated companies is set out below:

GROUP In Rs million	2021	2020
Statements of Profit or Loss and Other Comprehensive Income		
Revenue	1,507.8	1,520.2
Profit for the year	410.2	246.3
Other comprehensive (loss) income for the year	(55.7)	13.7
Total comprehensive income for the year	354.5	260.0
Share of profit	85.1	51.0
Share of other comprehensive (loss) income	(7.3)	5.9
Share of total comprehensive income	77.8	56.9
Statements of Financial Position		
Non current assets	2,129.0	1,635.0
Current assets	1,562.6	1,695.1
Total assets	3,691.6	3,330.1
Capital and reserves	2,444.8	2,338.3
Non current liabilities	378.5	236.3
Current liabilities	868.3	755.5
Total equity and liabilities	3,691.6	3,330.1
Carrying amount of the Group's interest in the immaterial associated companies	597.8	587.5

There are no contingent liabilities and capital commitments in respect of associated companies for 2021 (2020: nil).

(vi)

COMPANY In Rs million	2021	2020
At 1 July	3,619.4	3,717.8
Additions	13.7	-
Reversal of impairment	98.4	-
Impairment	(1.7)	(98.4)
At 30 June	3,729.8	3,619.4

During the year under review, the Company also recorded a reversal of impairment of Rs 98.4m which arises from an increase in adjusted net asset value of an associated company following improvement in market conditions. An impairment of Rs 1.7m has been recorded for one of the Company's investment in associated company as the carrying value exceeds its recoverable amount at 30 June 2021. The recoverable amount has been determined using the net asset value consisting primarily of receivables, payables and bank which are short term and approximate their fair values.

In 2020, an impairment of Rs 98.4m has been recorded for one of the Company's investment in associated company which is involved in property development. Prevailing market conditions including effects of COVID-19 has led to a fall in the recoverable amount of this associated company. The impairment has been determined with reference to the adjusted net assets method which takes into account the recoverable amount of the underlying investments.

14. INVESTMENT IN JOINTLY CONTROLLED ENTITIES AND ASSOCIATED COMPANIES (cont'd)

(b) Investment in associated companies (cont'd)

(vii) The following associated companies have been included in the consolidated financial statements:

	Country of incorporation/ place of business	Statutory reporting year	% Effective holding 2021	% Effective holding 2020	Principal activity
Air Cargo Service Madagascar Ltd	Madagascar	31.12.20	50.0	50.0	Ground handling services
Bioculture (Mauritius) Ltd	Mauritius	31.12.20	25.4	25.4	Breeding and export of primates
Blue Connect Ltd	Mauritius	30.09.20	30.0	30.0	Business process outsourcing
FPHL Infra Ltd	Mauritius	30.06.21	49.0	49.0	Investment
Lagoona Cruise Ltd	Mauritius	30.06.21	33.0	33.0	Boat cruises activities
Le Morne Development Corporation Ltd	Mauritius	30.09.20	20.0	20.0	Property
Mauritian Commodities and Allied Services Company Ltd	Mauritius	30.09.20	25.6	25.6	Coal supplier
Mozambique Airport Handling Services Limitada	Mozambique	30.09.20	29.0	29.0	Ground handling services
New Mauritius Hotels Limited	Mauritius	30.06.21	22.9	22.9	Hospitality
Reliance Facilities Ltd	Mauritius	30.06.21	49.0	49.0	Security services
Reliance Security Services Ltd	Mauritius	30.06.21	49.0	49.0	Security services
Reliance Systems Ltd	Mauritius	30.06.21	49.0	49.0	Security services
*Sainte Marie Crushing Plant Ltd	Mauritius	30.06.21	8.8	8.8	Manufacture and sale of building materials
Société Pur Blanca	Mauritius	30.06.21	49.0	49.0	Investment
Swan Financial Solutions Ltd	Mauritius	31.12.20	20.0	20.0	Investment holding
Swan General Ltd	Mauritius	31.12.20	29.5	29.4	Insurance
**Semaris Ltd	Mauritius	30.06.21	22.9	22.9	Property
Tagada Limited	Mauritius	30.06.21	35.0	-	Data platform development and functioning

* Significant influence obtained through indirectly held subsidiary, Agrïa Ltd
** Consolidated as investment in associated companies following reorganisation scheme of New Mauritius Hotels Limited

All the above associated companies are accounted for using the equity method. For associated companies having different reporting date, management accounts have been prepared at 30 June 2021, with the exception of Swan General Ltd and Swan Financial Solutions Ltd, where audited financial statements have been consolidated for the period from 1 April 2020 to 31 March 2021 as it is impracticable to receive audited financial statements as at 30 June 2021. Management has also assessed whether any adjustments shall be made for the effects of significant transactions or events that occur between 01 April 2021 to 30 June 2021. The difference between the end of reporting period of the mentioned associated companies is not more than three months.

(viii) As at 30 June 2021, the fair value of the Group's interest in New Mauritius Hotels Limited, Semaris Ltd and Swan General Ltd which are listed on the Stock Exchange of Mauritius were as follows based on the quoted market price available, which is classified as level 1 in terms of fair value hierarchy.

GROUP In Rs million	2021	2020
New Mauritius Hotels Limited	715.0	707.0
Semaris Ltd	132.0	138.0
Swan General Ltd	748.0	705.0
At 30 June	1,595.0	1,550.0

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15. FINANCIAL ASSETS AT FAIR VALUE

Accounting policy

Classification

The Group classifies its equity instruments into one of the following categories based on the purpose for which the asset was acquired.

- Financial assets at fair value through other comprehensive income

  Financial assets at fair value through other comprehensive income comprise equity securities which are not held for trading, and which the Group has irrevocably elected at initial recognition to recognise in this category. These are strategic investments and the Group considers this classification to be more relevant.

- Financial assets at fair value through profit or loss

  Financial assets at fair value through profit or loss comprise of equity securities that are either held for trading or which the Group has not elected to recognise fair value gains and losses through other comprehensive income.

Recognition and measurement

Purchases and sales of financial assets are recognised on their trade date, which is the date when the Group contracts with the purchaser or seller. Financial assets are initially recognised at fair value. Transaction costs are included for all financial instruments not carried at fair value through profit or loss. Financial assets are derecognised when the rights to receive cash have expired or have been transferred and the Group has transferred substantially all risks and rewards.

Financial assets classified at fair value through other comprehensive income are subsequently measured at fair value. Dividends are recognised as income in Statements of Profit or Loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in Statements of Other Comprehensive Income and are never reclassified to Statements of Profit or Loss. Equity instruments designated at fair value through other comprehensive income are not subject to impairment assessment. Upon disposal of these financial assets, the accumulated fair value adjustments are realised by transferring this amount to retained earnings through the Statements of Changes in Equity.

Equity instruments designated at fair value through other comprehensive income include investments in equity shares of non-listed companies. These investments were irrevocably designated at fair value through other comprehensive income as the Group considers these investments to be strategic in nature.

Financial assets classified at fair value through profit or loss are subsequently carried at fair value with all unrealised gains and losses arising from changes in the fair value are recognised in Statements of Profit or Loss.

Valuation process

The Group determines the policies and procedures for the fair valuation of unquoted securities. The process involves the selection of appropriate methodology, gathering of market knowledge, development of assumptions and specific information regarding the investee companies. The Group also analyses the movement in the values of each investment which are required to be remeasured and reassessed according to the Group's accounting policies. The Group also compares the change in the fair value of each investment with relevant external sources to determine whether the changes are reasonable.

Significant accounting judgements and estimates

The Group performs the valuation of the investment in securities not quoted in an active market using:

(i) The Price Earnings Multiple applied to value the investment which is derived from the applicable multiple for the sector based on the Official Market in Mauritius, as there are no similar companies listed on the market – this is then adjusted by a liquidity discount and a control premium, as needed and

(ii) Net asset value of the investment as appropriate.

The Group classified these type of investment as level 3 input and would exercise judgements and estimates on the quantity and quality of pricing sources used. Any changes in assumptions about these factors could affect the reported fair value of financial instruments.

15. FINANCIAL ASSETS AT FAIR VALUE (cont'd)

(a)

GROUP In Rs million	Financial assets at fair value through other comprehensive income	Financial assets at fair value through profit or loss	Total
Non current			
At 1 July 2019 (as previously stated)	269.2	294.2	563.4
Effect of prior year restatements (Note 45)	23.4	-	23.4
At 1 July 2019 (restated)	292.6	294.2	586.8
Additions	0.7	-	0.7
Change in fair value	(119.9)	(26.1)	(146.0)
At 30 June 2020 (restated)	173.4	268.1	441.5
Disposals	-	(26.5)	(26.5)
Change in fair value	11.5	21.4	32.9
Exchange difference	1.2	-	1.2
At 30 June 2021	186.1	263.0	449.1

(b) Financial assets at fair value through other comprehensive income include:

GROUP In Rs million	2021	2020 Restated
Quoted Investments - Fair value hierarchy level 1		
Tropical Paradise Ltd	8.3	12.7
Others	0.7	0.5
Unquoted investments - Fair value hierarchy level 3		
Charles Telfair Company Ltd	106.5	77.7
Central Depository and Settlement Ltd	40.4	53.3
Others	30.2	29.2
At 30 June	186.1	173.4

The fair value hierarchy for financial assets at fair value for other comprehensive income is as below:

GROUP In Rs million	Level 1	Level 3	Total
Non current			
At 1 July 2019 (as previously stated)	56.1	213.1	269.2
Effect of prior year restatements (Note 45)	-	23.4	23.4
At 1 July 2019 (restated)	56.1	236.5	292.6
Additions	-	0.7	0.7
Transfer	(39.4)	39.4	-
Change in fair value	(3.5)	(116.4)	(119.9)
At 30 June 2020 (restated)	13.2	160.2	173.4
Change in fair value	(4.2)	15.7	11.5
Exchange difference	-	1.2	1.2
At 30 June 2021	9.0	177.1	186.1

Comparatives have been included to conform with current year disclosures.

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30 June 2021

15. FINANCIAL ASSETS AT FAIR VALUE (cont'd)

(b) Financial assets at fair value through other comprehensive income include (cont'd)

Financial assets at fair value through other comprehensive income and financial assets at fair value through profit or loss are both made up of equity securities incorporated in Mauritius and are denominated in Mauritian Rupee.

While the fair value of quoted securities is based on published market prices, the fair value of the unquoted securities is assessed using valuation techniques, namely price earning multiple and net asset value.

Fair value hierarchy

The following table shows financial instrument recognised at fair value, analysed between those whose fair value is based on:

- Quoted prices in active markets for identical assets or liabilities (Level 1)
- Those involving inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices) (Level 2)
- Those with inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. At June 2020, Air Mauritius Limited went into voluntary administration. Hence, the valuation of Air Mauritius Limited was transferred from Level 1 to Level 3.

The table below sets out information about significant unobservable inputs used at 30 June 2021 and 30 June 2020 in measuring financial instruments categorised as Levels 3 in the fair value hierarchy.

	Valuation technique 2021	Valuation technique 2020	Unobservable inputs	Range	Sensitivity to changes in significant unobservable inputs
Charles Telfair Company Ltd	Adjusted market multiple	Adjusted market multiple	Expected Value/EBITDA	8.5x	The expected fair value will increase/(decrease) by Rs 0.8m (2020: Rs 0.7m), if the adjusted market multiple will be higher or lower by 1%.
Central Depository and Settlement Ltd	Adjusted market multiple	Adjusted market multiple	Expected Value/EBITDA	9.6x	The expected fair value will increase/(decrease) by Rs 0.3m (2020: Rs 0.4m), if the adjusted market multiple will be higher or lower by 1%.

For other investments, the fair valuation has been based on the net asset values which management believes is the best estimate of the fair value. If a 10% premium or discount is applied to the net asset value, the fair value would increase (decrease) by Rs 3.9m (2020 : Rs 4.2m) respectively.

(c) Financial assets at fair value through profit or loss

The Group classifies financial assets at fair value through profit or loss if they were acquired principally for the purpose of selling in the short term, i.e. held for trading or were designated as financial assets at fair value through profit or loss. These financial assets are classified as Level 3 investments.

Financial assets at fair value through profit or loss are presented within the section on operating activities as part of changes in working capital (note 35(a)).

For Moka City Ltd and others, the fair valuation have been based on the net asset values which management believes is the best estimate of the fair value. If a 10% premium or discount is applied to the net asset value, the fair value would increase (decrease) by Rs 26.3m (2020 : Rs 26.8m) respectively.

15. FINANCIAL ASSETS AT FAIR VALUE (cont'd)

(d) Financial assets at fair value through other comprehensive income:

COMPANY In Rs million	2021	2020 Restated
At 1 July (As previously stated)	145.7	258.3
Effect of prior year restatements (Note 45)	15.9	23.4
At 1 July (restated)	161.6	281.7
Change in fair value	11.8	(120.1)
At 30 June	173.4	161.6

(e) Financial assets at fair value through other comprehensive income include:

COMPANY In Rs million	2021	2020 Restated
Quoted Investments		
Others	8.4	12.8
Unquoted investments		
Charles Telfair Company Ltd	106.5	77.7
Central Depository and Settlement Ltd	40.4	53.3
Others	18.1	17.8
At 30 June	173.4	161.6

While the fair value of quoted securities is based on published market prices, the fair value of the unquoted securities is assessed using valuation techniques, namely earnings basis or net asset value.

(f) The fair value hierarchy for financial assets at fair value for other comprehensive income is as below:

COMPANY In Rs million	Level 1	Level 3	Total
Non current			
At 1 July 2019 (As previously stated)	55.6	202.7	258.3
Effect of prior year restatements (Note 45)	-	23.4	23.4
At 1 July 2019 (restated)	55.6	226.1	281.7
Transfer	(39.4)	39.4	-
Change in fair value	(3.4)	(116.7)	(120.1)
At 30 June 2020 (restated)	12.8	148.8	161.6
Change in fair value	(4.4)	16.2	11.8
At 30 June 2021	8.4	165.0	173.4

The following table shows financial instrument recognised at fair value, analysed between those whose fair value is based on:

- Quoted prices in active markets for identical assets or liabilities (Level 1)
- Those involving inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices) (Level 2)
- Those with inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

At 30 June 2020, Air Mauritius Limited went into voluntary administration. Hence, the valuation of Air Mauritius Limited was transferred from Level 1 to Level 3.

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30 June 2021

15. FINANCIAL ASSETS AT FAIR VALUE (cont'd)

The table below sets out information about significant unobservable inputs used at 30 June 2021 and 30 June 2020 in measuring financial instruments categorised as Levels 3 in the fair value hierarchy.

	Valuation technique 2021	Valuation technique 2020	Unobservable inputs	Range	Sensitivity to changes in significant unobservable inputs
Charles Telfair Company Ltd	Adjusted market multiple	Adjusted market multiple	Expected Value/EBITDA	8.5x	The expected fair value will increase/(decrease) by Rs 0.8m (2020: Rs 0.7m), if the adjusted market multiple will be higher or lower by 1%.
Central Depository and Settlement Ltd	Adjusted market multiple	Adjusted market multiple	Expected Value/EBITDA	9.6x	The expected fair value will increase/(decrease) by Rs 0.3m (2020: Rs 0.4m), if the adjusted market multiple will be higher or lower by 1%.

For other investments, the fair valuation has been based on the net asset values which management believes is the best estimate of the fair value. If a 10% premium or discount is applied to the net asset value, the fair value would increase (decrease) by Rs 2.7m (2020 : Rs 3.1m) respectively.

16. FINANCIAL ASSETS AT AMORTISED COSTS

Accounting policy

Financial assets at amortised costs include those assets held with a view of collecting contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, are subsequently carried at amortised costs using the effective interest rate method less any provision from impairment. Financial assets at amortised costs exclude trade receivables (Note 23) and loans and advances (Note 17).

Other receivables generally arise from transactions outside the usual operating activities of the Group. Interest may be charged at commercial rates where the terms of repayment exceed six months. Collateral is not normally obtained. Other receivables are current and repayable within the next financial year.

In assessing whether the credit risk on financial assets at amortised cost has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial instruments at the reporting date with the risk of default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

The Group manages its financial assets at amortised cost by considering the purpose of their advances, the financial position and forecasted cash flows of the counterparties.

The Group recognises an allowance for expected credit losses ("ECLs") on receivables classified as financial assets at amortised cost under the general approach. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash received from the operations of the borrowers.

A financial asset at amortised costs is written off when there is no reasonable expectation of recovering the contractual cash flows. Financial assets at amortised costs written off may still be subject to enforcement activities under the Group's recovery procedures. Any recoveries made are recognised in the Statements of Profit or Loss.

The Group does not expect any default from the financial assets at amortised cost and is certain of the counterparties' ability to pay their debt as they become due in the normal course of business and/or in any adverse economic and business conditions. Consequently, the probability of default is therefore negligible and the Group has not accounted for any impairment loss as deemed immaterial.

16. FINANCIAL ASSETS AT AMORTISED COSTS (cont'd)

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020 Restated*
Non current				
Loan receivables from subsidiary companies	-	-	266.0	350.9
Loan receivables from other companies	66.3	60.2	-	-
Non current financial assets at amortised costs	66.3	60.2	266.0	350.9
Current				
Receivables from subsidiary companies	-	-	318.2	702.4
Receivables from associated companies and jointly controlled entities	29.3	18.2	2.3	2.5
Other receivables	700.3	999.3	18.2	16.5
Current financial assets at amortised costs	729.6	1,017.5	338.7	721.4
Financial assets at amortised costs	795.9	1,077.7	604.7	1,072.3

*Refer to note 45 - Prior year restatements.

The carrying amount of loan receivables approximates their fair values except for non-current loan receivables from subsidiary companies whose fair value amounted to Rs 260.0m (2020 : Rs 351.5m).

The fair values of loan receivables have been determined using discounted cash flow on the projected cash flows, discounted at market rate of interest and is classified as level 2.

Other receivables include amount dues from non-group entities and advance payment with authorities arising in the ordinary course of business.

17. LOANS AND ADVANCES

Accounting policy

(i) Recognition and initial measurement

The Group initially recognises loans and advances towards finance leases, loans and advances towards hire purchase, other loans and advances on the date on which they are originated. All other financial instruments are recognised on the trade date, which is the date on which the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

At initial recognition, the Group measures a financial asset or financial liability at its fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issue. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in Statements of Profit or Loss.

EXPLANATORY NOTES
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17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(ii) Classification and subsequent measurement

Under IFRS 9, immediately after initial recognition, an expected credit loss ("ECL") is recognised in Statements of Profit or Loss when an asset is newly originated.

Amortised cost and effective interest rate

The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e. its amortised cost before any impairment allowance) or to the amortised cost of a financial liability. The calculation does not consider credit losses and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees.

When the Group revises the estimates of future cash flows, the carrying amount of the respective financial asset or liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in Statements of Profit or Loss.

The Group has the option to classify its financial assets in the following measurement categories:

- Fair value through profit or loss ("FVPL");
- Fair value through other comprehensive income ("FVOCI") or
- Amortised cost.

A description of each of the measurement category is given below:

- Under the amortised cost model, assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest ('SPPI'), and that are not designated at FVPL, are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised. Interest income from these financial assets is included in 'Interest revenue calculated using the effective interest rate (EIR) method'.

- Financial assets held for a business model that is achieved by both collecting contractual cash flows and selling and that contain contractual terms that arise on specified dates to cash flows that are solely payments of principal and interest are measured at FVOCI. They are recognised on the trade date when the Group enters into contractual arrangements to purchase and are normally derecognised when they are either sold or redeemed. They are subsequently remeasured at fair value and changes therein (except for those relating to impairment, interest income and foreign currency exchange gains or losses) are recognised in Statements of Other Comprehensive Income until the assets are sold. Upon disposal, the cumulative gains or losses in Statements of Other Comprehensive Income are recognised in the Statements of Profit or Loss and Other Comprehensive Income as 'Other gains and losses'.

- Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL and is not part of a hedging relationship is recognised in Statements of Profit or Loss in the period in which it arises. Interest income from these financial assets is included in 'Interest revenue calculated using the effective interest rate (EIR) method'.

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Business model assessment

The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;

- how the performance of the portfolio is evaluated and reported to the Group's management;

- the risks that affect the performance of the business model, the financial assets held within that business model and its strategy for how those risks are managed; and

- the frequency, volume and timing of sale in prior periods, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

The Group has determined that it has one business model which includes held to collect business model. This includes cash and cash equivalents, loans towards finance leases, loans and advances towards hire purchase, other loans and advances and other assets. These assets are held to collect contractual cash flows.

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

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

In assessing whether the contractual cash flows are SPPI, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- prepayment and extension terms; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse loans).

Non-recourse loans

In some cases, loans made by the Group that are secured by collateral of the borrower limit the Group's claim to cash flows of the underlying collateral (non-recourse loans). The Group applies judgment in assessing whether the non-recourse loans meet the SPPI criterion. The Group typically considers the following information when making this judgement:

- whether the contractual arrangement specifically defines the amounts and dates of the cash payments of the loan;
- the fair value of the collateral relative to the amount of the secured financial asset;
- the ability and willingness of the borrower to make contractual payments, not withstanding a decline in the value of collateral;
- whether the borrower is an individual or a substantive operating entity or is a special-purpose entity;
- the Group's risk of loss on the asset relative to a full-recourse loan;
- the extent to which the collateral represents all or a substantial portion of the borrower's assets; and
- whether the Group will benefit from any upside from the underlying assets.

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17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Reclassifications

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Group changes its business model for managing financial assets.

Subsequent measurement

- Financial assets at amortised cost; these assets are subsequently measured at amortised cost using the effective interest method. Interest income and any impairment losses are recognised in the Statements of Profit or Loss. Any gain or loss on derecognition is also recognised in Statements of Profit or Loss.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire (see also (iv)), or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the consideration received (including any new asset obtained less any new liability assumed) is recognised in Statements of Profit or Loss.

Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Group is recognised as a separate asset or liability.

(iv) Modifications of financial assets

Financial assets

If the terms of a financial asset are modified, then the Group evaluates whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised (see (iii)) and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:

- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and

- other fees are included in Statements of Profit or Loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulties, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Group plans to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place (see below for write-off policy). This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(iv) Modifications of financial assets (cont'd)

Financial assets (cont'd)

If the modification of a financial asset measured at amortised cost does not result in derecognition of the financial asset, then the Group first recalculates the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognises the resulting adjustment as a modification gain or loss in Statements of Profit or Loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and modification fees received adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower, then the gain or loss is presented together with impairment losses. In other cases, it is presented as interest revenue calculated using the effective interest rate (EIR) method.

(v) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the Statements of Financial Position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Income and expenses are presented on a net basis only when permitted under IFRS Standards, or for gains and losses arising from a Group of similar transactions such as in the Group's trading activity.

EXPLANATORY NOTES
30 June 2021

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(vi) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When one is available, the Group measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Group uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the difference, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in Statements of Profit or Loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

The fair value of a financial liability with a demand feature (e.g. a demand deposit) is not less than the amount payable on demand, discounted from the first date on which the amount could be required to be paid.

The Group recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

(vii) Impairment of financial asset

The Group recognises loss allowances for expected credit losses ("ECL") on the following financial instruments that are not measured at FVTPL:

- loans and advances towards hire purchase;
- loans and advances towards finance leases;
- other loans and advances; and
- other assets.

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

- financial instruments that are determined to have low credit risk at the reporting date; and
- financial instruments on which credit risk has not increased significantly since their initial recognition.

The Group considers a debt investment security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade' (Ba1+). The Group does not apply the low credit risk exemption to any other financial instruments. The Group does not have a credit rating system to grade its loan customers but instead uses a credit scoring methodology to assess whether a customer is credit worthy or not. Accordingly only customers who are creditworthy are given credit facilities. The internal credit rating system of the Group is based on the number of days outstanding. Thus the staging for all customers disclosed above, are assessed principally based on days outstanding.

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(vii) Impairment of financial asset (cont'd)

Investment grade (staging) is defined as follows:

Stage 1: 0-34 days
Stage 2: 35-94 days
Stage 3: 95 days and above

12-month ECL are the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Financial instruments for which 12-month ECL are recognised are referred to as 'Stage 1 financial instruments'. Financial instruments allocated to Stage 1 have not undergone a significant increase in credit risk since initial recognition and are not credit-impaired.

Lifetime ECL are the ECL that result from all possible default events over the expected life of the financial instrument or the maximum contractual period of exposure. Financial instruments for which lifetime ECL are recognised but that are not credit-impaired are referred to as 'Stage 2 financial instruments'. Financial instruments allocated to Stage 2 are those that have experienced a significant increase in credit risk since initial recognition but are not credit-impaired.

Financial instruments for which lifetime ECL are recognised and that are credit-impaired are referred to as 'Stage 3 financial instruments'.

Measurement of ECL

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- undrawn loan, finance lease and hire purchase commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

Overview of ECL principles

The Group applies the IFRS 9 general approach to measure expected credit losses which uses a 12 month and a lifetime expected loss allowance for net investment in leases and other credit agreements. The expected credit losses under the 'general approach' can best be described using the following formula: Probability of Default ("PD") x Loss Given Default ("LGD") x Exposure At Default ("EAD").

The impairment requirements apply to financial assets measured at amortised cost. At initial recognition, allowance is required for expected credit losses ("ECL") resulting from default events that are possible within the next 12 months ("12-month ECL").

EXPLANATORY NOTES
30 June 2021

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(vii) Impairment of financial asset (cont'd)

Overview of ECL principles (cont'd)

In the event of a significant increase in credit risk, allowance is required for ECL resulting from all possible default events over the expected life of the financial instrument ("lifetime ECL"). Financial assets where 12-month ECL is recognised are considered to be 'stage 1'; financial assets which are considered to have experienced a significant increase in credit risk are in 'stage 2'; and financial assets for which there is objective evidence of impairment are considered to be in default or otherwise credit impaired are in 'stage 3'.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Both Lifetime ECLs and 12-month ECLs are calculated on a collective basis, depending on the nature of the underlying portfolio of financial instruments which is on the basis of their product types.

The lifetime expected loss rates ("LTECLs") are based on the Group's historical credit losses based on the pattern of no movement of financial assets over a period of six months before reporting date,since the company is in its initial phase of providing lease and other credit arrangements. An additional loss allowance for financial assets is recognised when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of financial asset. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the financial assets.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers quantitative and qualitative information based on the Group's historical experience, credit risk assessment and forward-looking information. The assessment of significant credit deterioration is key in determining when to move from measuring an allowance based on 12-month ECLs to one that is based on lifetime ECLs (i.e., transfer from Stage 1 to Stage 2). If contractual payments are more than 34 days past due, the credit risk is deemed to have increased significantly since initial recognition.

Financial assets are classified as 'stage 3' where they are determined to be credit impaired. This includes exposures that are at least 95 days past due and where the obligor is unlikely to pay without recourse against available collateral.

Impairment is the difference between contractual and expected cash flows of a financial asset (e.g., finance lease, hire purchase or loan). ECL provision is discounted to present value using the original implicit rate/ effective interest rate. The Group presents balance of the respective assets net of allowance for impairment.

The calculation of ECLs

The Probability of Default ("PD") is an estimate of the likelihood of default over a given time horizon. A default may only happen at a certain time over the assessed period.

The Exposure at Default ("EAD") is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal whether scheduled by contract, or expected drawdowns on committed facilities.

Loss Given Default ("LGD") is defined as the likely loss intensity in case of a counterparty default. It provides an estimation of the exposure that cannot be recovered in a default event and therefore captures the severity of a loss. Conceptually, LGD estimates are independent of a customer's probability of default. The LGD models ensure that the main drivers for losses (i.e., different levels and quality of collateralization and customer or product types or seniority of facility) are reflected in specific LGD factors. In our LGD models, we assign collateral type specific LGD parameters to the collateralized exposure (collateral value after application of haircuts).

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(vii) Impairment of financial asset (cont'd)

The calculation of ECLs (cont'd)

The mechanics of the ECL method are summarised below:

- Stage 1: The 12-month ECL is calculated as the portion of Lifetime ECLs (""LTECLs"") that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Group calculates the 12-month ECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.

- Stage 2: When a loan has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. The mechanics are similar to those explained above, including the use of multiple scenarios, but PDs lifetime of the instrument. These expected default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.

- Stage 3: For loans considered credit-impaired, the Group recognises the lifetime expected credit losses for these loans. The method is similar to that for Stage 2 assets, with the PD set at 100%.

Restructured financial assets

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised and ECL are measured as follows:

- If the expected restructuring will not result in derecognition of the existing asset, then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.

- If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition.This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit impaired (referred to as "Stage 3 financial assets"). A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past-due event;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; and
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 95 days or more is considered credit-impaired even when the regulatory definition of default is different. The presumed 90 days backstop has been rebutted to align with the 5 days of grace days that are given to clients to settle their overdue balance.

EXPLANATORY NOTES
30 June 2021

17. LOANS AND ADVANCES (cont'd)

Accounting policy (cont'd)

(vii) Impairment of Financial asset (cont'd)

Purchased or Originated Credit-Impaired ("POCI") financial assets

POCI financial assets are assets that are credit-impaired on initial recognition. For POCI assets, lifetime ECL are incorporated into the calculation of the effective interest rate on initial recognition. Consequently, POCI assets do not carry an impairment allowance on initial recognition.The amount recognised as a loss allowance subsequent to initial recognition is equal to the changes in lifetime ECL since initial recognition of the asset.

Presentation of allowance for ECL in the Statements of Financial Position

Loss allowances for ECL are presented in the Statements of Financial Position as follows:

- financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets; and
- financial guarantee contracts: generally, as a provision.

Write-off

Loans are written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is generally the case when the Group determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts previously written off are recognised when cash is received and are included in 'impairment losses on financial instruments' in the Statements of Profit or Loss.

Financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

Financial guarantee contracts held

The Group assesses whether a financial guarantee contract held is an integral element of a financial asset that is accounted for as a component of that instrument or is a contract that is accounted for separately. The factors that the Group considers when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument; and
- the guarantee is entered into at the same time as and in contemplation of the debt instrument.

If the Group determines that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Group considers the effect of the protection when measuring the fair value of the debt instrument and when measuring ECL.

If the Group determines that the guarantee is not an integral element of the debt instrument, then it recognises an asset representing any prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium asset is recognised only if the guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. The Group presents gains or losses on a compensation right in Statements of Profit or Loss in the line item 'loss allowance'.

17. LOANS AND ADVANCES (cont'd)

Significant accounting judgements and estimates

The measurement of expected credit loss allowance for loans and advances is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviours (e.g the likelihood of customers defaulting and the resulting losses). Explanation of the inputs, assumptions and estimation techniques used in measuring ECL is detailed below. A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for measurement of ECL;
- Establishing multiple economic scenarios by using different cases for the value of index.
- An important consideration in the impairment model in IFRS 9 is the use of forward-looking information in the models: and
- Determining the assumed lifetime of products

The ECL models set up by the Group are driven by internal and external data and this required significant judgements and estimates in relation to the determination of forward-looking information defining elements of a significant increase in credit risk and staging of financial instruments.

The economic outlook of the markets in which the Group is present has been impacted by the ongoing COVID-19 pandemic. The consequent impact on the Group is uncertain, thereby increasing the degree of judgement required to be exercised in calculating ECL:

- Models used to calculate ECL are inherently complex and judgement is applied in determining the appropriateness of the ECL model;
- A number of inputs assumptions are made by the group concerning the values of inputs to the models and how the inputs correlate with one another; including the incorporation of the current macro-economic scenario through the forward-looking information; and
- Evidence of significant increase in credit risk and hence the relevant staging and credit worthiness of the group's clients.

While complying with international practices advocating post-model adjustments in instances where effects of COVID-19 cannot be accurately reflected in models and given relative lack of data, the group aligned one of important risk parameters, namely the probability of default, to factor in potential ramifications of the pandemic.

Incorporation of forward-looking information

The Group incorporates forward-looking information into the measurement of ECL. The cyclical component of Mauritius GDP growth (derived through the smoothing technique, the Hodrick-Prescott filter) is used to proxy the credit cycle index. This credit cycle index is linked to the Group's ECL calculations through the well-known Vasicek Single Factor Model. By using forecasts of Mauritius GDP Growth, a forecasted credit cycle index can be derived and used to adjust default rates used in ECL calculations such that these rates reflect the impact of forward-looking information into the measurement of ECL.

The Group formulates three economic scenarios:

(i) a baseline case with 80% weightage, (ii) an upside case with 10% weightage and (iii) a downside case with 10% weightage. The baseline scenario are figures obtained directly from the IMF WEO Database forecasts and or Mauritius Budget Estimates. Standard deviation shocks are applied to the baseline forecasts to allow for a plausible range of forecasts for the macroeconomic variable. A normal distribution is assumed and the 5th percentile case and 95th percentile case are assumed as downside and upside case scenario respectively. The Group then calculates a scenario probability weighted PD which is applied to the ECL model.

Collateral held and other credit enhancements

The general creditworthiness of a customer tends to be the most relevant indicator of credit quality of the loans and advances. However, the collateral provides additional security and may take in the form of the items acquired by the borrower and other liens and guarantees. The fair value of the collateral are assessed at periodical intervals to ensure that its portfolio is sufficiently collateralised.

EXPLANATORY NOTES
30 June 2021

17. LOANS AND ADVANCES (cont'd)

Significant accounting judgements and estimates (cont'd)

Assets obtained by taking possession of collateral

The Group's policy is to pursue timely realisation of the collateral in an orderly manner. The Group does not generally use the non-cash collateral for its own operations.

Significant increase in credit risk

As a backstop, the Group considers that a significant increase in credit risk occurs no later than when an asset is more than 34 days past due. The 30 days presumed backstop has been rebutted to align with the 5 days of grace days that are given to their clients to settle their accounts. Days past due are determined by counting the number of days since the earliest elapsed due date in respect of which full payment has not been received.

If there is evidence that there is no longer a significant increase in credit risk relative to initial recognition, then the loss allowance on an instrument returns to being measured at 12-month ECL.

The Group monitors the effectiveness of the criteria used to identify significant increase in credit risk by regular reviews of its portfolio.

Determining the classification of finance lease as loans and advances

In determining the classification of finance leases as loans and advances, the Group has considered that control of the asset has been transferred outright to the customer upon entering the lease agreement.

Credit quality analysis

As highlighted above, the Group has witnessed a major decrease in its ECL for the current year. The average loss rate for 30 June 2021 is 8.1% (2020: 12%).

GROUP In Rs million	Finance leases	Other credit agreements*	2021 Total	2020 Total
Loans and advances at 30 June				
(a) Gross investment				
Within one year	385.7	745.4	1,131.1	1,180.0
After one year and before two years	334.2	156.3	490.5	456.6
After two years and before five years	813.1	67.5	880.6	746.3
After five years	72.9	1.8	74.7	82.2
Loans and advances before allowance for impairment	1,605.9	971.0	2,576.9	2,465.1
Less allowance for credit impairment	(4.2)	(300.2)	(304.4)	(302.1)
Loans and advances at 30 June	1,601.7	670.8	2,272.5	2,163.0
Made up of:				
Current	382.9	444.6	827.5	889.6
Non-current	1,218.8	226.2	1,445.0	1,273.4
Loans and advances at 30 June	1,601.7	670.8	2,272.5	2,163.0

17. LOANS AND ADVANCES (cont'd)

GROUP In Rs million	Finance leases	Other credit agreements*	2021 Total	2020 Total
(b) Remaining term to maturity				
Within one year	387.2	744.8	1,132.0	1,169.2
After one year and before two years	386.8	161.6	548.4	520.5
After two years and before five years	762.1	63.0	825.1	696.9
After five years	69.8	1.6	71.4	78.5
Loans and advances at 30 June	1,605.9	971.0	2,576.9	2,465.1
(c) Allowance for credit impairment				
At 1 July	(5.0)	(297.1)	(302.1)	(92.7)
Allowance for credit impairment for the year	-	(2.0)	(2.0)	(209.4)
Reversal of allowance for credit impairment	0.8	8.4	9.2	-
Interest in suspense	-	(9.5)	(9.5)	-
At 30 June	(4.2)	(300.2)	(304.4)	(302.1)

*Other credit agreements comprise of loans and advances towards hire purchase and other loans and advances.

(d) At reporting date, the analysis of changes in the gross carrying amount and the corresponding ECL allowances in relation to lease receivables, hire-purchase receivables and loans receivable from customers is as follows:

GROUP In Rs million	Stage 1	Stage 2	Stage 3	Total
Gross carrying amount on loans and advances				
At 1 July 2019	1,347.1	238.0	168.9	1,754.0
New assets originated or purchased	1,366.0	-	-	1,366.0
Assets derecognised or repaid (excluding write offs)	(513.8)	(118.2)	(22.8)	(654.8)
Transfer from Stage 1	22.8	(15.6)	(7.2)	-
Transfer from Stage 2	(298.9)	304.1	(5.2)	-
Transfer from Stage 3	(244.3)	(41.7)	285.9	(0.1)
At 30 June 2020	1,678.9	366.6	419.6	2,465.1
New assets originated or purchased	1,100.6	-	-	1,100.6
Assets derecognised or repaid (excluding write offs)	(484.6)	(354.2)	(150.0)	(988.8)
Transfer from Stage 1	75.4	(54.1)	(21.3)	-
Transfer from Stage 2	(230.3)	240.4	(10.1)	-
Transfer from Stage 3	(141.2)	(42.9)	184.1	-
At 30 June 2021	1,998.8	155.8	422.3	2,576.9

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30 June 2021

17. LOANS AND ADVANCES (cont'd)

(d) At reporting date, the analysis of changes in the gross carrying amount and the corresponding ECL allowances in relation to lease receivables, hire-purchase receivables and loans receivable from customers is as follows (cont'd)

GROUP In Rs million	Stage 1	Stage 2	Stage 3	Total
Expected credit loss				
At 1 July 2019	15.3	5.7	71.7	92.7
New assets originated or purchased	115.4	-	-	115.4
Assets derecognised or repaid (excluding write offs)	(12.1)	(0.5)	(0.8)	(13.4)
Transfer from Stage 1	1.7	(0.9)	(0.9)	(0.1)
Transfer from Stage 2	(32.0)	32.7	(0.6)	0.1
Transfer from Stage 3	(43.4)	(3.7)	47.0	(0.1)
Changes in ECL during the year	47.2	(2.4)	62.7	107.5
At 30 June 2020	92.1	30.9	179.1	302.1
New assets originated or purchased	47.8	-	-	47.8
Assets derecognised or repaid (excluding write offs)	(21.2)	(6.2)	(12.0)	(39.4)
Transfer from Stage 1	11.4	(7.6)	(3.9)	(0.1)
Transfer from Stage 2	(15.9)	18.0	(2.1)	-
Transfer from Stage 3	(21.6)	(10.8)	32.4	-
Changes in ECL during the year	(52.6)	(9.5)	56.1	(6.0)
At 30 June 2021	40.0	14.8	249.6	304.4
Net carrying amount at 30 June 2020	1,586.8	335.7	240.5	2,163.0
Net carrying amount at 30 June 2021	1,958.8	141.0	172.7	2,272.5

(e)

Amount arising from ECL	Stage 1	Stage 2	Stage 3	Total
ECL as at 30 June 2021				
Loans and advances towards hire purchase				
Expected loss rate (%)	8.4%	24.5%	70.5%	34.5%
Gross carrying amount (Rs m)	446.2	54.6	338.1	838.9
Expected allowance for impairment (Rs m)	37.6	13.4	238.4	289.4
Loans and advances towards finance leases				
Expected loss rate (%)	0.0%	0.8%	5.7%	0.3%
Gross carrying amount (Rs m)	1,457.7	93.2	54.9	1,605.8
Expected allowance for impairment (Rs m)	0.5	0.7	3.1	4.3
Other loans and advances				
Expected loss rate (%)	2.0%	8.8%	27.6%	8.1%
Gross carrying amount (Rs m)	94.9	8.0	29.3	132.2
Expected allowance for impairment (Rs m)	1.9	0.7	8.1	10.7
ECL as at 30 June 2020				
Loans and advances towards hire purchase				
Expected loss rate (%)	14.9%	13.2%	47.8%	25.5%
Gross carrying amount (Rs m)	530.3	199.8	361.8	1,091.9
Expected allowance for impairment (Rs m)	79.1	26.4	173.1	278.6
Loans and advances towards finance leases				
Expected loss rate (%)	0.9%	2.3%	3.2%	1.2%
Gross carrying amount (Rs m)	1,102.0	146.1	45.2	1,293.3
Expected allowance for impairment (Rs m)	10.2	3.4	1.5	15.1

17. LOANS AND ADVANCES (cont'd)

(e)

Amount arising from ECL (cont'd)	Stage 1	Stage 2	Stage 3	Total
ECL as at 30 June 2020 (cont'd)				
Other loans and advances				
Expected loss rate (%)	6.0%	5.3%	36.5%	10.6%
Gross carrying amount (Rs m)	46.6	20.7	12.6	79.9
Expected allowance for impairment (Rs m)	2.8	1.1	4.6	8.5

A +/- 5% variation in average loss rate as at 30 June 2021 would result in +/- Rs 14 m effect on post tax profit (2020: +/- Rs 15 m) . The analysis assumes that all other variables, remain constant.

18. DEFERRED EXPENDITURE

Accounting policy

Deferred expenditure relates to cost incurred on a development project and are released as the properties are disposed.

GROUP In Rs million	Deferred expenditure
Cost	
At 1 July 2019 (as previously stated)	241.5
Effect of prior year restatements (Note 45)	(86.6)
At 1 July 2019 (restated)	154.9
Additions	3.5
Exchange differences	30.5
At 30 June 2020 (restated)	188.9
Exchange differences	17.7
At 30 June 2021	206.6
Amortisation	
At 1 July	125.5
Effect of prior year restatements (Note 45)	(77.4)
At 1 July 2019 (restated)	48.1
Charge for the year	73.6
Exchange differences	16.8
At 30 June 2020 (restated)	138.5
Charge for the year	43.4
Exchange differences	14.5
At 30 June 2021	196.4
Carrying value	
At 30 June 2021	10.2
At 30 June 2020 (restated)	50.4

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30 June 2021

19. CONSUMABLE BIOLOGICAL ASSETS

Accounting policy

Consumable biological assets are stated at their fair values less costs to sell and relate to the value of standing cane, grass, plants, deer farming and palm trees. Any increase (decrease) in fair values movements of consumable biological assets is accounted in the Statements of Profit or Loss.

Significant accounting judgements and estimates

The fair value of consumable standing crop biological assets has been arrived at by discounting the present value of expected net cash flows from standing canes at the relevant market prices determined pre-tax rate.The expected cash flows have been computed by estimating the expected crop and the sugar extraction rate and the forecasts of prices which will prevail in the forecasted period. The harvesting costs and other direct expenses are based on the yearly budgets. Consumable biological assets are fair valued at their Net Realisable Value.

GROUP In Rs million	2021	2020
At 1 July	79.2	77.9
Movement in fair value	9.6	1.3
At 30 June	88.8	79.2
Made up of :		
Deer farming	38.2	36.2
Grass	3.6	4.7
Palm trees	29.8	26.3
Plants	7.6	8.8
Standing cane	9.6	3.2
At 30 June	88.8	79.2
The physical quantities of the consumable assets are as follows:		
Deer farming (units)	6,046	5,882
Grass (m2)	63,484	85,613
Palm trees (units)	171,894	167,575
Plants (units)	59,107	93,174
Standing cane (tonnes)	17,170	23,617

At 30 June 2021, standing canes comprised approximately 316 hectares of cane plantations (2020: 318 hectares).

Measurement of fair values

(i) Fair value hierarchy

The fair value measurements for standing cane, deers, palm trees, plants and grass have been categorised as Level 3 fair values based on the inputs to the valuation techniques used and based on observable market sales data as described below.

19. CONSUMABLE BIOLOGICAL ASSETS (cont'd)

Measurement of fair values (cont'd)

(ii) Valuation techniques and significant unobservable inputs

The following table shows the valuation techniques used in measuring Level 3 fair values, as well as the significant unobservable inputs used.

Type	Activities	Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Deer	Rearing of deers for sale of meat and hunting activities.	Net Realisable Value	Average weight of deer- 45 kg and 35 kg for local breed (2020: 45 kg and 35 kg for local breed) Average price of deer per Kg- Rs 180 (2020: Rs 180).	The estimated fair value would increase (decrease) if: • Average weight per deer were higher (lower). • Average price higher (lower).
Grass	Cultivation and sale of grass	Net Realisable Value	Estimated selling price - Rs 120 (2020: Rs 110) Estimated costs - Rs 63 (2020: Rs 55)	The estimated future contribution would increase (decrease) if: • Estimated selling price were higher (lower). • Costs were lower higher).
Standing cane	Cultivation and harvesting of sugarcane and sale to Mauritius Sugar Syndicate ("MSS")	Discounted cash flows: The valuation model considers the present value of the net cash flows expected to be generated by sugarcane plantation.	Estimated future price of Sugar per tonne- Rs 19,000 (2020:Rs 10,000). Extraction rate per tonne-10.25% (2020: 10.25%). Discount rate 6% (2020: 6%).	The estimated fair value would increase (decrease) if: • Expected price of sugar per tonne were higher (lower). • Extraction rate per tonne were higher (lower). • Discount rate were lower (higher)
Palms	Cultivation and sale of palms	Discounted cash flows: The valuation model considers the present value of the net cash flows expected to be generated by Palm over the next 5 years.	Estimated average price of palms-Rs 295 per palm tree (2020: Rs 295).	The estimated fair value would increase (decrease) if: • Expected average price of palm tree were higher (lower).
Plants	Cultivation and sale of plants	Net Realisable Value	Future selling price of different type of plants.	The estimated fair value would increase (decrease) if: • Expected selling price of different types of plants were higher (lower).

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20. INVENTORIES

Accounting policy

Inventories are valued at lower of cost and net realisable value.

Cost is determined at the weighted average method. The cost of finished goods and work in progress comprises of raw materials, direct labour, other direct costs and related production overheads, but excludes interest expenses.

Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

GROUP		
In Rs million	2021	2020
Raw materials and consumables	115.8	132.4
Goods for resale	370.5	413.8
Work in progress	12.4	4.1
Total inventories	498.7	550.3
Value of inventories at cost	498.7	535.7
Values of inventories written down to Net Realisable Value	-	14.6
Value of inventories written off during the year	-	11.6
Carrying value of inventories pledged	497.5	533.7

Inventories have been reduced by nil (2020: Rs 11.6m) as a result of the write-down to net realisable value. This write off was recognised as an expense during 2020.

In 2021, decrease in inventories of Rs 51.6m (2020: Increase of Rs 141.3m) have been recognised in the Statements of Profit or Loss and included in Cost of Sales.

21. PREPAYMENTS

Accounting policy

A prepayment is recorded upon payment of expenses prior to its consumption. When the prepaid item is eventually consumed, the prepayment is released to the Statements of Profit or Loss.

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
Prepayments	165.0	113.5	2.9	4.9

Prepayments consist mainly of expenses prepaid to main contractors for construction of villas, inter alia road taxes, software licences, insurances, subscriptions fees and direct operating expenses.

22. CONTRACT ASSETS

Accounting policy

A contract asset is initially recognised for revenue earned from services because the receipt of consideration is conditional on successful completion of the services. Upon completion of the services and acceptance by the customers, the amount recognised as contract assets is reclassified to trade receivables. A contract asset is subject to impairment assessment and its loss allowance is measured at an amount equal to lifetime Expected Credit Losses ("ECL").

The Group is applying the simplified approach to measure Expected Credit Losses ("ECL") which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due.

The contract assets have been divided into uninsured and insured. For insured receivables, the Group considers insurance proceeds as an integral part of the impairment assessment of the receivables. The expected cash flows from the insurance cover are included when measuring ECL of the receivables to the extent that the expected losses are covered by the insurance cover. The uninsured receivables are the balances where the Group has no collateral.

The Group considers its contract assets to be in default when contractual payments are past due the approved credit period depending on the business environment in which it operates. The Group also considers a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the entity.

The expected loss rates are based on the Group's historical credit losses based on the pattern of movement of receivables over a period of three years before the reporting date. An additional loss allowance for receivables is recognised when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivable. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the gross domestic product ("GDP") as the key macroeconomic factors in the countries where the Group operates.

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive. Contract assets generally have a short duration and do not carry a contractual interest rate. Therefore, they are measured on initial recognition at the transaction price. Accordingly, the effective interest rate for receivables is zero and discounting of expected cash shortfalls to reflect the time value of money is not required when measuring expected credit losses.

In case of the customers having credit ratings with external agencies, the default rate issued by such agencies is used as the ECL rate. Hence, such customers are removed from the ageing analysis and ECL is calculated separately as per external credit ratings.

The Group has an established credit policy under which new customers are analysed individually for credit worthiness for each business activity before the Group's standard payment, delivery terms and conditions are offered. Customers that fail to meet the Group's benchmark creditworthiness may transact with the Group upon lodging of a bank guarantee as a security document or on a strictly prepaid (cleared funds) only basis.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures. Any recoveries made are recognised in Statements of Profit or Loss.

When assessing whether a receivable is in default include, the Group considers the following factors:

- the balance remaining due for more than 360 days;
- the debtor is unlikely to pay its obligation in full without recourse to actions such as disposing its assets; and
- the financial position indicating that debtors is in financial difficulty.

The contract assets primarily relate to the Group`s rights to consideration for work completed but not yet billed at the reporting date on construction contracts.

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22. CONTRACT ASSETS (cont'd)

	GROUP	
In Rs million	2021	2020*
At 1 July	181.3	146.7
Excess of revenue recognised over amounts invoiced	424.4	386.2
Loss allowance	(23.1)	-
Transfer to trade receivables	(445.9)	(369.1)
Forex adjustments	11.4	17.5
At 30 June	148.1	181.3

*An amount relating to excess of revenue recognised over amounts invoiced was incorrectly described as transfer to contract liabilities in the prior year.

Comparatives have been amended to reflect the correct description.

At 30 June 2021, the carrying value of contract assets have been analysed as follows:

Group In Rs million	ECL Rate (%)	Estimated total gross carrying amount	Less ECL Allowance	Contract assets net of ECL
Number of days carrying value of contract assets have been past due				
Not past due	-	126.7	-	126.7
Less than 30 days*	31.6	24.7	(7.8)	16.9
Between 30 to 60 days	13.6	2.2	(0.3)	1.9
Between 60 to 90 days	11.1	0.9	(0.1)	0.8
Between 90 to 180 days	16.7	1.2	(0.2)	1.0
Between 180 to 360 days	85.7	3.5	(3.0)	0.5
More than 360 days	97.5	12.0	(11.7)	0.3
Carrying value of contract assets net of ECL		171.2	(23.1)	148.1

* At 30 June 2021, a specific provision of Rs 5.1m has been included in expected credit loss allowance (2020: Nil).

Contract assets are assessed for expected credit losses in the same way as the corresponding trade receivables from the same customers. The ageing of contract assets as well as the ageing of the trade receivables are the main input in determining the lifetime expected credit loss.

In 2020, the Group made an impairment assessment by considering the previous repayment behaviours. The Group did not account for any impairment loss as the resulting expected credit loss was deemed to be immaterial.

Loss allowances for contract assets are:

	GROUP	
In Rs million	2021	2020
At 1 July	-	-
Increase in loss allowances recognised in Statements of Profit or Loss during the year	(23.1)	-
At 30 June 2021	(23.1)	-

23. TRADE RECEIVABLES

Accounting policy

Trade receivables from non-group entities

Trade receivables are recognised initially at fair value and subsequently measured at amortised costs using the effective interest method, less loss allowance.

The Group is applying the simplified approach to measure Expected Credit Losses ("ECL") which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The trade receivables have been divided into uninsured and insured. For insured receivables, the Group considers insurance proceeds as an integral part of the impairment assessment of the receivables. The expected cash flows from the insurance cover are included when measuring ECL of the receivables to the extent that the expected losses are covered by the insurance cover.

The uninsured receivables are the balances where the Group has no collateral.

The Group considers its trade receivable to be in default when contractual payments are past due the approved credit period depending on the business environment in which it operates. The Group also considers a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the entity.

The expected loss rates are based on the Group's historical credit losses based on the pattern of movement of receivables over a period of three years before the reporting date. An additional loss allowance for receivables is recognised when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivable. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the gross domestic product ("GDP") as the key macroeconomic factors in the countries where the Group operates.

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive. Trade and other receivables generally have a short duration and do not carry a contractual interest rate. Therefore, they are measured on initial recognition at the transaction price. Accordingly, the effective interest rate for receivables is zero and discounting of expected cash shortfalls to reflect the time value of money is not required when measuring expected credit losses.

In case of the customers having credit ratings with external agencies, the default rate issued by such agencies is used as the ECL rate. Hence, such customers are removed from the ageing analysis and ECL is calculated separately as per external credit ratings.

The Group has an established credit policy under which new customers are analysed individually for credit worthiness for each business activity before the Group's standard payment, delivery terms and conditions are offered. Customers that fail to meet the Group's benchmark creditworthiness may transact with the Group upon lodging of a bank guarantee as a security document or on a strictly prepaid (cleared funds) only basis.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures. Any recoveries made are recognised in Statements of Profit or Loss.

When assessing whether a receivable is in default, the Group considers the following factors:

- the balance remaining due for more than 360 days;
- the debtor is unlikely to pay its obligation in full without recourse to actions such as disposing its assets; and
- the financial position indicating that debtors is in financial difficulty.

The presumption that a trade debtor is impaired when past due beyond 90 days has been rebutted based on the Group's observation of customer payment patterns which demonstrate that it is customary in the markets where the Group operates for customers to take more than 90 days and up to 365 days to settle their invoices without being in any form of financial difficulties.

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23. TRADE RECEIVABLES (cont'd)

Significant accounting judgements and estimates

The loss allowances for financial assets are based on assumptions about risks of default and expected loss rates. The Group uses judgement in making these assumptions and selecting inputs to impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting year.

In Rs million	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020
Trade receivables	1,730.7	1,850.1	1.4	2.9
Less loss allowance	(433.7)	(476.4)	(0.5)	(0.5)
Carrying value of trade receivables	1,297.0	1,373.7	0.9	2.4

* Refer to note 45 - Prior year restatements
Comparatives have been amended to reflect current year presentation

The carrying amount of the trade receivables is considered as a reasonable approximation of fair value given the short-term nature of the receivables.

The carrying value of trade receivables have been analysed as follows:

GROUP In Rs million	ECL Rate (%)	Estimated total gross carrying amount	Less ECL Allowance	Trade receivables net of ECL
Number of days carrying value of trade receivables have been past due				
At 30 June 2021				
Not past due	4.0	759.1	(30.7)	728.4
Less than 30 days	7.8	193.1	(15.0)	178.1
Between 30 to 60 days	8.6	131.9	(11.4)	120.5
Between 60 to 90 days	24.2	109.2	(26.4)	82.8
Between 90 to 180 days	32.7	90.3	(29.5)	60.8
Between 180 to 360 days	48.5	58.6	(28.4)	30.2
More than 360 days	75.2	388.5	(292.3)	96.2
Carrying value of trade receivables net of ECL at 30 June 2021		1,730.7	(433.7)	1,297.0
At 30 June 2020				
Not past due	1.9	894.9	(16.8)	878.1
Less than 30 days	6.0	153.2	(9.2)	144.0
Between 30 to 60 days	48.8	201.8	(98.5)	103.3
Between 60 to 90 days	54.1	250.4	(135.4)	115.0
Between 90 to 180 days	23.6	133.0	(31.4)	101.6
Between 180 to 360 days	73.8	63.7	(47.0)	16.7
More than 360 days	90.2	153.1	(138.1)	15.0
Carrying value of trade receivables net of ECL at 30 June 2020		1,850.1	(476.4)	1,373.7

Trade receivables past due more than 360 days were credit impaired.

The increase in the ECL rates arises principally from the worsening of the roll rates, as a result of deterioration in macroeconomic environment in which the Group operates.

*At 30 June 2021, a specific provision of Rs 92.3m has been included in expected credit loss allowance (2020: Rs 186.6m).

23. TRADE RECEIVABLES (cont'd)

COMPANY In Rs million	ECL Rate (%)	Estimated total gross carrying amount	Less ECL Allowance	Trade receivables net of ECL
Number of days carrying value of trade receivables have been past due				
At 30 June 2021				
Not past due	-	0.7	-	0.7
Less than 30 days	-	0.2	-	0.2
Between 30 to 60 days	-	-	-	-
Between 60 to 90 days	-	-	-	-
Between 90 to 180 days	100.0	0.5	(0.5)	-
Between 180 to 360 days	-	-	-	-
Carrying value of trade receivables net of ECL at 30 June 2021		1.4	(0.5)	0.9
At 30 June 2020				
Not past due	-	0.8	-	0.8
Less than 30 days	25.0	0.4	(0.1)	0.3
Between 30 to 60 days	50.0	0.2	(0.1)	0.1
Between 60 to 90 days	33.3	0.3	(0.1)	0.2
Between 90 to 180 days	11.1	0.9	(0.1)	0.8
Between 180 to 360 days	33.3	0.3	(0.1)	0.2
Carrying value of trade receivables net of ECL at 30 June 2020		2.9	(0.5)	2.4

None of the trade receivables were credit impaired.

Loss allowances for trade receivables are:

In Rs million	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020
At 1 July	(476.4)	(214.6)	(0.5)	(0.1)
Increase in loss allowances recognised in Statements of Profit or Loss during the year	(167.9)	(309.9)	-	(0.4)
Receivables written off during the year as uncollectible	9.0	-	-	-
Write off against provision	221.1	54.2	-	-
Exchange difference	(19.5)	(6.1)	-	-
At 30 June 2021	(433.7)	(476.4)	(0.5)	(0.5)

*Comparatives have been amended to corrected for the wrong description of certain movements in the loss allowances for trade receivables.

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24. SHARE CAPITAL AND RESERVES

Accounting policy

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as deduction, net of tax, from proceeds. Where the Company purchases its equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. When such shares are subsequently reissued, any net consideration received, is included in equity attributable to the Company's equity holders.

Each share confers to its holders the right to one vote at general meetings of the Company and a proportional right to dividends.

Capital reserves

The capital reserves include movement in reserves resulting from statutory obligations.

Revaluation reserves

The revaluation reserves comprise of the cumulative gains/losses arising from revaluation of the Group's property, plant and equipment and the cumulative net change in the fair value of financial assets at fair value through other comprehensive income.

Translation reserves

The foreign currency translation reserves record the foreign currency differences arising from the translation of the financial statements of foreign operations.

COMPANY In Rs million	2021	2020
Authorised		
At 30 June, 252,045,300 ordinary shares of no par value	1,260.2	1,260.2
Issued and fully paid		
At 30 June, 252,045,300 ordinary shares of no par value	1,260.2	1,260.2

25. NON-CONTROLLING INTERESTS

Accounting policy

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interest's share of subsequent changes in equity. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance. The Group accounts for transaction with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share of the carrying value of the net assets of the subsidiary acquired is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

25. NON-CONTROLLING INTERESTS (cont'd)

(a) Substantial Non-Controlling Interests ("NCI") are in:

GROUP		NCI % holding	
Name of entity	Segment	2021	2020
Rogers Capital Ltd ("RC")	FinTech	31.05%	31.05%
VLH Ltd ("VLH")	Hospitality	31.32%	31.32%
Velogic Holding Company Ltd ("VHL")	Logistics	33.77%	33.77%
Ascencia Limited ("Ascencia")	Property	63.86%	63.86%
Agrïa Limited ("Agrïa")	Property	62.74%	62.74%

(b) Summarised financial information before intra-group elimination:

GROUP In Rs million	RC	VLH	VHL	Ascencia	Agrïa
30 June 2021					
Statements of Profit or Loss and Other Comprehensive Income					
Revenue	1,032.0	898.0	3,742.0	1,393.0	681.0
Profit (Loss) for the year	65.0	(1,204.0)	149.0	924.0	(51.0)
Other comprehensive income for the year	-	24.4	24.2	8.1	6.9
Total comprehensive income (loss) for the year	65.0	(1,179.6)	173.2	932.1	(44.1)
Profit (loss) for the year attributable to NCI	20.2	(398.1)	76.3	597.4	(4.4)
Other comprehensive income attributable to NCI	-	5.4	22.4	14.3	18.3
Total comprehensive income (loss) attributable to NCI	20.2	(392.7)	98.7	611.7	13.9
Dividends paid to NCI	-	-	18.7	199.2	-
Statements of Financial Position					
Non current assets	646.8	2,163.5	525.9	8,912.1	3,178.0
Current assets	486.3	1,889.6	872.1	1,538.8	538.3
Non current liabilities	616.8	1,116.2	178.0	4,090.5	426.6
Current liabilities	515.6	1,883.1	683.4	815.5	748.3
Accumulated NCI	0.7	1,053.8	536.6	5,544.9	2,541.4
Statements of Cash Flows					
Net cash flow generated from (used in) operating activities	15.1	(226.2)	221.5	416.7	30.4
Net cash flow generated from (used in) investing activities	76.6	(4.4)	47.2	(282.4)	75.2
Net cash flow generated from (used in) financing activities	22.9	260.9	(219.5)	624.5	(49.6)
Net increase in cash and cash equivalents	114.6	30.3	49.2	758.8	56.0

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25. NON-CONTROLLING INTERESTS (cont'd)

(b) Summarised financial information before intra-group elimination: (cont'd)

GROUP In Rs million	RC	VLH	VHL	Ascencia	Agrïa
30 June 2020 (Restated)					
Statements of Profit or Loss and Other Comprehensive Income					
Revenue	964.0	3,196.0	3,122.0	1,394.0	124.0
(Loss) profit for the year	(168.0)	(255.0)	109.0	359.1	(90.8)
Other comprehensive income for the year	27.3	99.6	35.9	100.8	198.2
Total comprehensive (loss) income for the year	(140.7)	(155.4)	144.9	459.9	107.4
Profit (loss) for the year attributable to NCI	15.1	(154.5)	18.8	223.4	(57.1)
Other comprehensive income attributable to NCI	5.8	45.3	33.8	40.2	275.6
Total comprehensive income (loss) attributable to NCI	20.9	(109.2)	52.6	263.6	218.5
Dividends paid to NCI	-	16.3	15.9	164.3	8.1
Statements of Financial Position					
Non current assets	626.1	2,294.3	582.5	8,221.9	3,694.2
Current assets	633.9	1,976.4	777.8	776.0	605.5
Non current liabilities	213.7	757.5	351.5	3,212.9	465.0
Current liabilities	1,050.1	2,230.8	552.1	632.3	995.1
Accumulated NCI	(3.8)	1,282.4	456.7	5,152.7	2,839.6
Statements of Cash Flows					
Net cash flow (used in) generated from operating activities	(195.6)	230.8	209.0	254.3	(29.2)
Net cash flow generated from (used in) investing activities	55.0	(298.0)	2.9	88.8	10.6
Net cash flow generated from (used in) financing activities	119.3	205.3	(160.9)	(606.5)	145.4
Net (decrease) increase in cash and cash equivalents	(21.3)	138.1	51.0	(263.4)	126.8

26. CHANGES IN OWNERSHIP INTERESTS IN SUBSIDIARIES THAT DO NOT RESULT IN A LOSS OF CONTROL

(a) Year ended 30 June 2021
During the year, the Group has not effected any changes in proportion of effective ownership interests in subsidiaries that do not result in a loss of control, with nil impact on retained earnings and non-controlling interests.

(b) Year ended 30 June 2020
During the year, the Group effected the following changes in proportion of effective ownership interests in subsidiaries that do not result in a loss of control. The net impact of these changes in shareholding resulted in a decrease of Rs 13.9m in retained earnings and an increase of Rs 13.9m in non-controlling interests.

26. CHANGES IN OWNERSHIP INTERESTS IN SUBSIDIARIES THAT DO NOT RESULT IN A LOSS OF CONTROL (cont'd)

(b) Year ended 30 June 2020 (cont'd)

Name of entity	From %	To %
FinTech		
Rogers Capital Fin Ltd (Previously Cheribinny Limited)	56.5	69.0
Globefin Corporate Services Ltd	56.5	69.0
Globefin Nominees Ltd	56.5	69.0
RCAP Executives Limited	56.5	69.0
River Court Nominees Limited	56.5	69.0
Rogers Capital Accounting Services Ltd	56.5	69.0
Rogers Capital Business Services Ltd	56.5	69.0
Rogers Capital Captive Insurance Management Services Ltd	56.5	69.0
Rogers Capital City Executives Limited	56.5	69.0
Rogers Capital Corporate Services (Seychelles) Ltd	56.5	69.0
Rogers Capital Corporate Services (Singapore) Pte Ltd	56.5	69.0
Rogers Capital Corporate Services Ltd	56.5	69.0
Rogers Capital Finance Ltd	56.5	69.0
Rogers Capital Fund Services Ltd	56.5	69.0
Rogers Capital Investment Advisors Ltd	56.5	69.0
Rogers Capital Ltd	56.5	69.0
Rogers Capital Management Services Ltd	56.5	69.0
Rogers Capital Nominee 1 Limited	56.5	69.0
Rogers Capital Nominee 2 Limited	56.5	69.0
Rogers Capital Nominee Ltd	56.5	69.0
Rogers Capital Outsourcing Ltd	56.5	69.0
Rogers Capital Payment Solutions Ltd	56.5	69.0
Rogers Capital Payroll Services Ltd	56.5	69.0
Rogers Capital Specialist Services Ltd	56.5	69.0
Rogers Capital Technology Services Ltd	56.5	69.0
Rogers Capital Trustees Services Limited	56.5	69.0
Hospitality		
Adnarev Ltd	80.2	68.7
Bagatelle Hotel Operations Co Ltd (VOILA)	80.2	68.7
Bel Ombre Seashells Co Ltd	80.2	68.7
Blue Alize Ltd	64.2	54.9
BookSimply Ltd	80.2	68.7
Cap D'Abondance Ltd	80.2	68.7
CCC LAH Ltd (Moka'z)	69.2	59.2
Croisieres Australes Ltee	80.2	68.7

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26. CHANGES IN OWNERSHIP INTERESTS IN SUBSIDIARIES THAT DO NOT RESULT IN A LOSS OF CONTROL (cont'd)

(b) Year ended 30 June 2020 (cont'd)

Name of entity	From %	To %
Hospitality (cont'd)		
DOMC Ltd	40.9	35.0
Heritage Events Company Ltd	80.2	68.7
Heritage Golf Management Ltd	60.2	51.5
Hotels Operations Company Ltd	80.2	68.7
Island Holidays Ltd	80.2	68.7
Island Living Ltd	80.2	68.7
Island Living Shared Services Ltd	80.2	68.7
Restaurants Operations Company Ltd	80.2	68.7
Seafood Basket Ltd	80.2	68.7
Seven Colours Spa Ltd	80.2	68.7
Sports Event Management Operation Co Ltd	52.2	46.4
Sweetwater Ltd	44.1	37.8
Veranda Tamarin Ltd	40.9	35.0
VLH Ltd	80.2	68.7
VLH Training Ltd	80.2	68.7
Logistics		
Associated Container Services Ltd	66.7	66.6
Freeport Operations (Mauritius) Ltd	65.3	65.6
Gencargo (Transport) Ltd	27.0	33.8
Logistics Solution Ltd	66.7	66.6
MTL Logistics & Distribution Co Ltd	66.7	66.6
Thermoil Company Limited	80.0	78.0
Velogic Garage Services Ltd	66.7	66.6
Velogic Haulage Services Ltd	66.7	66.6
Property		
Ascencia Limited	36.2	36.1
Bagaprop Limited	36.2	36.1
Floreal Commercial Centre Limited	36.2	36.1

27. DIVIDENDS

COMPANY In Rs million	2021	2020
Declared and payable		
At 1 July	-	166.4
Dividend declared of Rs 0.60 per ordinary share (2020: Rs 0.38)	151.2	95.8
Dividend paid	-	(262.2)
At 30 June	151.2	-

A dividend of Rs 0.60 per share was declared on 30 June 2021 and paid on 3 August 2021. An amount of Rs 151.2m has been included in current liabilities at 30 June 2021.

28. BORROWINGS

Accounting policy

Borrowings are recognised initially at fair value net of any transaction costs directly attributable to the issue of the financial instruments. Such interest bearing liabilities are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried in the Statements of Financial Position. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption as well as any interest or coupon payable while the liability is outstanding.

Preference shares, which are mandatorily non-voting convertible at a specific date, are classified as liabilities and dividends on these preference shares are recognised in Statements of Profit or Loss as interest expense. The liability components of convertible preference shares are measured as described in note (f).

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the period-end date.

The Group presents lease liabilities related to right of use assets in 'borrowings' in the Statements of Financial Position.

Lease liabilities related to right of use assets are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group has lease contracts for various items of land, building, plants and equipments and motor vehicles used in its operations. Leases of land generally have lease terms between 1.4 to 66.0 years, buildings have lease terms between 1.9 to 19.0 years, while plants, equipments and motor vehicles have lease terms between 1.4 to 10 years. The Group's obligations under its leases are secured by the lessor's title to leased assets. There are several lease contracts that include extension and termination options and variable lease payments.

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28. BORROWINGS (cont'd)

Accounting policy (cont'd)

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Subsequently, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of these lease liabilities is remeasured if there is a modification, a change in lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset. Upon remeasurement, a corresponding adjustment is made to the carrying amount of the right of use asset, or is recorded in Statements of Profit or Loss if the carrying amount of the right of use asset has been reduced to zero.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right of use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right of use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

COVID-19-related rent concessions

The Group has applied COVID-19-Related Rent Concessions – Amendment to IFRS 16. The Group applies the practical expedient allowing it not to assess whether eligible rent concessions that are a direct consequence of the COVID-19 pandemic are lease modifications. The Group applies the practical expedient consistently to contracts with similar characteristics and in similar circumstances. For rent concessions in leases to which the Group chooses not to apply the practical expedient, or that do not qualify for the practical expedient, the Group assesses whether there is a lease modification.

When a lessor permits a lessee to defer a lease payment, we believe the lessee may account for the concession by continuing to account for the lease liability and right-of-use asset using the rights and obligations of the existing lease and recognising a separate lease payable (that generally does not accrue interest) in the period that the allocated lease cash payment is due. In this case, the lessee would reduce the lease payable when it makes the lease payment at the revised payment date.

This approach of recording a lease payable for the future payment would allow the lease liability to be accreted using the original incremental borrowing rate and would result in a lease liability balance of zero at the end of the lease term (i.e., the lessee would not need to revisit the accretion of its lease liability based on the revised timing of payments). In many cases, this will allow a lessee to use its existing systems to account for the lease liability using the existing payment schedule and discount rate.

28. BORROWINGS (cont'd)

Significant accounting judgements and estimates

Determining the lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease, that is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

		GROUP		COMPANY	
	In Rs million	2021	2020 Restated*	2021	2020
(a)	Non-current				
	Bank borrowings - Secured (note b)	8,215.4	6,551.4	200.0	650.0
	- Unsecured	-	10.4	-	-
	Convertible bonds	127.2	-	-	-
	Secured fixed and floating rate notes (note d)	4,500.0	3,000.0	3,000.0	3,000.0
	Debentures (note e)	158.0	189.6	-	-
	Loans from other companies	51.3	-	-	-
	Lease liabilities (note g)	870.1	1,011.8	63.6	69.9
	Total non current borrowings	13,922.0	10,763.2	3,263.6	3,719.9
	Current				
	Bank overdrafts (note 34)	479.7	455.7	-	-
	Bank borrowings - Secured (note b)	1,807.6	2,740.1	450.0	-
	- Unsecured	-	58.0	-	-
	Secured floating rate notes (note d)	-	500.0	-	500.0
	Loans from subsidiary companies	-	-	49.0	98.6
	Loans from other companies	68.0	-	-	-
	Debentures (note e)	31.6	21.1	-	-
	Lease liabilities (note g)	122.3	149.2	6.4	5.6
	Total current borrowings	2,509.2	3,924.1	505.4	604.2
	Interest payables	83.0	88.3	45.9	49.4
	Total current borrowings and accrued interests	2,592.2	4,012.4	551.3	653.6
	Total borrowings	16,514.2	14,775.6	3,814.9	4,373.5
	Fair value of borrowings	16,201.1	14,369.9	3,744.7	4,293.5

* Refer to note 45 - prior year restatements

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28. BORROWINGS (cont'd)

(b) These loans are secured by fixed and floating charges on the assets of the borrowing companies. The rates of interest vary between 1.0% and 9.0% (2020 : 1.0% and 8.0%).

The borrowings are within level 2 of the fair value hierarchy.

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
(c) Repayable otherwise than by instalments				
After one year and before two years				
Other borrowings	476.1	352.3	-	350.0
Secured floating rate notes	1,000.0	-	1,000.0	-
After two years and before five years				
Other borrowings	1,122.5	-	-	-
Secured fixed and floating rate notes	1,000.0	2,000.0	1,000.0	2,000.0
After five years				
Secured bank loans	137.3	6.4	-	-
Secured fixed and floating rate notes	2,500.0	1,000.0	1,000.0	1,000.0
Repayable by instalments				
After one year and before two years	39.9	414.9	100.0	100.0
After two years and before five years	3,635.9	1,772.3	100.0	200.0
After five years	3,140.2	4,205.5	-	-
Total non current borrowings*	13,051.9	9,751.4	3,200.0	3,650.0

* Excluding lease liabilities

Redeemable convertible bonds

During the financial year under review, VLH Ltd, a subsidiary company, entered into a bond agreement with the Mauritius Investment Corporation Ltd ("MIC") , a company set up by the Bank of Mauritius, to provide financial support to companies heavily impacted by COVID-19. The agreement stipulates that VLH Ltd will issue convertible bonds in favour of MIC amounting to Rs 1,300m. On 28 June 2021, a first issue of 60 secured redeemable convertible bonds with a nominal value of Rs 10m per bond were issued, raising a total of Rs 600m and bearing interest rate at 3.2% per annum and a maturity of 9 years. The bonds are regarded as compound financial instruments and have an equity portion (Rs 467.4m) and a liability component (Rs 127.2m). The cost directly attributable to the bond of Rs 5.4m has been expensed to the Statements of Profit or Loss.

(d) Secured fixed and floating rate notes

On 16 March 2015, the Company issued 30,000 secured floating rate notes on private placement as follows:

Note description	Maturity	Interest rate
Tranche A (10,000 notes at Rs 50,000 per note)	16 March 2021	Reference Bank of Mauritius repo rate + 1.35% p.a
Tranche B (10,000 notes at Rs 50,000 per note)	16 March 2023	Reference Bank of Mauritius repo rate + 1.85% p.a
Tranche C (10,000 notes at Rs 50,000 per note)	16 March 2025	Reference Bank of Mauritius repo rate + 2.35% p.a

These notes are secured by a floating charge over all the assets of the Company and the subsidiaries being financed.

28. BORROWINGS (cont'd)

(d) Secured fixed and floating rate notes (cont'd)

On 29 November 2019, the Company issued a mixture of Rs 1.5m secured floating and fixed rate notes and on 5 May 2020, Rs 0.5m secured floating rate notes on private placement as follows:

Note description	Maturity	Interest rate
Tranche 3 Years (0.50m notes at Rs 1,000 per note)	29 November 2022	Reference Bank of Mauritius repo rate + 0.65% p.a
Tranche 5 Years (0.25m notes at Rs 1,000 per note)	29 November 2024	Reference Bank of Mauritius repo rate + 0.95% p.a
Tranche 5 Years (0.25m notes at Rs 1,000 per note)	29 November 2024	Fixed rate 4.90% p.a
Tranche 7 Years (0.25m notes at Rs 1,000 per note)	29 November 2026	Reference Bank of Mauritius repo rate + 1.30% p.a
Tranche 7 Years (0.25m notes at Rs 1,000 per note)	29 November 2026	Fixed rate 5.25% p.a
Tranche 10 Years (0.50m notes at Rs 1,000 per note)	5 November 2030	Reference Bank of Mauritius repo rate + 1.70% p.a

During the year, Ascencia Limited, a subsidiary company, issued 1,500 bonds at a nominal price of Rs 1m per bond (2020 : Nil) out of an approved bond programme of Rs 2.5bn.

Note description	Maturity	Interest rate
Tranche 7 Years (262 notes at Rs 1m per note)	29 December 2027	Blended rate 3.70% p.a
Tranche 10 Years (538 notes at Rs 1m per note)	29 December 2030	Blended rate 3.89% p.a
Tranche 15 Years (700 notes at Rs 1m per note)	29 December 2035	Blended rate 4.31% p.a

These notes are secured by floating charges over assets of the Group.

(e) Debentures to non-group entities

Ascencia Limited, a subsidiary company has in issue 17,556,676 redeemable bonds at an issue price of Rs 12.00 each, totalling Rs 189.6m (2020 : Rs 210.7m).

Salient features of the debentures are as follows:

A coupon rate of 6.0% per annum in respect of each financial year over 10 consecutive years, will be paid to debenture holders out of the profits of the entity. This will be paid in priority to dividends payable to Class A ordinary shareholders and preference shareholders. Coupon payment shall be paid in June of each financial year.

Debenture holders will not have the right to receive notice of, or attend, or vote on a poll at the shareholders' meetings of the entity.

Debentures shall be redeemed automatically on 30 June of every financial year over 5 consecutive years starting 30 June 2021, without paying any additional fee.

(f) Convertible preference shares to non-group entities

On 30 June 2020, preference shares have been fully converted to Class A ordinary shares for an amount of Rs 37.5m.

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28. BORROWINGS (cont'd)

(g) Lease liabilities

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
At 1 July	1,161.0	1,287.3	75.5	-
Additions during the year	115.7	-	-	80.4
Effect of lease modifications	(30.2)	1.8	-	-
Rent concession	(21.2)	-	-	-
Lease payment	(128.4)	(133.5)	(5.5)	(4.9)
Exchange difference	(0.1)	5.4	-	-
Disposal of subsidiaries	(104.4)	-	-	-
At 30 June	992.4	1,161.0	70.0	75.5
Made up of:				
Current	122.3	149.2	6.4	5.6
Non-current	870.1	1,011.8	63.6	69.9
Lease liabilities	992.4	1,161.0	70.0	75.5
The gross payments of lease liabilities are analysed as follows:				
Within one year	124.9	149.7	10.2	9.7
After one year and before two years	374.5	491.0	10.7	10.2
After two years and before five years	225.2	247.2	35.3	33.7
After five years	447.2	464.5	30.1	42.2
Lease liabilities	1,171.8	1,352.4	86.3	95.8
Interest	(179.4)	(191.4)	(16.3)	(20.3)
Discounted lease liabilities	992.4	1,161.0	70.0	75.5

(h) Amounts recognised in Statements of Profit or Loss

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
Interest on lease liabilities	65.9	73.1	4.1	4.4
Variable lease payments not included in the measurement of lease liabilities	0.3	6.7	-	-
Income from sub-leasing right of use assets	11.1	11.4	0.2	0.2
Expenses relating to short-term leases	44.0	58.7	0.5	0.5
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	26.3	47.6	0.5	0.5
(i) Amounts recognised in the Statements of Cash Flows				
Total cash outflow for leases	261.7	285.1	10.6	10.3
(j) The effective interest rates (%) at the end of the reporting date were as follows:				
Lease liabilities	1.0 - 8.0	1.0 - 8.0	5.6	5.6

28. BORROWINGS (cont'd)

(k) The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.

On long term lease contracts extending over periods of 60 to 99 years, the Group cannot make an assessment of whether it will renew these leases at this stage.

29. DEFERRED TAX LIABILITIES

Accounting policy

Deferred tax

Deferred tax liabilities are provided in respect of taxable temporary differences, using tax rates that have been enacted or substantively enacted at the reporting date and are expected to apply in the year when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred tax assets arising from unused tax losses are recognised only to the extent that realisation of the related tax benefit is probable.

For the purposes of measuring deferred tax liabilities and deferred tax assets for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale.

Significant accounting judgements and estimates

For the purposes of measuring deferred tax liabilities or deferred tax assets arising from fair value of investment properties, the directors reviewed the Group's investment property portfolio and concluded that none of the Group's investment properties are held under a business model whose objective is to consume substantially all economic benefits embodied in the investment properties over time, rather than through sale. As a result, the Group has not recognised any deferred taxes on changes in fair value of investment properties as the Group is not subject to any capital gain taxes on disposal of its investment properties.

(a) The net deferred tax is as follows:

	GROUP	
In Rs million	2021	2020 Restated*
Deferred tax assets	(96.9)	(71.6)
Deferred tax liabilities	975.8	926.2
Net deferred tax	878.9	854.6

(b) The movement in net deferred tax during the year is as follows:

	GROUP	
In Rs million	2021	2020 Restated*
At 1 July (as previously stated)	832.7	836.6
Effect of prior year restatements (Note 45)	21.9	9.5
At 1 July (as restated)	854.6	846.1
Charged to Statements of Profit or Loss (note 7)	27.1	19.7
Charged to Statements of Other Comprehensive Income (note 9)	(2.8)	(11.6)
Acquisition of subsidiary companies (note 36)	-	0.4
At 30 June	878.9	854.6

* Refer to Note 45 - Prior year adjustments

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29. DEFERRED TAX LIABILITIES (cont'd)

(c) The movement in deferred tax liabilities during the year is as follows:

GROUP In Rs million	Accelerated Capital Allowance	Retirement Benefit Obligation	Impairment Loss/ Provisions	Revaluation	Tax losses	Others	Total
At 1 July 2019 (as previously stated)	291.9	8.8	535.9	-	-	-	836.6
Reclassification	366.0	(23.3)	(554.1)	228.9	(93.7)	76.2	-
Effect prior year restatements (Note 45)	-	(9.5)	-	-	19.0	-	9.5
At 1 July 2019 (restated)	657.9	(24.0)	(18.2)	228.9	(74.7)	76.2	846.1
Charged to Statements of Profit or Loss (note 7)	73.4	(22.4)	(89.6)	47.3	28.0	(17.0)	19.7
Credited to Statements of Other Comprehensive Income (note 9)	-	7.3	-	(18.9)	-	-	(11.6)
Acquisition of subsidiary companies (note 36)	-	0.4	-	-	-	-	0.4
At 30 June 2020 (restated)	731.3	(38.7)	(107.8)	257.3	(46.7)	59.2	854.6
Charged to Statements of Profit or Loss (note 7)	45.6	(13.5)	(12.2)	4.4	1.1	1.7	27.1
Credited to Statements of Other Comprehensive Income (note 9)	-	(2.8)	-	-	-	-	(2.8)
At 30 June 2021	776.9	(55.0)	(120.0)	261.7	(45.6)	60.9	878.9

Comparatives have been amended to conform with current year presentation.

Included in deferred tax assets at the year end, is an amount of Rs 41.6m (2020: Rs 50.9m) relating to deferred taxes arising in companies that incurred losses in the current year or the prior year. The Group expects that future taxable profits will be available against which the temporary differences giving rise to the deferred tax assets can be utilized. The evidence supporting the assertion that future taxable profits will be available to offset against the temporary differences giving rise to the deferred tax assets includes: (i) Some of the entities have already turned profitable and are expected to remain profitable (ii) evidence demonstrating that measures implemented to address some of the root causes for the losses are already yielding positive results (iii) evidence showing that the conditions that caused some of the companies to be loss making no longer exist.

30. INCOME TAX LIABILITIES

Accounting policy

Income tax

Income tax for the current and prior periods is, to the extent that it is unpaid, recognised as a liability. Overpayment of income tax is recognised as an asset. Income tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

	GROUP	
In Rs million	2021	2020
At 1 July	52.0	54.5
Income tax charged to Statements of Profit or Loss (note 7)	93.4	104.1
Corporate Social Responsibility charged to Statements of Profit or Loss (note 7)	9.3	10.1
Overprovision for income tax (note 7)	(7.3)	(22.6)
Income tax paid	(93.3)	(117.6)
Exchange differences	7.3	23.5
At 30 June	61.4	52.0

31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS

The Group

The Group shifted to a defined contribution ("DC") plan since 1999, the Rogers Pension Fund ("RPF"), which also includes all employees who were members of a self-administered defined benefit plan, namely the Rogers Group Superannuation Fund ("RGSF"). RPF is a FSC approved private pension scheme and is subject to the Private Pension Schemes (Technical Funding Requirement) Rules 2013 on matters concerning actuarial valuations and funding requirements.

Former members of RGSF have a promise of defined-benefit – the so-called No Worse Off Guarantee ("NWOG"), subject to the fulfilment of some conditions. These employees, subject to them contributing regularly to the RPF till the age of 60 and being in employment within the Rogers Group when reaching 60, have been given the guarantee by their respective employers that their benefits at the age of 60 would not be less than the benefits provided under the exRGSF. Any gap under the above guarantee is funded by the respective employers and has been included in the provision made for retirement benefits obligations.

Contributions for pure DC members are specified in the Rules of RPF and there are no additional funding requirements, except for contributions for expenses and risk benefits (death in particular) which the Actuary of RPF assesses at each actuarial valuation done every two years.

Contributions for NWOG members are also determined by the Actuary taking into account the assets built up in a NWOG Fund (which is separate from the Personal Member Accounts of each member) and the NWOG liabilities, past and future. Where a deficit is identified at any valuation, corrective measures are recommended to ensure the assets are sufficient to meet the liabilities over the remaining working lifetime of these members.

Each entity is responsible to pay their contributions, both for pure DC members and for the NWOG members.

In addition to the above, some companies have specific defined benefit plans which are funded and where the plan assets are held by either Swan Life Ltd or The Sugar Industry Pension Fund. As the plans are being held by different entities, the assets and liabilities of each plan cannot be offset against each other.

Allocation in case of wind-up of the plan

The Rules include a section on Winding Up which is as follows:
The Fund may be wound up at any time at an Extraordinary General Meeting specially convened for that purpose resolving upon such winding up by a three-quarter majority of those present and entitled to vote. In the event of the winding up of the Fund, all of its property shall be disposed of in conformity with law.

Allocation in case of entity's withdrawal

If an employer wishes to withdraw from the Fund, with the Fund continuing to exist, the following would be adopted:

a) The PMA value standing to the credit of each active member of the withdrawing employer with no NWOG would be transferred to another approved pension plan and

b) The pensioners who have retired having previously worked for the withdrawing employer would continue to receive their pension from the Fund;

Any NWOG member employed by the withdrawing employer would benefit, at time of withdrawal, a transfer value representing the value standing to the credit of their PMA plus potentially an appropriate share of the NWOG Fund,such value would be transferred to another approved pension plan. The withdrawing employer may continue to be subject to the NWOG promise and should fund for the NWOG in the same way that it had done previously in the Fund, unless they have alternative agreements or arrangements in place with their employees.

The Company

The NWOG plan for the Company is a defined benefit plan that share risks between entities under common control.
The Company was registered as the principal employer with RPF, in respect of all the employees of the Group. Where there is a deficit in the NWOG fund relative to the assessed NWOG liabilities, additional contribution is required to fund the deficit. The contribution rate for each employer is determined by the actuary of the Fund. There is also no contractual agreement or stated policy for charging the net defined benefit cost.

Investment risk

The plan liability is calculated using a discount rate determined by reference to government bond yields; if the return on plan assets is below this rate, it will create a plan deficit and if it is higher, it will create a plan surplus.

Interest risk

A decrease in the bond interest rate will increase the plan liability; however, this may be partially offset by an increase in the return on the plan's debt investments and a decrease in inflationary pressures on salary and pension increases.

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31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

Longevity risk

The plan liability is calculated by reference to the best estimates of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan liability.

Salary risk

The plan liability is calculated by reference to the future projected salaries of plan participants. As such, an increase in the salary of the plan participants above the assumed rate will increase the plan liability whereas an increase below the assumed rate will decrease the liability.

Accounting policy

Defined benefit pension plans and other retirement benefits

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement usually dependent on one or more factors such as age, year of service and compensation.

The present value of retirement benefit obligations is recognised in the Statements of Financial Position as a non current liability after adjusting for the fair value of plan assets. The assessment of these obligations is carried out annually by an independent firm of consulting actuaries, using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using rates on government bonds.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions, the return on plan assets (excluding interest) and the effect of the asset ceiling is recognised immediately in the Statements of Other Comprehensive Income in the year in which they occur. Remeasurements recognised in the Statements of Other Comprehensive Income shall not be reclassified to the Statements of Profit or Loss in subsequent year.

The Group determines the net interest expense (income) on the net defined benefit liability (asset) for the year by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual year to the net defined benefit liability (asset), taking into account any changes in the net defined liability (asset) during the year as a result of contributions and benefits payments. Net interest expense (income) is recognised in the Statements of Profit or Loss.

Service costs comprising current service cost, past service cost as well as gains and losses on curtailments and settlements are recognised immediately in the Statements of Profit or Loss.

State plan and defined contribution pension plans

Contributions to the National Pension Scheme and the Group's defined contribution pension plan are expensed to the Statements of Profit or Loss in the year in which they fall due.

Gratuity on retirement

Artisans and labourers of sugar companies are entitled to a gratuity on death or retirement, based on years of service. This item is not funded. The benefits accruing under this item are calculated by an actuary and have been accounted for in the financial statements.

For employees who are not covered (or who are insufficiently covered by the above pensions plans), the net present value of gratuity on retirement payable under the Workers Rights Act 2019 is calculated by a qualified actuary and provided for. The obligations arising under this item are not funded.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions is recognised immediately in the Statements of Profit or Loss and Other Comprehensive Income in the year in which they occur. Remeasurements recognised in the Statements of Profit or Loss and Other Comprehensive Income shall not be reclassified to the Statements of Profit or Loss in subsequent year. Service costs comprising current service cost, past service cost and interest costs are recognised immediately in the Statements of Profit or Loss.

Significant accounting judgements and estimates

The present value of retirement benefit assets obligations are recognised in the Statements of Financial Position as non current assets/liability. The assessment of these assets/obligations is carried out annually by an independent firm of consulting actuaries. The actuarial valuation involves making assumptions on discount rates, future pension increases, mortality rates, salary increases and expected rates of return on plan assets.

31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020 Restated*
Amounts recognised in the Statements of Financial Position				
Pension plan (note a)	35.5	59.0	35.5	59.0
Retirement benefit assets	35.5	59.0	35.5	59.0
Pension plan (note b)	90.1	93.6	-	-
Other retirement benefits (note c)	149.4	239.6	39.2	63.1
Retirement benefit obligations	239.5	333.2	39.2	63.1

* Refer to note 45 - prior year adjustments

(a) Retirement benefit assets - Pension plan (NWOG and pensioners)

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020 Restated*
Amounts recognised in the Statements of Financial Position				
Present value of funded obligations	2,409.5	1,708.8	2,409.5	1,708.8
Fair value of plan assets	(2,519.2)	(1,990.5)	(2,519.2)	(1,990.5)
Excess of fair value of plan assets over present value of funded obligations	(109.7)	(281.7)	(109.7)	(281.7)
Impact of minimum funding requirement/asset ceiling	74.2	222.7	74.2	222.7
Asset in the Statements of Financial Position	(35.5)	(59.0)	(35.5)	(59.0)
Reconciliation of net defined benefit liability (asset)				
At 1 July (as previously stated)	(28.0)	(43.1)	(28.0)	(43.1)
Effect of prior year restatements (Note 45)	(31.0)	-	(31.0)	-
At 1 July (restated)	(59.0)	(43.1)	(59.0)	(43.1)
Amount recognised in profit or loss	3.3	2.5	3.3	2.5
Amount recognised in other comprehensive income	20.5	(18.2)	20.5	(18.2)
Less employer contributions	(0.3)	(0.2)	(0.3)	(0.2)
At 30 June	(35.5)	(59.0)	(35.5)	(59.0)
Reconciliation of fair value of plan assets				
At 1 July	1,990.5	2,040.0	1,990.5	2,040.0
Interest income	60.6	98.3	60.6	98.3
Employer contributions	0.3	0.2	0.3	0.2
Benefits paid	(15.0)	(163.0)	(15.0)	(163.0)
Return on plan assets excluding interest income	482.8	15.0	482.8	15.0
At 30 June	2,519.2	1,990.5	2,519.2	1,990.5
Reconciliation of present value of defined benefit obligation				
At 1 July	1,708.8	1,749.8	1,708.8	1,749.8
Current service cost	4.3	5.0	4.3	5.0
Interest expense	59.6	92.5	59.6	92.5
Benefits paid	(15.0)	(163.0)	(15.0)	(163.0)
Liability experience losses (gain)	714.4	(239.7)	714.4	(239.7)
Liability loss due to change in financial assumptions	(62.6)	264.2	(62.6)	264.2
At 30 June	2,409.5	1,708.8	2,409.5	1,708.8
Reconciliation of the effect of the asset ceiling				
At 1 July (as previously stated)	253.7	250.4	253.7	250.4
Effect of prior year restatements (Note 45)	(31.0)	-	(31.0)	-
At 01 July (restated)	222.7	250.4	222.7	250.4
Amount recognised in profit or loss	-	-	-	-
Amount recognised in other comprehensive income	(148.5)	(27.7)	(148.5)	(27.7)
At 30 June	74.2	222.7	74.2	222.7

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31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(a) Retirement benefit assets – Pension plan (NWOG and pensioners) (cont'd)

In Rs million	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020 Restated*
Components of amount recognised in Profit and Loss				
Current service cost	4.3	5.0	4.3	5.0
Service cost	4.3	5.0	4.3	5.0
Net interest on net defined benefit asset	(1.0)	(2.5)	(1.0)	(2.5)
Amounts recognised in profit or loss	3.3	2.5	3.3	2.5
Components of amount recognised in other comprehensive income				
Return on plan assets excluding interest income	(482.8)	(15.0)	(482.8)	(15.0)
Liability experience loss (gain)*	714.4	(239.7)	714.4	(239.7)
Liability (gain) loss due to change in financial assumptions	(62.6)	264.2	(62.6)	264.2
Change in effect of asset ceiling	(148.5)	(27.7)	(148.5)	(27.7)
Amounts recognised in other comprehensive income	20.5	(18.2)	20.5	(18.2)
Allocation of Plan assets at End of Year (Rs m)**				
Equity - Overseas quoted	1,157.8	1,075.5	1,157.8	1,075.5
Equity - Local quoted	1,538.9	1,700.2	1,538.9	1,700.2
Equity - Local unquoted	54.8	27.5	54.8	27.5
Debt - Overseas unquoted	933.8	382.1	933.8	382.1
Debt - Local quoted	344.3	315.9	344.3	315.9
Debt - Local unquoted	853.6	1,013.9	853.6	1,013.9
Property - Local	112.8	112.7	112.8	112.7
Cash and other	457.2	209.7	457.2	209.7
Total plan assets	5,453.2	4,837.5	5,453.2	4,837.5
Other qualifying insurance policies				
Allocation of Plan Assets at End of Period				
- Reporting entity's own transferable financial instruments	2	3	2	3
Principal Assumptions used at End of Period				
Discount rate	4.65%	3.50%	4.65%	3.50%
Rate of salary increases	3.00%	2.50%	3.00%	2.50%
Average retirement age ("ARA")	60 years	60 years	60 years	60 years
Average life expectancy for:				
- Male	19.5 years	19.5 years	19.5 years	19.5 years
- Female	24.2 years	24.2 years	24.2 years	24.2 years
Sensitivity Analysis on Defined Benefit Obligation at End of Period on:				
Increase due to 1% decrease in discount rate	175.6	215.0	175.6	215.0
Decrease due to 1% increase in discount rate	146.1	171.6	146.1	171.6
Future cashflows				
The funding policy is to pay contributions to an external legal entity at the rate recommended by the entity's actuaries.				
Expected employer contribution for the next year	222.0	230.0	222.0	230.0
Weighted average duration of the defined benefit obligation	10.3 years	10 years	10.3 years	10 years

*Reworded to reflect figures

** In prior year annual report, these were reported in % and in the current year, a disaggregation of the fair value of planned assets to be presented to provide more insightful information.

31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(a) Retirement benefit assets – Pension plan (NWOG and pensioners) (cont'd)

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Defined contribution plan				
Contributions to Rogers Pension Fund	101.7	98.1	11.9	11.0

The sensitivity analysis has been carried out by recalculating the present value of obligation at end of period after increasing or decreasing the discount rate while leaving all other assumptions unchanged. The results are particularly sensitive to a change in discount rate due to the nature of the liabilities being the difference between a minimum defined benefit ("DB") liability and the projected defined contribution ("DC") liabilities, the latter being Rs 218.4m as at 29 February 2020. Any similar variation in the other assumptions would have shown smaller variations in the defined benefit obligation.

The sensitivity have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The present value of the defined benefit obligation has been calculated using the projected unit credit method.

The sensitivity analysis may not be representative of the actual change in the defined contribution as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

(b) Retirement benefit obligations – Defined benefit pension plan

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Amounts recognised in the Statements of Financial Position				
Present value of funded obligations	182.9	194.5	-	-
Fair value of plan assets	(92.8)	(100.9)	-	-
Excess of present value of funded obligations over fair value of plan assets	90.1	93.6	-	-
Impact of minimum funding requirement/asset ceiling	-	-	-	-
Liability in the Statements of Financial Position	90.1	93.6	-	-
Reconciliation of net defined benefit liability (asset)				
At 1 July	93.6	67.1	-	-
Amount recognised in profit or loss	13.9	(3.9)	-	-
Amount recognised in other comprehensive income	(11.7)	33.3	-	-
Less employer contributions	(5.7)	(2.9)	-	-
At 30 June	90.1	93.6	-	-
Reconciliation of fair value of plan assets				
At 1 July	100.9	105.4	-	-
Interest income	3.3	10.7	-	-
Employer contributions	5.7	2.9	-	-
Employee contributions	0.9	(0.3)	-	-
Benefits paid	(16.9)	(13.8)	-	-
Return on plan assets excluding interest income	(0.8)	(4.0)	-	-
Exchange differences	(0.3)	-	-	-
At 30 June	92.8	100.9	-	-

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31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(b) Retirement benefit obligations – Defined benefit pension plan (cont'd)

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Reconciliation of present value of defined benefit obligation				
At 1 July	194.5	175.5	-	-
Current service cost	1.8	(6.0)	-	-
Employee contributions	0.9	(0.3)	-	-
Interest expense	6.6	9.0	-	-
Past service cost	8.5	1.0	-	-
Benefits paid	(16.9)	(14.0)	-	-
Liability experience (gain) loss	1.1	2.0	-	-
Liability gain due to change in demographic assumptions	-	(2.7)	-	-
Liability (gain) loss due to change in financial assumptions	(13.6)	30.0	-	-
At 30 June	182.9	194.5	-	-
Components of amount recognised in Profit and Loss				
Current service cost	1.8	(6.0)	-	-
Past service cost	8.5	1.0	-	-
Service cost	10.3	(5.0)	-	-
Net interest on net defined benefit liability	3.6	1.1	-	-
Amounts recognised in profit or loss	13.9	(3.9)	-	-
Components of amount recognised in other comprehensive income				
Return on plan assets excluding interest income	0.8	4.0	-	-
Liability experience (gain) loss	1.1	2.0	-	-
Liability gain due to change in demographic assumptions	-	(2.7)	-	-
Liability (gain) loss due to change in financial assumptions	(13.6)	30.0	-	-
Amounts recognised in other comprehensive income	(11.7)	33.3	-	-

31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(b) Retirement benefit obligations – Defined benefit pension plan (cont'd)

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Allocation of Plan assets at End of Year (Rs m)				
Equity - Overseas quoted	1,176.0	1,090.5	-	-
Equity - Overseas unquoted	-	-	-	-
Equity - Local quoted	1,552.2	1,721.4	-	-
Equity - Local unquoted	54.7	27.5	-	-
Debt - Overseas quoted	-	-	-	-
Debt - Overseas unquoted	933.7	382.0	-	-
Debt - Local quoted	344.3	315.9	-	-
Debt - Local unquoted	853.6	1,013.8	-	-
Property - Overseas	13.1	14.2	-	-
Property - Local	112.8	112.8	-	-
Investment Funds	12.9	14.4	-	-
Cash and other	481.8	234.4	-	-
Other qualifying insurance policies	-	-	-	-
Total plan assets	5,535.1	4,926.9	-	-
*Disclosure has been amended to reflect amount instead of percentage to provide more insightful				
Allocation of Plan Assets at End of Period				
- Reporting entity's own transferable financial instruments	0 - 2	-	-	-
Principal Assumptions used at End of Period				
Discount rate	4.24-4.65%	3.5%	-	-
Rate of salary increases	3.0%	2.5%	-	-
Rate of pension increases	0.0%	0.0%	-	-
Average retirement age ("ARA")	60 years	60 years	-	-
Average life expectancy for:				
- Male	14.9 - 19.5 years	19.5 - 23.2 years	-	-
- Female	16.2 - 24.2 years	24.2 - 26.2 years	-	-
Sensitivity Analysis on Defined Benefit Obligation at End of year on:				
Increase due to 1% decrease in discount rate	27.6	22.6	-	-
Decrease due to 1% increase in discount rate	22.3	25.3	-	-
Future cashflows				
The funding policy is to pay contributions to an external legal entity at the rate recommended by the entity's actuaries.				
Expected employer contribution for the next year	6.4	9.6	-	-
Swan Life Limited	8.0 years	9.0 years		
Aon Hewitt Limited	5.0 -12.0 years	7.0 -13.0 years		
Sugar Industry Pension Fund	8.0 years	9.0 years	-	-

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31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(c) Other retirement benefits

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Other retirement benefits comprise retirement gratuity and unfunded pensions paid to ex-employees of the Group				
At 1 July	239.6	176.2	63.1	53.6
Amount recognised in profit or loss	19.6	49.3	2.7	4.0
Amount recognised in other comprehensive income	(90.3)	25.7	(21.9)	11.0
Less employer contributions	(19.5)	(11.6)	(4.7)	(5.5)
At 30 June	149.4	239.6	39.2	63.1
Reconciliation of present value of defined benefit obligations				
At 1 July	239.6	176.2	63.1	53.6
Current service cost	11.9	38.8	0.7	1.3
Interest expense	6.9	9.5	2.2	2.8
Past service cost	0.8	1.0	(0.2)	(0.1)
Benefits paid	(19.5)	(11.6)	(4.7)	(5.5)
Liability experience (gain) loss	(45.6)	5.1	(12.4)	2.1
Liability gain due to change in demographic assumptions	(18.5)	(1.2)	-	-
Liability (gain) loss due to change in financial assumptions	(26.2)	21.8	(9.5)	8.9
At 30 June	149.4	239.6	39.2	63.1
Components of amount recognised in profit or loss				
Current service cost	11.9	38.8	0.7	1.3
Past service cost	0.8	1.0	(0.2)	(0.1)
Service cost	12.7	39.8	0.5	1.2
Net interest on net defined benefit liability	6.9	9.5	2.2	2.8
Amounts recognised in profit or loss	19.6	49.3	2.7	4.0
Components of amount recognised in other comprehensive income				
Liability experience (gain) loss	(45.6)	5.1	(12.4)	2.1
Liability loss due to change in demographic assumptions	(18.5)	(1.2)	-	-
Liability loss due to change in financial assumptions	(26.2)	21.8	(9.5)	8.9
Amounts recognised in other comprehensive income	(90.3)	25.7	(21.9)	11.0

31. RETIREMENT BENEFIT ASSETS/OBLIGATIONS (cont'd)

(c) Other retirement benefits (cont'd)

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Principal Assumptions used at End of Period				
Discount rate	4.7% - 5.0%	3.5%-5.6%	4.65%	3.5%
Rate of salary increases	3.0%	2.5%-3.0%	3.00%	1%-2.5%
Rate of pension increases	1.0% - 3.0%	1.0%	0.0%	0.0%
Average retirement age ("ARA")	60-65 years	60-65 years	65 years	65 years
Average life expectancy for:				
- Male at ARA	14.9 - 15.9 years	15.9 - 19.5 years	15.9 years	15.9 years
- Female at ARA	16.2 - 24.2 years	20 - 24.2 years	20 years	20 years
Sensitivity Analysis on Defined Benefit Obligation at End of Period				
Discount rate:				
- Increase due to 1% decrease in discount rate	38.2	64.1	5.0	10.9
- Decrease due to 1% increase in discount rate	23.4	43.2	2.3	7.5
The above sensitivity analysis has been carried out by recalculating the present value of obligation at end of period after increasing or decreasing the discount rate while leaving all other assumptions unchanged. Any similar variation in the other assumptions would have shown smaller variations in the defined benefit obligation.				
Future cashflows				
- Expected employer contribution for the next year	19.5	16.2	-	-
- Weighted average duration of the defined benefit obligation				
Swan	4.0-23.0 years	1.0-29.0 years	-	-
Aon	1.0-38.0 years	1.0-37.0 years	17 years	11-18 years
SIRO	1.0-6.0 years	1.0-6.0 years	-	-
Retirement benefit obligations have been based on the report dated June 2021 submitted by Aon Hewitt Limited and Swan Actuarial Services Ltd.				
(d) State pension plan				
In Rs million				
National Pension Scheme contributions expensed	7.2	42.9	0.6	1.0
Contribution sociale généralisé (CSG)	40.2	-	4.5	-

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32. TRADE AND OTHER PAYABLES

Accounting policy

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

In Rs million	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020 Restated*
Trade payables	1,016.3	949.8	14.4	19.9
Accruals	1,731.0	1,364.0	37.7	34.3
Other payables	312.9	693.1	37.3	27.2
Amounts payable to group companies	-	-	493.9	383.5
Total trade and other payables	3,060.2	3,006.9	583.3	464.9

* Refer to Note 45 - prior year restatements

Trade and other payables are repayable within one year. The carrying amount of the payables is considered as a reasonable approximation of fair value due to their short term nature.

Other payables include unearned merchant discount, unearned insurance and retention of payment to contractors for construction of villas.

33. LIABILITIES RELATED TO CONTRACTS WITH CUSTOMERS

Accounting policy

Contract liabilities

A contract liability is the obligation to transfer services to a customer for which the Group has received full or partial consideration from the customer. In cases where the customer pays consideration before the Group transfers services to the customer, a contract liability is recognised when the payment is made or the payment is due, whichever is earlier. Contract liabilities are recognised as revenue when the Group performs under the contract, that is, transfers control of the related goods or services to the customer.

The contract liabilities relate to advance consideration received from customers for which revenue is recognised over time.

GROUP In Rs million	2021	2020*
Non-current		
At 1 July	155.5	-
Cash received in advance of performance not recognised as revenue during the year	42.2	155.5
Liabilities related to contracts with customers	197.7	155.5
Current		
At 1 July	291.0	346.4
Cash received in advance of performance not recognised as revenue during the year	121.1	190.6
Amounts included in contract liabilities recognised as revenue during the year	(149.4)	(284.7)
Refund to client	(98.1)	-
Exchange differences	17.8	38.7
Liabilities related to contracts with customers	182.4	291.0
Total liabilities related to contracts with customers	380.1	446.5

*Comparatives have been amended to align with current year presentation.

34. CASH AND CASH EQUIVALENTS

Accounting policy

Cash and cash equivalents comprise of cash in hand, amounts repayable on demand from banks and financial institutions and short term highly liquid investments which were within three months of maturity when acquired, less bank overdrafts for the purpose of Statements of Cash Flows. Bank overdrafts are shown within loans and borrowings in current liabilities on the Statements of Financial Position. Cash and cash equivalents are measured at amortised costs and tested for impairment.

(a) Cash and cash equivalents

In Rs million	GROUP 2021	GROUP 2020 Restated*	COMPANY 2021	COMPANY 2020 Restated*
Bank balances and cash	3,069.5	1,611.1	205.5	99.9
Bank overdrafts	(479.7)	(455.7)	-	-
Total cash and cash equivalents	2,589.8	1,155.4	205.5	99.9

* Refer to note 45 - prior year restatements

The bank overdrafts are secured by floating charges on the assets of the borrowing companies. The rate of interest varies between 4% and 9% (2020: 1% - 19%), inclusive of foreign denominated overdrafts.

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35 . NOTES TO THE STATEMENTS OF CASH FLOWS

(a) Cash Flow generated from (used in) operations

	GROUP		COMPANY	
In Rs million	2021	2020 Restated*	2021	2020 Restated*
(Loss) profit before taxation	(491.8)	(385.5)	328.5	(163.5)
Share of results of jointly controlled entities	(30.6)	2.3	-	-
Share of results of associated companies	396.3	149.4	-	-
Depreciation	643.9	650.6	15.3	17.6
Amortisation of intangible assets	64.5	46.7	1.1	0.3
Amortisation of deferred expenditure	43.4	73.6	-	-
Profit realised on the fair value on contingent consideration	(14.1)	-	-	-
Fair value movements	(592.1)	(80.9)	(26.7)	2.3
Sundry income	(5.5)	(7.5)	(0.7)	(0.7)
Profit on disposal of group entities and financial assets	(9.2)	(7.6)	-	-
Profit on sale of property, plant and equipment	(12.4)	(4.7)	-	-
Profit on sale of investment property	(40.3)	-	-	-
Loss allowance and write off	174.8	519.3	9.3	(41.6)
Intangible assets written off	4.1	-	-	-
Impairment of investments in subsidiary companies and associated companies	13.0	-	(224.9)	277.7
Impairment of goodwill/bargain purchase	8.8	(4.9)	-	-
Effect of modification of lease terms	16.2	3.9	-	-
Termination of lease contracts	3.2	-	-	-
Rent concession	(21.2)	-	-	-
Investment income	(8.5)	(4.3)	(267.9)	(324.8)
Interest expense	620.7	698.9	160.1	184.8
Interest income	(218.1)	(276.3)	(17.9)	(17.3)
Difference in exchange	152.7	71.6	(3.9)	(0.2)
Retirement benefit obligations	11.3	33.2	1.0	0.8
Cash generated from (used in) operations before working capital changes	709.1	1,477.8	(26.7)	(64.6)
Changes in working capital (excluding the effects of acquisition and disposal of subsidiaries)				
Increase in loans and advances	(102.3)	(630.4)	-	-
Decrease in inventories	70.7	140.6	-	-
Decrease in contract assets	21.5	34.6	-	-
Decrease (increase) in trade receivables, prepayments and other financial assets at amortised cost	142.5	(44.6)	487.1	(187.9)
Decrease in liabilities related to contracts with customers	(66.4)	(100.1)	-	-
(Decrease) increase in trade and other payables	(36.0)	(129.0)	39.3	(717.7)
Cash generated from (used in) operations	739.1	748.9	499.7	(970.2)

* Comparatives have been amended to reflect current year presentation. Refer to Note 45 - Prior year restatements.
** Disposal of investment property and property, plant and equipment have been disclosed separately to provide more useful information.

35 . NOTES TO THE STATEMENTS OF CASH FLOWS (cont'd)

(b) Reconciliation of liabilities arising from financing activities

GROUP In Rs million	Bank and other borrowings excluding bank overdraft	Secured fixed and floating rate notes	Convertible bonds and debentures	Lease liabilities	Total liabilities from financing activities
At 1 July 2019	9,911.2	1,500.0	248.2	1,287.3	12,946.7
Proceeds from borrowings	5,422.9	2,000.0	-	-	7,422.9
Repayment of borrowings	(6,145.0)	-	-	(133.5)	(6,278.5)
Leases contracted during the year	-	-	-	-	-
Non-cash transactions	(15.0)	-	(37.5)	1.8	(50.7)
Acquisition of subsidiaries	4.0	-	-	-	4.0
Revaluation of foreign currency	181.8	-	-	5.4	187.2
At 30 June 2020	9,359.9	3,500.0	210.7	1,161.0	14,231.6
Proceeds from borrowings	3,873.6	1,000.0	127.2	-	5,000.8
Repayment of borrowings	(3,339.5)	-	(21.1)	(128.4)	(3,489.0)
Leases contracted during the year	-	-	-	115.7	115.7
Non-cash transactions	-	-	-	(51.4)	(51.4)
Disposal of subsidiaries	-	-	-	(104.4)	(104.4)
Revaluation of foreign currency	248.3	-	-	(0.1)	248.2
At 30 June 2021	10,142.3	4,500.0	316.8	992.4	15,951.5

Comparatives have been amended to reflect current year presentation.

COMPANY In Rs million	Bank and other borrowings excluding bank overdraft	Secured fixed and floating rate notes	Lease liabilities	Total liabilities from financing activities
At 1 July 2019	1,525.4	1,500.0	80.4	3,105.8
Proceeds from borrowings	5.5	2,000.0	-	2,005.5
Repayment of borrowings	(769.6)	-	(9.3)	(778.9)
Non-cash transactions	(12.7)	-	4.4	(8.3)
At 30 June 2020	748.6	3,500.0	75.5	4,324.1
Proceeds from borrowings	2.4	-	-	2.4
Repayment of borrowings	(2.0)	(500.0)	(9.7)	(511.7)
Non-cash transactions	(50.0)	-	4.2	(45.8)
At 30 June 2021	699.0	3,000.0	70.0	3,769.0

Comparatives have been amended to reflect current year presentation.

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30 June 2021

36. AQUISITION OF SUBSIDIARIES

(a) Year ended 30 June 2021
During the year, the Group has not acquired any subsidiaries.

(b) Year ended 30 June 2020
During the year, the Group acquired the following subsidiaries:

GROUP In Rs million	% holding	Group Effective % Holding	Principal Activity
Fintech			
Rogers Capital Fin Ltd (Previously Cheribinny Limited)	100.0	69.0	Consumer finance
Hospitality			
Border Air Limited	100.0	100.0	GSA of airlines
Logistics			
Global Air Cargo Services Limited	50.0	33.5	Freight forwarding

The fair value of assets acquired and liabilities assumed were as follows:

GROUP In Rs million	30 June 2020
Property, plant and equipment	0.4
Trade and other receivables	24.7
Cash and cash equivalents	1.1
Borrowings	(4.0)
Trade and other payables	(5.6)
Deferred tax liability	(0.4)
	16.2
Excess of fair value of net assets acquired over settlement price	12.1
	28.3
Non-controlling interests not acquired	(0.7)
	27.6
Cash and cash equivalents acquired	(1.1)
Cash outflow on acquisition net of cash and cash equivalents	26.5
Satisfied by:	
Consideration paid in cash	27.6

The revenue and loss consolidated in the Group's Statements of Profit or Loss for the year ended 30 June 2020 amounted to Rs 26.9m and Rs 5.5m respectively.

37. DISPOSAL OF SUBSIDIARIES

(a) Year ended 30 June 2021
On 31 March 2021, the Group disposed of its effective shareholding in Estate Property Solutions Ltd (13.41%) and Le Marché du Moulin Ltd (13.41%). Assets and liabilities disposed of are as follows:

37. DISPOSAL OF SUBSIDIARIES (cont'd)

(a) Year ended 30 June 2021 (cont'd)

GROUP In Rs million	30 June 2021
Property, plant and equipment	5.2
Rights of use assets	68.8
Inventories	2.7
Trade and other receivables	24.1
Cash and cash equivalents	(5.8)
Borrowings	(104.4)
Trade and other payables	(5.0)
	(14.4)
Goodwill initially recognised	-
	(14.4)
Profit on disposal	8.6
	(5.8)
Cash and cash equivalents disposed	5.8
Cash flow on disposal net of cash and cash equivalents	-
Satisfied by:	
Cash	-

The Group realised a profit of Rs 8.6m on the disposal of Estate Property Solutions Ltd and Le Marché du Moulin Ltd and this profit is arrived at as follows:

Consideration received	-
Net assets disposed	(8.6)
Profit on disposal	8.6

(b) Year ended 30 June 2020
On 1 July 2019, the Group disposed of its shareholding in Rogers Capital Actuarial Services Ltd. Assets and liabilities disposed of are as follows:

GROUP In Rs million	30 June 2020
Trade and other receivables	2.8
Cash and cash equivalents	0.1
Trade and other payables	(1.0)
	1.9
Goodwill initially recognised	-
	1.9
Profit on disposal	6.7
	8.6
Cash and cash equivalents disposed	(0.1)
Cash flow on disposal net of cash and cash equivalents	8.5
Satisfied by:	
Cash	8.5

The Group realised a profit of Rs 6.7m on the disposal Rogers Capital Actuarial Services Ltd and this profit is arrived at as follows:

Consideration received	8.6
Net assets disposed	(1.9)
Profit on disposal	6.7

EXPLANATORY NOTES
30 June 2021

38. COMMITMENTS

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Capital commitments				
Authorised by the Board of Directors				
(i) but not contracted for	1,340.4	898.0	-	115.0
(ii) contracted for but not provided in the financial statements	-	965.5	-	-

The Group entered into capital commitments primarily for the development and extension of investment properties and the construction of a second golf course.

Group as a lessor
The Group has entered into operating leases on its property, plant and equipment consisting of plant and equipment and vehicles.
These leases have terms between 2 to 5 years.

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Future minimum lease receivable under non-cancellable operating leases may be analysed as follows:				
Within one year	8.2	6.4	-	-
After one year and before two years	7.5	8.2	-	-
After two year and before three years	5.4	7.5	-	-
After three year and before four years	4.3	5.4	-	-
After four year and before five years	0.7	4.3	-	-
After five years	-	0.7	-	-
Future minimum lease receivable under non-cancellable operating leases	26.1	32.5	-	-

39. CONTINGENT LIABILITIES

In Rs million	GROUP 2021	GROUP 2020	COMPANY 2021	COMPANY 2020
Pending legal matters (note (a))	45.8	45.4	-	5.2
Guarantees given (note (b))	3,405.4	3,286.2	-	-
Total contingent liabilities	3,451.2	3,331.6	-	5.2

(a) At 30 June 2021, there were some pending legal matters relating to court cases against some subsidiary companies, the outcome of which is unknown.

(b) At 30 June 2021, the Group had contingent liabilities in respect of bank and other guarantees arising in the ordinary course of business from which it is anticipated that no material liabilities would arise.

40. EVENTS AFTER THE REPORTING DATE

FinTech

Rogers Capital Limited – Issue of ordinary shares to Swan Life Limited

On 4 February 2022, Rogers Capital Limited, a subsidiary company, issued 18,264,840 ordinary shares to Swan Life Limited for a total consideration of Rs 200m. This would result in consolidating Rogers Capital Limited using an effective stake of 58.17% instead of 68.95%. Had the transaction occurred on 30 June 2021, the net impact of the dilution would result in a decrease of Rs 16m in retained earnings and an increase in non-controlling interests of Rs 16m.

Hospitality

Investment in associated company - New Mauritius Hotels Limited

(a) The Company has received the 2 remaining tranches of Rs 500m each from the Mauritius Investment Corporation Ltd ("MIC") on the 26 August 2021 and 8 November 2021 respectively, thus bringing the total proceeds received from MIC to Rs 2.5bn. The Company has cleared all its outstanding bridging facilities with its bankers accordingly.

(b) The Company has completed the debt restructuring exercise with its lenders after year-end. Capital moratoriums ranging from 1 year to 3 years as from respective next scheduled repayment date have been obtained on the term loans. Medium term loans have also been secured to refinance the repayment of a bond tranche of EUR 20m in November 21.

Logistics

(a) Velogic Holding Limited, a subsidiary company, listed on the Development & Enterprise Market

On 15 December 2021, Velogic Holding Company Limited ("Velogic"), a subsidiary company, was listed on the Development & Enterprise Market ("DEM") of the Stock Exchange of Mauritius ("SEM"). This listing was done through the issuance of its entire stated capital of 93,515,565 ordinary shares of no par value, by an introduction of 61,935,359 shares at a price of MUR 25.00 per share; and an offer for sale of up to 31,580,206 shares at an initial price of MUR 25.00 per share.

(b) Acquisition of remaining 49% stake in VK Logistics Limited

On 31 October 2021, Rogers Logistics International Limited, a subsidiary company, acquired the remaining 49% stake in VK Logistics Ltd for a total consideration of Rs 257m. This would result in consolidating VK Logistics Ltd using an effective stake of 66.23% compared to 33.78%. Had the transaction occurred on 30 June 2021, the net impact of the changes in shareholding would result in an increase of Rs 7m in retained earnings and a decrease in non-controlling interests of Rs 7m.

Property

(a) Ascencia Limited, a subsidiary company, listed on the Official Market of the Stock Exchange of Mauritius.

On 16 August 2021, Ascencia Limited was listed on the Official Market of the Stock Exchange of Mauritius ("SEM"), after being previously listed on the Development & Entreprise Market ("DEM") of the SEM. The Company submitted its application to the Listing Executive Committee ("LEC") on 11 June 2021 for the total of Class A shares in issue at the listing date to be migrated from the DEM to the Official Market. There was no new issue of shares at time of the migration.

(b) Consolidation of Bo'Vallon as a subsidiary

On 12 October 2021, Ascencia Limited, a subsidiary company, acquired the remaining 50% stake in its jointly controlled entity, The Beauvallon Shopping Mall Ltd for a total consideration of Rs 186.8m. This would result in a change in consolidation status of the latter from jointly controlled entity to a fully owned subsidiary.

Had the transaction occurred on 30 June 2021, the net impact of the changes in shareholding would result in an increase of Rs 20.7m in retained earnings and Rs 36.5 m in non-controlling interests.

Corporate Office

(a) Declaration of interim dividend by Rogers and Company Limited

On 26 November 2021, the Company declared an interim dividend of Rs 0.38 per ordinary share for a total consideration Rs 95.8m.

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40. EVENTS AFTER THE REPORTING DATE (cont'd)

Corporate Office (cont'd)

(b) Acquisition of 14.8% stake in Velogic Holding Company Limited ("Velogic")

On 16 December 2021, Rogers Capital Payment Solutions Ltd, a subsidiary company, acquired a 14.8% stake in Velogic for a total consideration of Rs 348m, financed through a bond issue. This would result in consolidating Velogic using an effective stake of 81.02% compared to 66.23%. Had the transaction occurred on 30 June 2021, the net impact of the changes in shareholding would decrease retained earnings by Rs 160m and non-controlling interests by Rs 187m.

41. ASSETS CLASSIFIED AS HELD FOR SALE/LIABILITIES ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE

Accounting policy

Assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through a continuing use. This condition is regarded as met only, when the sale is highly probable and the asset is available for immediate sale in its present condition.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

As at 30 June 2021, Ascencia Limited, a subsidiary company from the property investment sector, disposed of one of its investment properties for a gain of Rs 1.3m. All investment properties could not be disposed of due to the impact of COVID-19 on the market. The commitment is to dispose all in the coming financial year. We consider the carrying value to be the fair value since a buyer has already agreed to acquire the property.

GROUP In Rs million	2021	2020
Non current assets classified as held for sale		
Investment properties	19.1	20.0
Trade receivables	-	0.2
Assets classified as held for sale	19.1	20.2
Trade and other payables	0.4	2.5
Liabilities associated with assets classified as held for sale	0.4	2.5

42. IMMEDIATE AND ULTIMATE HOLDING ENTITY

The immediate holding company is Rogers Consolidated Shareholding Ltd and the ultimate holding entity is Société Caredas, a "société civile" registered in Mauritius.

43. RELATED PARTIES TRANSACTIONS

Related parties are individuals or entities related to the Group where:

- the individual or a close member of that individual's family is related to the Group if the individual has control, joint control, or significant influence over the Group or is a member of its key management personnel.
- the entity is related to the Group if, among other circumstances, it is a parent, subsidiary, fellow subsidiary, associated company, or jointly controlled entity of the Group, or it is controlled, jointly controlled, or significantly influenced or managed by a person who is a related party.

43. RELATED PARTIES TRANSACTIONS (cont'd)

(a) During the year, the Group transacted with related parties. In 2021, the Group has performed an expected credit loss assessment on its receivables and has not accounted for any impairment loss as deemed immaterial. Transactions which are not dealt with elsewhere in the consolidated financial statements are as follows:

	GROUP		COMPANY	
In Rs million	2021	2020	2021	2020
Sales of goods & services to				
Associated companies	14.9	19.2	-	-
Jointly controlled entities	7.4	1.4	-	-
Immediate parent company and fellow subsidiaries	130.5	50.7	-	-
Related parties through common directorship*	13.2	1.2	-	-
Dividend and other income from				
Subsidiaries	-	-	409.6	476.4
Associated companies	-	-	58.1	71.1
Related parties through common directorship*	-	-	1.5	2.3
Purchase of goods & services from				
Subsidiaries	-	-	(13.4)	(29.2)
Associated companies	(19.8)	(45.1)	-	-
Jointly controlled entities	(0.2)	-	-	-
Immediate parent company and fellow subsidiaries	(262.5)	(224.1)	(26.3)	(17.7)
Related parties through common directorship*	(13.8)	(18.9)	(12.0)	(12.1)
Loans payable to				
Subsidiaries	-	-	(49.0)	(103.6)
Associated companies	(7.0)	-	(6.6)	(1.2)
Loans receivable from				
Subsidiaries	-	-	271.5	396.9
Jointly controlled entities	-	72.1	-	-
Amount owed by				
Subsidiaries	-	-	312.6	662.8
Associated companies	0.2	1.5	-	-
Jointly controlled entities	1.9	0.4	-	-
Immediate parent company and fellow subsidiaries	6.2	3.5	-	-
Related parties through common directorship*	-	0.6	-	-
Amount owed to				
Subsidiaries	-	-	(493.8)	(379.4)
Associated companies	(3.0)	(4.9)	-	-
Immediate parent company and fellow subsidiaries	(6.5)	(58.4)	(10.0)	(10.0)
Related parties through common directorship*	-	(6.2)	-	-
Remuneration of key management personnel				
Short term employee benefits	66.2	104.9	41.5	52.2
Post employment benefits	9.8	7.9	6.1	4.1

* Other related parties has been renamed to related parties through common directorship to clarify nature of transactions.

These represent loans receivable from and payable to associated companies and joint controlled entities for which there is no fixed repayment terms, security or guarantee. All other transactions have been made on commercial terms and in the normal course of business.

(b) There has been no guarantees provided or received for any related party receivables or payables.

EXPLANATORY NOTES
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44. BUSINESS SEGMENTS

Accounting policy

Operating segments are components of the Group for which separate financial information is available. They are regularly reviewed by the Chief Executive officers and are reported in a manner consistent with the internal reporting provided to management, for both performance measuring and resource allocation.

Operating segments that do not meet any of the quantitative thresholds of 10% reported revenue or profit or assets are included if management believes that information about these would be useful to users to better appraise financial information.

Year ended 30 June 2021

In Rs million	FinTech	Hospitality	Logistics	Property	Corporate Office	Corporate Treasury	Group Elimination	Total
Revenue	1,032	898	3,742	2,074	209	-	(381)	7,574
Cost of sales	(226)	(462)	(2,754)	(918)	(161)	(1)	347	(4,174)
Gross profit	806	436	988	1,156	48	(1)	(34)	3,400
Sundry Income	2	-	4	(1)	1	-	-	6
Administrative expenses	(610)	(1,566)	(744)	(350)	(128)	-	34	(3,364)
Finance costs	(107)	(81)	(40)	(259)	-	(134)	-	(621)
Impairment losses	(25)	(22)	(6)	(134)	(1)	-	-	(188)
Fair value movements	-	-	-	553	21	-	-	574
Share of results of jointly controlled entities and associated companies	232	(764)	-	67	99	-	-	(366)
Profit (loss) before other gains and losses	298	(1,997)	202	1,032	40	(134)	-	(559)
Other gains and losses (note 6)	-	5	-	62	-	-	-	67
Profit (loss) before taxation	298	(1,992)	202	1,094	40	(134)	-	(492)
Taxation	(1)	24	(53)	(92)	-	-	-	(122)
Profit (loss) for the year	297	(1,968)	149	1,002	40	(134)	-	(614)
Assets	5,953	9,667	3,434	23,151	1,806	-	(2,496)	41,515
Liabilities	3,371	4,705	1,808	9,379	4,616	-	(2,496)	21,383
Capital expenditure	(64)	(203)	(98)	(561)	(2)	-	-	(928)
Depreciation & amortisation	(105)	(301)	(140)	(69)	(16)	-	-	(631)
Disaggregation of revenue from contracts with customers :								
Segment revenue	832	863	3,738	707	46	-	-	6,186
Inter-segment revenue	(40)	(27)	-	(4)	(38)	-	-	(109)
Revenue from contracts with external customers	792	836	3,738	703	8	-	-	6,077
Primary Geographic markets								
Asia	2	4	358	-	-	-	-	364
Europe	35	4	940	329	-	-	-	1,308
Africa and others	755	828	2,440	374	8	-	-	4,405
Revenue from primary geographic markets	792	836	3,738	703	8	-	-	6,077
Contract counterparties								
Individual	73	615	361	466	-	-	-	1,515
Corporate	719	221	3,377	237	8	-	-	4,562
Revenue by contract counter parties	792	836	3,738	703	8	-	-	6,077

44. BUSINESS SEGMENTS (cont'd)

Year ended 30 June 2020 (restated)

In Rs million	FinTech	Hospitality	Logistics	Property	Corporate Office	Corporate Treasury	Group Elimination	Total
Revenue	1,009	3,205	3,113	2,222	241	-	(550)	9,240
Cost of sales	(253)	(1,511)	(2,230)	(1,074)	(64)	(14)	594	(4,552)
Gross profit	756	1,694	883	1,148	177	(14)	44	4,688
Sundry Income	7	2	6	-	1	-	(8)	8
Administrative expenses	(625)	(1,794)	(682)	(354)	(290)	-	(36)	(3,781)
Finance costs	(120)	(81)	(50)	(299)	-	(149)	-	(699)
Impairment losses	(223)	(58)	(29)	(209)	-	-	-	(519)
Fair value movements	-	-	-	78	(26)	-	-	52
Share of results of jointly controlled entities and associated companies	202	(220)	-	(159)	25	-	-	(152)
Profit (loss) before other gains and losses	(3)	(457)	128	205	(113)	(163)	-	(403)
Other gains and losses (note 6)	12	(1)	1	5	-	-	-	17
Profit (loss) before taxation	9	(458)	129	210	(113)	(163)	-	(386)
Taxation	25	(17)	(23)	(96)	-	-	-	(111)
Profit (loss) for the year	34	(475)	106	114	(113)	(163)		(497)
Assets	5,944	11,147	3,232	19,725	2,017	-	(2,586)	39,479
Liabilities	3,542	4,299	1,854	7,491	4,943	-	(2,586)	19,543
Capital expenditure	(98)	(516)	(125)	(415)	(13)	-	-	(1,167)
Depreciation & amortisation	(97)	(308)	(136)	(140)	(19)	-	-	(700)
Disaggregation of revenue from contracts with customers :								
Segment revenue	743	3,061	3,110	823	53	-	-	7,790
Inter-segment revenue	(52)	(60)	-	(4)	(43)	-	-	(159)
Revenue from contracts with external customers	691	3,001	3,110	819	10	-	-	7,631
Primary Geographic markets								
Asia	6	-	206	-	-	-	-	212
Europe	53	1,237	516	480	-	-	-	2,286
Africa and others	632	1,764	2,388	339	10	-	-	5,133
Revenue from primary geographic markets	691	3,001	3,110	819	10	-	-	7,631
Contract counterparties								
Individual	-	2,000	410	504	-	-	-	2,914
Corporate	691	1,001	2,700	315	10	-	-	4,717
Revenue by contract counter parties	691	3,001	3,110	819	10	-	-	7,631

(a) Product description of above segments:

FinTech - Credit, leasing & hire purchase businesses, actuarial services, asset management, global business, investment in Swan General Ltd & Swan Financial Solutions Ltd, IT services and payroll services;

Hospitality - Boat cruises, catamaran sightseeing, golf course, GSA of airlines, hotel and spa services, investment in New Mauritius Hotels Limited, online tour operators and travel agency;

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44. BUSINESS SEGMENTS (cont'd)

(a) Product description of above segments (cont'd)

Logistics - Courier services, freight forwarding, packing of special sugars, port related and transport services, shipping services and warehousing;

Property - Agriculture and leisure, construction and sales of villas, property investment and rental pool management company;

Corporate Office - Performance monitoring, statutory reporting, strategy monitoring and support to SBUs; and

Corporate Treasury - Net financing cost.

(b) Capital expenditure includes additions to property, plant and equipment, investment properties, intangibles assets, deferred expenditure and loans and advances.

45. PRIOR YEAR RESTATEMENTS

In preparing the financial statements for the year ended 30 June 2021, the Group and the Company identified prior year restatements and made necessary corrections. Restatements were made to the financial statements , presentation and disclosures of certain transactions and balances , in accordance with International Accounting Standard, IAS 8 - Accounting Policies, Changes in Accounting Estimates and Errors. They refer to the comparatives for 1 July 2019 and 30 June 2020, unless where specified.

(i) Impact on the consolidated financial statements

Restatement of impact lines of the financial statements for prior periods are as follows:

GROUP In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated	2019 As previously stated	Prior Year Adjustment	2019 Restated
Statements of Financial Position						
ASSETS						
Property, plant and equipment	11,535.0	1,376.9	12,911.9	10,872.4	1,122.7	11,995.1
Investment properties	13,301.3	(617.8)	12,683.5	12,810.1	(565.5)	12,244.6
Intangible assets	1,449.0	(78.4)	1,370.6	1,438.3	(135.9)	1,302.4
Investment in jointly controlled entities	178.1	-	178.1	180.4	-	180.4
Investment in associated companies	4,483.0	59.6	4,542.6	5,196.3	59.6	5,255.9
Financial assets at fair value through other comprehensive income	157.5	15.9	173.4	269.2	23.4	292.6
Financial assets at fair value through profit or loss	268.1	-	268.1	294.2	-	294.2
Financial assets at amortised costs	60.2	-	60.2	53.6	-	53.6
Loans and advances	1,273.4	-	1,273.4	961.8	-	961.8
Deferred expenditure	211.2	(160.8)	50.4	116.0	(9.2)	106.8
Deferred tax assets	-	71.6	71.6	-	29.2	29.2
Retirement benefit asset	28.0	31.0	59.0	43.1	-	43.1
Total non current assets	32,944.8	698.0	33,642.8	32,235.4	524.3	32,759.7

45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

GROUP In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated	2019 As previously stated	Prior Year Adjustment	2019 Restated
Statements of Financial Position (cont'd)						
Consumable biological assets	79.2	-	79.2	77.9	-	77.9
Inventories	550.3	-	550.3	574.5	-	574.5
Prepayments	113.5	-	113.5	116.1	-	116.1
Loans and advances	889.6	-	889.6	699.5	-	699.5
Contract assets	181.3	-	181.3	146.7	-	146.7
Trade receivables	1,361.2	12.5	1,373.7	1,756.6	21.4	1,778.0
Financial assets at amortised costs	1,042.0	(24.5)	1,017.5	718.0	(24.5)	693.5
Bank balances and cash	1,525.4	85.7	1,611.1	1,033.1	133.3	1,166.4
Assets classified as held for sale	20.2	-	20.2	119.1	-	119.1
Total current assets	5,762.7	73.7	5,836.4	5,241.5	130.2	5,371.7
Total assets	38,707.5	771.7	39,479.2	37,476.9	654.5	38,131.4
EQUITY AND LIABILITIES						
Share capital	1,260.2	-	1,260.2	1,260.2	-	1,260.2
Reserves	8,527.4	302.6	8,830.0	9,423.5	235.5	9,659.0
Equity attributable to owners of the parent	9,787.6	302.6	10,090.2	10,683.7	235.5	10,919.2
Non-controlling interests	9,483.7	362.4	9,846.1	8,561.5	310.6	8,872.1
Total equity	19,271.3	665.0	19,936.3	19,245.2	546.1	19,791.3
Borrowings	10,763.2	-	10,763.2	10,760.1	-	10,760.1
Liabilities related to contracts with customers	155.5	-	155.5	-	-	-
Deferred tax liabilities	832.7	93.5	926.2	836.6	38.7	875.3
Retirement benefit obligations	333.2	-	333.2	243.3	-	243.3
Total non current liabilities	12,084.6	93.5	12,178.1	11,840.0	38.7	11,878.7
Borrowings	4,026.4	(14.0)	4,012.4	2,892.3	(24.3)	2,868.0
Trade and other payables	2,979.7	27.2	3,006.9	2,929.4	94.0	3,023.4
Liabilities related to contracts with customers	291.0	-	291.0	346.4	-	346.4
Income tax liabilities	52.0	-	52.0	54.5	-	54.5
Dividends payable	-	-	-	166.4	-	166.4
Liabilities directly associated with assets classified as held for sale	2.5	-	2.5	2.7	-	2.7
Total current liabilities	7,351.6	13.2	7,364.8	6,391.7	69.7	6,461.4
Total liabilities	19,436.2	106.7	19,542.9	18,231.7	108.4	18,340.1
Total equity and liabilities	38,707.5	771.7	39,479.2	37,476.9	654.5	38,131.4

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45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

GROUP In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated
Statements of Profit or Loss			
Revenue from contracts with customers	7,630.9	-	7,630.9
Rental income	1,328.5	-	1,328.5
Interest revenue calculated using effective interest rate ("EIR") method	276.3	-	276.3
Investment income	4.3	-	4.3
Revenue	9,240.0	-	9,240.0
Cost of sales	(4,551.7)	-	(4,551.7)
Gross Profit	4,688.3	-	4,688.3
Sundry income	7.5	-	7.5
Interest expense - consumer finance business	(70.7)	-	(70.7)
Administrative expenses	(3,770.2)	(10.4)	(3,780.6)
Increase of loss allowance and write off	(519.3)	-	(519.3)
Fair value movements	104.3	(52.3)	52.0
Share of results of jointly controlled entities	(2.3)	-	(2.3)
Share of results of associated companies	(149.4)	-	(149.4)
Profit before finance cost and other gains and losses	288.2	(62.7)	225.5
Finance costs	(628.2)	-	(628.2)
Loss before other gains and losses	(340.0)	(62.7)	(402.7)
Other gains and losses			
Gain on bargain purchase	4.9		4.9
Profit on disposal of group entities	7.6	-	7.6
Profit on sale of properties	4.7	-	4.7
Loss before taxation	(322.8)	(62.7)	(385.5)
Taxation	(95.6)	(15.7)	(111.3)
Loss for the year	(418.4)	(78.4)	(496.8)
Attributable to			
Owners of the parent	(514.6)	(34.9)	(549.5)
Non-controlling interests	96.2	(43.5)	52.7
Loss for the year	(418.4)	(78.4)	(496.8)
Basic and diluted earnings per share	Rs (2.04)	Rs (0.14)	Rs (2.18)
Statements of Profit or Loss and Other Comprehensive Income			
Loss for the year	(418.4)	(78.4)	(496.8)
Other comprehensive income			
Gains on property revaluation	654.8	118.3	773.1
Remeasurements of post employment benefit obligations	(67.8)	34.3	(33.5)
Losses arising on financial assets at fair value through other comprehensive income	(112.4)	(7.5)	(119.9)
Share of other comprehensive income of associated companies	(520.1)	-	(520.1)
Items that will not be reclassified to profit or loss	(45.5)	145.1	99.6

45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

GROUP In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated
Statements of Profit or Loss and Other Comprehensive Income (cont'd)			
Exchange differences on translating foreign entities	(22.7)	52.2	29.5
Share of other comprehensive income of associated companies	97.4	-	97.4
Items that may be reclassified subsequently to profit or loss	74.7	52.2	126.9
Other comprehensive income for the year, net of tax	29.2	197.3	226.5
Total comprehensive income for the year, net of tax	(389.2)	118.9	(270.3)
Attributable to			
Owners of the parent	(777.1)	67.1	(710.0)
Non-controlling interests	387.9	51.8	439.7
Loss for the year	(389.2)	118.9	(270.3)
Statements of Cash Flows			
Net cash flow generated from operating activities	575.5	170.2	745.7
Net cash used in investing activities	(382.3)	(364.2)	(746.5)
Net cash generated from financing activities	642.1	137.0	779.1
Net increase in cash and cash equivalents	835.3	(57.0)	778.3

(a) In the previous years, the Group eliminated all unrealised profits on intergroup disposal of land and buildings against their carrying value. However, the Group did not restate the properties to their fair values in line with the Group's accounting policy thereby understating the carrying amounts of those land and buildings and the corresponding revaluation surplus and non-controlling interest. This was corrected by restating the value of property, plant and equipment (2020 - Rs 458.0m, 2019 - Rs 402.4m), financial assets at amortised cost (2020 - Rs 3.0m, 2019 - Rs 3.0m), revaluation reserves (2020 - Rs 169.5m, 2019 - Rs 148.8m) and non-controlling interest (2020 – Rs 291.5m, 2019 - Rs 256.6m). The restatement did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows, with the exception of Statements of Other Comprehensive Income whereby a revaluation surplus of Rs 55.6m has been recorded in 2020 (2019 Nil).

(b) Prior to the implementation of IFRS16 - Leases, the Group had acquired certain leasehold rights that it had capitalised under intangible assets. Upon the implementation of IFRS16 - Leases, these intangible assets should have been reclassified to rights of use assets, included under property, plant and equipment. This was corrected in the current year with the comparatives being restated to reflect the appropriate classification. The financial impact consists of reclassifying intangible assets (2020 - Rs (140.3)m, 2019 - Rs (145.6)m) to property, plant and equipment (2020 - Rs 140.3m, 2019 - Rs 145.6m). The restatement did not have any impact Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(c) In prior years, the Group incorrectly accounted for any payments made to external parties for the construction of the second course and a morcellement as deferred expenditure instead of including these as part of asset under construction in Property, plant and equipment. Accordingly, the Group has retrospectively reclassified all such expenses from deferred expenditure (2020 - Rs (160.8)m, 2019 - Rs (9.2) m) to assets under construction under property, plant and equipment (2020 - Rs 160.8m, 2019 - Rs 9.2m). The restatements did not have any impact Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(d) In the prior years, included in the Group's investment properties were some partly owner-occupied buildings which were not reclassified to Property, Plant and Equipment. The Group has therefore retrospectively reclassified those portions from 'Investment property' to 'Property, Plant and Equipment' with any gains in fair value reclassified from profit or loss to other comprehensive income. This impacted 'Statement of Profit or Loss' (2020 - Rs (62.7)m, 2019 - Rs (38.7)m), Statements of Other Comprehensive Income (2020 - Rs 62.7m, 2019 – Rs 38.7m), 'Property, plant and equipment' (2020 - Rs 617.8m, 2019 - Rs 565.5m), 'Investment properties'(2020 - Rs (617.8)m, 2019 - Rs (565.5)m) , 'Revaluation Reserve' (2020 - Rs 33.5m, 2019 - Rs 10.8m), 'Retained earnings' (2020 - Rs (33.5)m, 2019 - Rs (10.8) m), Basic and Diluted Earnings Per Share (2020 - Rs (0.1), 2019 - Rs (0.06)). The restatements did not have any impact Consolidated Statements of Cash Flows.

(e) In prior years, the Group's financial statements included certain balances arising from consolidation journal entries for which the underlying transactions or balances no longer exist. These were adjusted for retrospectively in the current year resulting in a decrease in accounts payable (2020 - Rs (85)m, 2019 – Rs (85)m), a decrease in revaluation reserves (2020 – Rs (20)m, 2019- Rs (20)m), and an increase in retained earnings (2020 – Rs 105m, 2019 – Rs 105m). The restatements did not have any impact Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

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45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

(f) In the prior years, an associated company of a subsidiary of the Group declared dividends. Given the subsidiary's assessment that these dividends would not be recoverable, only part of the dividend income and corresponding receivable were accounted for. However, at Group level, the share of net asset of the associated company has been adjusted only to the extent of the share of dividend recognised instead of the full share of dividends declared. Accordingly, the investment in associated company was overstated by the portion of dividends declared not recognised at the subsidiary's level and this was adjusted in the current year as a prior year restatement. Additionally, the dividend receivable was derecognised as if it was deemed not recoverable from the time of declaration. This restatement impacted investment in associated companies (2020 - Rs (21.4)m, 2019 - Rs (21.4)m), financial assets at amortised costs (2020 - Rs (27.5) m, 2019 - Rs (27.5)m) and retained earnings ((2020 - Rs (48.9)m, 2019 - Rs (48.9)m). The restatements did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(g) In the prior year, in determining the fair value of an unquoted investment at fair value through other comprehensive income, the Group omitted to adjust the value obtained using a market comparable approach with an amount representing non-core assets of the investee company. This impacted the Statements of Profit or loss and Other Comprehensive Income (2020 - Rs (7.5)m, 2019 - Rs 23.4m), Gains arising on fair value on financial assets at fair value through other comprehensive income (2020 - Rs 15.9m, 2019 - Rs 23.4m) and revaluation reserves (2020 - Rs 15.9m, 2019 - Rs 23.4m). The restatements did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(h) In previous years, the Group netted off net deferred tax liabilities arising from certain subsidiaries with the net deferred tax assets arising from other subsidiaries. Given that the Group has no right to set off current tax assets and current tax liabilities of different entities within the Group, it has to present the deferred net tax assets and deferred tax liabilities separately on the face of the Statements of Financial Position. Accordingly, the Group grossed up its deferred tax liabilities by the amount of net deferred tax assets wrongly included therein (2020 - Rs 110.5m, 2019 - Rs 48.2m). The restatements did not have any impact Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(i) In the previous years, a subsidiary company omitted to record deferred tax arising on retirement benefit obligations and tax losses. During the year, adjustments have been made to reflect these effects retrospectively. This resulted in an increase in Statements of Profit or loss (2020 - Rs 4.2m, 2019 - Rs 1.3m), increase in Statements of Other Comprehensive Income (2020 - Rs 3.3m, 2019 - Rs 8.2m), increase in retained earnings (2020 - Rs 6.2m, 2019 - Rs 3.5m) and non-controlling interests (2020 - Rs 10.8m, 2019 - Rs 6.0m), a decrease in deferred tax liabilities (2020 - Rs (17.0)m, 2019 - Rs (9.5)m) and Basic and Diluted Earnings Per Share (2020 - Rs 0.01, 2019 - Nil). The restatements did not have any impact Consolidated Statements of Cash Flows.

(j) During the year, the Group has reclassified reconciling items on its bank reconciliation statements, including outstanding/unpresented cheques, to reflect its cash and bank balances and bank overdrafts at period end with retrospective effect. This restatement impacted trade receivables (2020 - Rs 12.5m, 2019 - Rs 21.4m), bank balances and cash (2020 - Rs 85.7m, 2019 - Rs 133.3m), borrowings (2020 - Rs (14.0)m, 2019 - Rs (24.3)m) and trade and other payables (2020 - Rs 112.2m, 2019 - Rs 179.0m). The restatements did not have any impact on Consolidated Statements of Profit or Loss and Basic and Diluted Earnings Per Share.

(k) In the prior years, pension plan assets included debt securities accounted for at amortised cost. This is not in accordance with IAS19 which requires that plan assets be stated at fair value. Accordingly, the Group restated its net defined benefit assets by adjusting the value of plan assets to their fair value. This impacted the Statements of Profit or loss and Other Comprehensive Income (2020 - Rs 31m, 2019 - Nil), Defined Benefit Assets (2020 - Rs 31m, 2019 - Nil) and retained earnings (2020 - Rs 31m, 2019 - Nil). The restatements did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(l) In the prior years, the Group incorrectly accounted for a transaction involving the exchange of shares in an existing associated company for the shares of a new associated company, resulting in the carrying value of the latter to be understated by Rs 81m. Accordingly the Group has corrected the misstatement in the current year. This has impacted the value of investment in associated companies (2020 – Rs 81m, 2019 – Rs 81m), retained earnings (2020 – Rs 30.2m, 2019 – Rs 30.2m) and non-controlling interests (2020 – Rs 50.8m, 2019 – Rs 50.8m). The restatements did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

(m) The Group has previously recognised goodwill on the acquisition of foreign operation, for which the functional currency was different from Rogers' presentation currency. Management did not previously retranslate the specific goodwill amount recognised on the acquisition of the different foreign operations at the closing rate as per the requirement of IAS 21. This adjustment has impacted Statements of Other Comprehensive Income (2020 - Rs 52.2m, 2019 - Nil), intangible assets (2020 – Rs 61.9m, 2019 – Rs 9.7m), translation reserves (2020 – Rs 40.5m, 2019 – Rs 6.6m) and non-controlling interests (2020 – Rs 21.4m, 2019 – Rs 3.1m) This has been adjusted retrospectively as a prior year restatement. The restatements did not have any impact on Consolidated Statements of Profit or Loss, Basic and Diluted Earnings Per Share and Consolidated Statements of Cash Flows.

45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

(n) In the prior years, the Group had recognised deferred tax assets on certain subsidiaries which had been loss making and had carried forward tax losses while not having obtained sufficient convincing evidence of their recoverability in accordance with IAS12. Accordingly, the Group has written off these deferred tax assets as a prior year adjustment, restating the prior years' comparatives.This resulted in a decrease in Statement of Profit or loss (2020 - Rs (19.9)m, retained earnings (2020 - Rs (26.8)m, 2019 - Rs (13.1)m), non-controlling interests (2020 - Rs (12.1)m, 2019 - Rs (5.9)m), a decrease in deferred tax assets (2020 - Rs (38.9)m, 2019 - Rs (19.0)m) and Basic and Diluted Earnings Per Share (2020 - Rs (0.05), 2019 - Rs (0.02)). The restatements did not have any impact Consolidated Statements of Cash Flows.

(o) Difference in exchange (2020 - Rs 179.1m) was previously presented under investing activities instead of operating activities and has been reclassified in accordance with the requirement of IAS7. Interest received in the consumer finance business (2020 - Rs 185.5m) has been reclassified from investing activities to operating activities to reflect the correct nature of this cash flow item. Similarly, the interest paid in respect of the consumer finance business (2020 - Rs 70.7m) has been reclassified from financing activities to operating activities. Cash flows relating to the principal portion of lease liabilities (2020 - Rs 45.3m) was incorrectly presented as operating activities and has been reclassified in the current year from operating activities (Decrease (Increase) in trade receivable and other financial assets at amortised cost) to financing activities (Payment of principal portion of lease liabilities). Cash flows relating to repayment of borrowing (2020: 21.0m) was incorrectly presented as operating activities and has been reclassified in the current year from operating activities (Decrease (Increase) in trade receivable and other financial assets at amortised cost) to financing activities (Repayment of borrowings).These restatements did not have any impact on the Consolidated Statements of Profit or Loss and Basic and Diluted Earnings Per Share.

(p) In the current year, the Group and the Company changed the presentation of their Statements of Profit or Loss by presenting the analysis by function on the face of the Statements of Profit or Loss in order to provide more relevant and meaningful information to users of financial statements. This resulted in comparative information being re-presented to ensure comparability with current year's presentation. Revenue were split into the various streams, whereby interest income using EIR method has been disclosed on the face of the statement of profit or loss, analysis of expenses into cost of sales, administrative expenses and other expenses have been added and interest income and interest expense from consumer finance business have been disclosed separately.

(q) During the year, the Group restated a number of prior year disclosures because these were either missing or did not properly reflect the transactions or balances being disclosed. A description of these restatements is included in the individual footnotes of the financial statements.

The following tables provides a reconciliation of the above prior year restatements to the prior year adjustment table above:

Statements of Financial Position

GROUP	2020			2019		
In Rs million	Reclassification adjustment	Prior year adjustment	Total	Reclassification adjustment	Prior year adjustment	Total
Property, plant and equipment						
Adjustment reference (a)	-	458.0	458.0	-	402.4	402.4
Adjustment reference (b)	140.3	-	140.3	145.6	-	145.6
Adjustment reference (c)	160.8	-	160.8	9.2	-	9.2
Adjustment reference (d)	-	617.8	617.8	-	565.5	565.5
	301.1	1,075.8	1,376.9	154.8	967.9	1,122.7
Investment Properties						
Adjustment reference (d)	-	(617.8)	(617.8)	-	(565.5)	(565.5)
Intangibles assets						
Adjustment reference (b)	(140.3)	-	(140.3)	(145.6)	-	(145.6)
Adjustment reference (m)	-	61.9	61.9	-	9.7	9.7
	(140.3)	61.9	(78.4)	(145.6)	9.7	(135.9)
Investment in associated companies						
Adjustment reference (f)	-	(21.4)	(21.4)	-	(21.4)	(21.4)
Adjustment reference (l)	-	81.0	81.0	-	81.0	81.0
	-	59.6	59.6	-	59.6	59.6
Financial assets at FVOCI						
Adjustment reference (g)	-	15.9	15.9	-	23.4	23.4

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45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

The following tables provides a reconciliation of the above prior year restatements to the prior year adjustment table above: (cont'd)

Statements of Financial Position (cont'd)

GROUP	2020			2019		
In Rs million	Reclassification adjustment	Prior year adjustment	Total	Reclassification adjustment	Prior year adjustment	Total
Deferred expenditure						
Adjustment reference (c)	(160.8)	-	(160.8)	(9.2)	-	(9.2)
Deferred tax asset						
Adjustment reference (h)	110.5	-	110.5	48.2	-	48.2
Adjustment reference (n)	-	(38.9)	(38.9)	-	(19.0)	(19.0)
	110.5	(38.9)	71.6	48.2	(19.0)	29.2
Retirement benefit assets						
Adjustment reference (k)	-	31.0	31.0	-	-	-
Trade receivables						
Adjustment reference (j)	12.5	-	12.5	21.4	-	21.4
Financial assets at amortised cost						
Adjustment reference (a)	-	3.0	3.0	-	3.0	3.0
Adjustment reference (f)	-	(27.5)	(27.5)	-	(27.5)	(27.5)
	-	(24.5)	(24.5)	-	(24.5)	(24.5)
Bank balance and cash						
Adjustment reference (j)	85.7	-	85.7	133.3	-	133.3
Reserves						
Adjustment reference (a)	-	169.5	169.5	-	148.8	148.8
Adjustment reference (e)	-	85.0	85.0	-	85.0	85.0
Adjustment reference (f)	-	(48.9)	(48.9)	-	(48.9)	(48.9)
Adjustment reference (g)	-	15.9	15.9	-	23.4	23.4
Adjustment reference (i)	-	6.2	6.2	-	3.5	3.5
Adjustment reference (k)	-	31.0	31.0	-	-	-
Adjustment reference (l)	-	30.2	30.2	-	30.2	30.2
Adjustment reference (m)	-	40.5	40.5	-	6.6	6.6
Adjustment reference (n)	-	(26.8)	(26.8)	-	(13.1)	(13.1)
	-	302.6	302.6	-	235.5	235.5
Non controlling interests						
Adjustment reference (a)	-	291.5	291.5	-	256.6	256.6
Adjustment reference (i)	-	10.8	10.8	-	6.0	6.0
Adjustment reference (l)	-	50.8	50.8	-	50.8	50.8
Adjustment reference (m)	-	21.4	21.4	-	3.1	3.1
Adjustment reference (n)	-	(12.1)	(12.1)	-	(5.9)	(5.9)
	-	362.4	362.4	-	310.6	310.6
Deferred tax liabilities						
Adjustment reference (i)	-	(17.0)	(17.0)	-	(9.5)	(9.5)
Adjustment reference (h)	110.5	-	110.5	48.2	-	48.2
	110.5	(17.0)	93.5	48.2	(9.5)	38.7
Borrowings						
Adjustment reference (j)	(14.0)	-	(14.0)	(24.3)	-	(24.3)
Trade and other payables						
Adjustment reference (j)	112.2	-	112.2	179.0	-	179.0
Adjustment reference (e)	-	(85.0)	(85.0)	(85.0)	-	(85.0)
	112.2	(85.0)	27.2	94.0	-	94.0

45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

The following tables provides a reconciliation of the above prior year restatements to the prior year adjustment table above: (cont'd)

Statements of Profit or Loss and Other Comprehensive Income

GROUP	2020		
In Rs million	Reclassification adjustment	Prior year adjustment	Total
Administrative expenses			
Adjustment reference (d)	-	(10.4)	(10.4)
Fair value movements			
Adjustment reference (d)	-	(52.3)	(52.3)
Taxation			
Adjustment reference (i)	-	4.2	4.2
Adjustment reference (n)	-	(19.9)	(19.9)
	-	(15.7)	(15.7)
Gains on property valuation			
Adjustment reference (a)	-	55.6	55.6
Adjustment reference (d)	-	62.7	62.7
	-	118.3	118.3
Remeasurement of post employment benefit obligations			
Adjustment reference (i)	-	3.3	3.3
Adjustment reference (k)	-	31.0	31.0
	-	34.3	34.3
Losses arising on financial assets at FVOCI			
Adjustment reference (g)	-	(7.5)	(7.5)
Exchange differences on translating foreign entities			
Adjustment reference (m)	-	52.2	52.2

Statements of Cash Flows

GROUP	2020		
In Rs million	Reclassification adjustment	Prior year adjustment	Total
Profit before taxation			
Adjustment reference (d)	-	(62.7)	(62.7)
Depreciation			
Adjustment reference (d)	-	10.4	10.4
Fair value movements			
Adjustment reference (d)	-	52.3	52.3
Decrease (increase) in trade receivables and other financial assets at amortised cost			
Adjustment reference (j)	11.2	-	11.2
Adjustment reference (o)	-	(66.3)	(66.3)
	11.2	(66.3)	(55.1)
Trade and other payables			
Adjustment reference (j)	(68.2)	-	(68.2)
Difference in exchange			
Adjustment reference (o)	179.1	-	179.1
Interest received - consumer finance business			
Adjustment reference (o)	185.1	-	185.1
Interest paid - consumer finance business			
Adjustment reference (o)	(70.7)	-	(70.7)
Net cash flow generated from operating activities	236.5	(66.3)	170.2

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45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

Statements of Cash Flows (cont'd)

GROUP In Rs million	2020 Reclassification adjustment	Prior year adjustment	Total
Difference in exchange			
Adjustment reference (o)	(179.1)	-	(179.1)
Interest received			
Adjustment reference (o)	(185.1)	-	(185.1)
Net cash flow used in investing activities	(364.2)	-	(364.2)
Interest paid			
Adjustment reference (o)	70.7	-	70.7
Repayment of borrowings			
Adjustment reference (o)	-	21.0	21.0
Payment of principal portion of lease liabilities			
Adjustment reference (o)	-	45.3	45.3
Net cash flow used in financing activities	70.7	66.3	137.0

In the current year, the Group changed the presentation of their statements of profit or loss by presenting the analysis by function on the face of the Statements of Profit or Loss in order to provide more relevant and meaningful information to users of financial statements. The changes are illustrated below:

GROUP In Rs million As previously presented	Restated line item naming	2020 As previously presented	Effect of change in presentation	2020 Restated*
Revenue		9,169.3	(9,169.3)	-
	Revenue from contracts with customers	-	7,630.9	7,630.9
	Rental income	-	1,328.5	1,328.5
	Interest revenue calculated using effective interest rate ("EIR") method	-	276.3	276.3
	Investment income	-	4.3	4.3
	Total Revenue	9,169.3	9,240.0	9,240.0
	Cost of sales	-	(4,551.7)	(4,551.7)
	Gross profit	-	4,688.3	4,688.3
	Sundry income	-	7.5	7.5
	Interest expense - consumer finance business	-	(70.7)	(70.7)
	Administrative expenses	-	(3,770.2)	(3,770.2)
Profit from operations before impairment losses and finance costs		867.7	(867.7)	-
(Impairment losses) reversal of impairment losses on financial assets	(Increase) reversal of loss allowance and write-off	(519.3)	-	(519.3)
Finance costs		(628.2)	628.2	-
Fair value gains on investment properties	Fair value movements	129.1	(24.8)	104.3
Share of results of jointly controlled entities		(2.3)	-	(2.3)
Share of results of associated companies		(149.4)	-	(149.4)
Loss before exceptional items	Profit before finance costs and other gains and losses	(302.4)	590.6	288.2

45. PRIOR YEAR RESTATEMENTS (cont'd)

(i) Impact on the consolidated financial statements (cont'd)

GROUP In Rs million As previously presented	Restated line item naming	2020 As previously presented	Effect of change in presentation	2020 Restated*
Finance costs		-	(628.2)	(628.2)
Loss before exceptional items	Loss before other gains and losses	(302.4)	(37.6)	(340.0)
Exceptional Items	Other gains and losses	-	-	-
Gain on bargain purchase		4.9	-	4.9
Amortisation of market-related intangibles		(37.6)	37.6	-
Profit on disposal of group entities		7.6	-	7.6
Profit on sale of properties		4.7	-	4.7
(Loss) profit before taxation		(322.8)	-	(322.8)
Taxation		(95.6)	-	(95.6)
(Loss) profit for the year		(418.4)	-	(418.4)

* "Restated" is before the impact of adjustments made due to correction of errors.

(ii) Impact on separate financial statements

COMPANY In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated	2019 As previously stated	Prior Year Adjustment	2019 Restated
Statements of Financial Position						
ASSETS						
Property, plant and equipment	86.3	-	86.3	15.9	-	15.9
Investment properties	150.3	-	150.3	149.7	-	149.7
Intangible assets	14.9	-	14.9	10.5	-	10.5
Investment in subsidiary companies	4,655.6	-	4,655.6	4,488.2	-	4,488.2
Investment in associated companies	3,619.4	-	3,619.4	3,717.8	-	3,717.8
Financial assets at fair value through other comprehensive income	145.7	15.9	161.6	258.3	23.4	281.7
Financial assets at amortised costs	350.9	-	350.9	324.7	-	324.7
Retirement benefit assets	28.0	31.0	59.0	43.1	-	43.1
Total non current assets	9,051.1	46.9	9,098.0	9,008.2	23.4	9,031.6
Prepayments	4.9	-	4.9	2.2	-	2.2
Trade receivables	2.4	-	2.4	1.7	-	1.7
Financial assets at amortised costs	714.4	7.0	721.4	574.5	-	574.5
Bank balances and cash	99.3	0.6	99.9	2.8	1.7	4.5
Total current assets	821.0	7.6	828.6	581.2	1.7	582.9
Total assets	9,872.1	54.5	9,926.6	9,589.4	25.1	9,614.5
EQUITY AND LIABILITIES						
Share capital	1,260.2	-	1,260.2	1,260.2	-	1,260.2
Reserves	3,718.0	46.9	3,764.9	4,113.7	23.4	4,137.1
Total equity	4,978.2	46.9	5,025.1	5,373.9	23.4	5,397.3
Borrowings	3,719.9	-	3,719.9	2,150.0	-	2,150.0
Retirement benefit obligations	63.1	-	63.1	53.6	-	53.6
Total non current liabilities	3,783.0	-	3,783.0	2,203.6	-	2,203.6
Borrowings	653.6	-	653.6	1,022.5	-	1,022.5
Trade and other payables	457.3	7.6	464.9	823.0	1.7	824.7
Dividends payable	-	-	-	166.4	-	166.4
Total current liabilities	1,110.9	7.6	1,118.5	2,011.9	1.7	2,013.6
Total liabilities	4,893.9	7.6	4,901.5	4,215.5	1.7	4,217.2
Total equity and liabilities	9,872.1	54.5	9,926.6	9,589.4	25.1	9,614.5

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45. PRIOR YEAR RESTATEMENTS (cont'd)

(ii) Impact on separate financial statements (cont'd)

COMPANY In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated
Statements of profit or loss and other comprehensive income			
Revenue from contracts with customers	210.4	-	210.4
Rental income	22.2	-	22.2
Interest revenue calculated using effective interest rate (EIR) method	17.3	-	17.3
Investment income	324.8	-	324.8
Revenue	574.7	-	574.7
Sundry income	0.7	-	0.7
Administrative expenses	(315.7)	-	(315.7)
Reversal of loss allowance	41.6	-	41.6
Impairment losses on subsidiaries and associated company	(277.7)	-	(277.7)
Fair value movements	(2.3)	-	(2.3)
Profit before finance costs	21.3	-	21.3
Finance costs	(184.8)	-	(184.8)
Loss for the year	(163.5)	-	(163.5)
Other comprehensive income			
Remeasurements of post employment benefit obligations	(23.8)	31.0	7.2
Losses arising on financial assets at fair value through other comprehensive income	(112.6)	(7.5)	(120.1)
Total comprehensive loss for the year	(299.9)	23.5	(276.4)

COMPANY In Rs million	2020 As previously stated	Prior Year Adjustment	2020 Restated
Statements of Cash Flows			
Net cash flow used in operating activities	(122.8)	(847.4)	(970.2)
Net cash generated from investing activities	27.9	-	27.9
Net cash generated from financing activities	308.5	846.3	1,154.8
Net increase in cash and cash equivalents	213.6	(1.1)	212.5

45. PRIOR YEAR RESTATEMENTS (cont'd)

(ii) Impact on separate financial statements (cont'd)

(a) The Company changed its fair valuation methodology for one of its equity investments in financial assets at fair value through other comprehensive income from the dividend growth model to an adjusted equity value with retrospective effect. This impacted the Statement of Profit or loss and Other Comprehensive Income (2020 - Rs (7.5)m, 2019 - Rs23.4m) and financial assets at fair value through other comprehensive income (2020 - Rs 15.9m, 2019 - Rs23.4m). The restatements did not have any impact on the Separate Statement of Cash Flows.

(b) The Company changed the valuation methodology of the financial assets at amortised assets to fair value model which are held by its pension plan. This impacted the Statement of Profit or loss and Other Comprehensive Income (2020 - Rs 31m, 2019 - Nil) and retirement benefit asset (2020 - Rs 31m, 2019 - Nil). The restatements did not have any impact on the Separate Statements of Cash Flows.

(c) In prior years, the Company classified cash flows arising from short term loan receivable/payable from/to subsidiaries as financing activities in the Separate Statement of Cash Flows. However, these should have been classified as cash flows used in/generated from operating activities. Thus this was adjusted for and had the above effect on the Separate Statement of Cash Flows. (2020- Rs 846.3m, 2019- Rs 151.1m).

(d) During the year, the Company has reclassified reconciling items on its bank reconciliation statements, including outstanding/unpresented cheques, to reflect its cash and bank balances and bank overdraft at period end with retrospective effect. This restatements impacted financial assets at amortised costs (2020 - Rs 7.0m, 2019 - Rs Nil), bank balances and cash (2020 - Rs 0.6m, 2019 - Rs 1.7m) and trade and other payables (2020 - Rs 7.6m, 2019 - Rs 1.7m).

Statements of Financial Position

COMPANY	2020			2019		
In Rs million	Reclassification adjustment	Prior year adjustment	Total	Reclassification adjustment	Prior year adjustment	Total
Financial assets at fair value though other comprehensive income						
Adjustment reference (a)	-	15.9	15.9	-	23.4	23.4
Retirement benefit assets						
Adjustment reference (b)	-	31.0	31.0	-	-	-
Financial assets at amortised cost						
Adjustment reference (d)	7.0	-	7.0	-	-	-
Bank balance and cash						
Adjustment reference (d)	0.6	-	0.6	1.7	-	1.7
Reserves						
Adjustment reference (a)	-	15.9	15.9	-	23.4	23.4
Adjustment reference (b)	-	31.0	31.0	-	-	-
	-	46.9	46.9	-	23.4	23.4
Trade and other payables						
Adjustment reference (d)	7.6	-	7.6	1.7	-	1.7

EXPLANATORY NOTES
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45. PRIOR YEAR RESTATEMENTS (cont'd)

(ii) Impact on separate financial statements

Statements of Profit or Loss and other comprehensive income

COMPANY	2020		
In Rs million	Reclassification adjustment	Prior year adjustment	Total
Remeasurement of post employment benefit obligations			
Adjustment reference (b)	-	31.0	31.0
Losses arising on financial assets at fair value through other comprehensive income			
Adjustment reference (a)	-	(7.5)	(7.5)

Statements of Cash Flows

COMPANY	2020		
In Rs million	Reclassification adjustment	Prior year adjustment	Total
Decrease (increase) in trade receivables, prepayments and other financial assets at amortised cost			
Adjustment reference (c,d)	(182.8)	(7.0)	(189.8)
Decrease in trade and other payables			
Adjustment reference (c,d)	(663.5)	5.9	(657.6)
Net cash flow generated from (used in) operating activities	(846.3)	(1.1)	(847.4)
Proceeds from loans and advances			
Adjustment reference (c)	(1,156.0)	-	(1,156.0)
Repayment of loans and advances			
Adjustment reference (c)	2,002.3	-	2,002.3
Net cash flows generated from (used in) financing activities	846.3	-	846.3

45. PRIOR YEAR RESTATEMENTS (cont'd)

In the current year, the Company changed the presentation of their statements of profit or loss by presenting the analysis by function on the face of the Statements of Profit or Loss in order to provide more relevant and meaningful information to users of financial statements. The changes are illustrated below:

COMPANY				
In Rs million		2020		2020
As previously presented	Restated line item naming	As previously presented	Effect of change in presentation	Restated*
Revenue		574.7	(574.7)	-
	Revenue from contracts with customers	-	210.4	210.4
	Rental income	-	22.2	22.2
	Interest revenue calculated using effective interest rate ("EIR") method	-	17.3	17.3
	Investment income	-	324.8	324.8
	Total Revenue	-	574.7	574.7
	Cost of sales	-	-	-
	Gross profit	-	574.7	574.7
	Sundry income	-	0.7	0.7
	Administrative expenses	-	(315.7)	(315.7)
	Impairment losses on subsidiaries and associated company	-	(277.7)	(277.7)
Profit from operations before impairment losses and finance costs		259.7	(259.7)	-
(Impairment losses) reversal of impairment losses on financial assets	(Increase) reversal of loss allowance and write-off	41.6	-	41.6
Finance costs		(184.8)	184.8	-
Fair value gains (losses) on investment properties	Fair value movements	(2.3)	-	(2.3)
Loss before exceptional items	Profit before finance costs and other gains and losses	114.2	(92.9)	21.3
Finance costs		-	(184.8)	(184.8)
Loss before exceptional items	Loss before other gains and losses	114.2	(277.7)	(163.5)
Exceptional Items	Other gains and losses			
Impairment of subsidiaries and associates		(277.7)	277.7	-
Loss before taxation		(163.5)	-	(163.5)
Taxation		-	-	-
Loss for the year		(163.5)	-	(163.5)

* "Restated" is before the impact of adjustments made due to correction of errors.

EXPLANATORY NOTES
30 June 2021

46. IMPACT OF COVID-19 AND GOING CONCERN

The continuously evolving COVID-19 pandemic along with the second lockdown from March to May 2021 resulted in associated risks and the need for further judgements and assumptions.

Changes to the estimates and outcomes that have been applied in the measurement of the Group's assets and liabilities may arise in the future due to the dynamic and evolving nature of COVID-19, the economic and financial uncertainty of the pandemic and the full impact of the pandemic hit the period for which these financial statements are being prepared. Other than the apparent conditions that existed at the end of the reporting period, the impact of events arising after the reporting period will be accounted for in future reporting periods.

The Group operates, through its investments in subsidiaries, associated companies and jointly controlled entities, in four served markets namely FinTech, Hospitality, Logistics and Property across 11 countries including Mauritius. It has considered the existing and long term impact of the COVID-19 pandemic on its operations along with the identified reporting aspects as follows:

Going concern

For the purpose of assessing the appropriateness of the preparation of the Group's Financial Statements on a going concern basis, the Group has prepared financial forecasts incorporating the economic uncertainty evolving around the pandemic. The forecasts consider the current cash position, the deferment of loan repayments, availability of banking facilities, finance from Mauritius Investment Corporation Ltd ("MIC") and an assessment of the principal areas of risk and uncertainty.

- *FinTech - Corporate*

The sector maintained its services through a work-from-home infrastructure and enhanced the use of social media to develop business relationship with customers. It benefited from a better performance than last year on account of the strong efficiency gains which led to a reduction in the cost base. Additionally, the sector shall be benefiting from the removal of Mauritius from the FATF Grey list in October 2021. The sector remains resilient and will be able to meet all its financial commitments for the next 12 months from the date of the approval of the financial statements.

- *FinTech - Financial*

The sector's activities mainly leasing, consumer finance and loans were directly affected by the second lockdown from March to May 2021. However, the sector reported a better performance mainly attributed to the improvement of the loan book quality following the tightening of credit policies along with cost savings initiatives. The company is working in close collaboration with financial institutions to secure adequate funding for the continuous growth of its loan book whilst maintaining focus on its strategic projects. The sector does not foresee any going concern issue for the next 12 months from the date of the approval of the financial statements.

- *FinTech - Technology*

The sector has been in continuous operations despite the second lock down and has posted improved results, compared to last year, albeit being affected by the disruption in supply chain. An enhanced focus on commercial development combined with a strong positioning on innovative solutions have driven the better performance. The sector does not foresee any difficulty in meeting its financial commitments for the next 12 months from the date of the approval of the financial statements.

- *Hospitality - Hotels and Leisure*

The sector operates seven three-to-five-star hotels, totalling 802 rooms and a managed rental pool of 42 luxury villas. Its main activity is in Mauritius, with main markets in Europe and South Africa and Middle East, Eastern Europe, India, China and Africa as emerging markets. The sector also operates hotel accommodation, restaurants, sports events and land and sea leisure activities. The business activity is directly and indirectly impacted by the effects of the COVID-19 in material aspects by interrupting the businesses for the full financial year 2021 with border closure and international restrictions. There has also been increased economic uncertainty, evidenced by more volatile asset price volatility and fluctuation in foreign currency. There was also significant long term interest rates in developed countries. Additionally some of the sector's hotels and leisure activities were restricted to the local markets only and used for quarantine purposes.

The sector benefited from a number of Government measures to sustain the tourism industry. The group has also received a lease holidays from the Government for two years in respect of the hotels that have been constructed on the stated land. The sector benefited from the Government Wage Assistance Scheme and a number of hotels that have been erected on land lease from the Government of Mauritius have received lease holidays for two years. During the year under review, the sector entered into a bond agreement with the Mauritius Investment Corporation ("MIC") to issue convertible bonds at a preferential rate of interest to MIC amounting Rs 1.3bn, out of which Rs 600m has been issued in June 2021. The sector has the option to repay the issued bonds within nine years from the date the bonds are issued.

46. IMPACT OF COVID-19 AND GOING CONCERN (cont'd)

- *Hospitality - Hotels and Leisure (cont'd)*

The economic climate is currently recovering with the reopening of most international borders coupled with Government's incentives to promote and restore the hospitality industry's and operational performance. Based the forecast including reasonable assumptions, the sector does not foresee any difficulty in meeting its obligations at least within the next 12 months from the date the financial statements are signed.

- *Hospitality - Travel*

The sector's operational and financial results have been adversely impacted by the continuosly evolving COVID-19 pandemic with the stringent travel restrictions and border closures in most territories along with the second COVID-19 lockdown in 2021. Close cash monitoring, cost cutting measures and Government assistance help to mitigate the impact. The sector is expected to benefit from reopening of borders in late 2021 and Government's incentive to boost the tourism industry. Based on the forecast for the next 12 months from the date of the approval of the financial statements , management does not foresee difficulties with the uncertainty in the market but expect to operate as a going concern.

- *Property Investments*

The second COVID-19 lockdown in 2021 has impacted the sector's operations, customers and suppliers, revenue, expenses, cash collection and dividend distribution. Following the lockdown from March to May 2021, a number of its tenants could not operate and found themselves in difficulty to meet their rental obligations. In order to reduce the financial stress of the tenants, the sector provided a relief plan to the tenants most affected by the pandemic. Ascencia has carried on with the safe shopping measures during this financial year to mitigate health risks for mall customers, which has also increased the cost of operations. Following the lifting of lockdown restrictions, the sector successfully reopened its shopping malls and operations resumed to normal levels.

The sector continues to monitor the impact of the COVID-19 pandemic on its operations, customers and suppliers, revenue, cash position and the fair value of its investment properties. The main impacts are discussed below:

The sector expects COVID-19 to continue to have adverse effects on certain sectors of the economy especially tourism. Given that the sector owns and leases a hotel building, the operations of the tenant could be significantly affected if borders are not successfully re-opened and the business travel sector does not go back to pre-COVID-19 levels. Moreover, should the Mauritian economy not recover to pre-COVID-19 levels while the government ceases to provide support, there could be a decrease in general consumption levels which would affect the business of many tenants of the Group. This could in turn increase the vacancy levels and adversely impact the fair value of the Group's investment properties. Nonetheless, based on the analysis of the sector's cash flows, the sector has sufficient liquid assets and has access to unutilised borrowing facilities with sufficient headroom to meet the sector's obligations for at least the next 12 months from the date of the approval of these consolidated financial statements. Accordingly, the sector does not foresee any going concern issue for the foreseeable future

- *Logistics*

The sector operates mainly in the Logistics and Transportation businesses across seven countries including Mauritius. While the Air freight and Courier activities have been affected by the closure of the airport and is expected to impact revenues and profits, other activities of the sector were not directly impacted.

The sector has made an evaluation with regards to the sector's ability to continue as going concern taking into account all available information about the future including the analysis of the possible impacts in relation to COVID-19 and which is at least, but not limited to, twelve months from the date of approval of these financial statements and confirm that no events have been identified that may cast doubt on the sector's ability to continue as going concern.

- *Property Development & Agribusiness*

The Agribusiness sector derives its revenue from sugarcane and other diversified plantation, and Livestock from Deer Farming and hunting activities. The sector's financial and operational activities has suffered from both the direct and indirect impact of the pandemic. Lower returns were generated from sugar cane activities, albeit partially compensated by the higher sugar pricing. Furthermore, the leisure activities of the sector took a hit following the impact of COVID-19 on the Tourism industry and the activities were restricted to the local markets.

Sales of the diversified plantation and livestock were also restricted to the local markets following the reduction in demand by the hotels and restaurants. The property development sector contrarily recorded an improvement in results on account of the appreciation of USD along with a drop in final construction costs relating to ongoing VEFA projects. Overall, projection for 12 months from the date of the approval of the financial statements, has concluded that the sector will continue activity on a going concern basis.

EXPLANATORY NOTES
30 June 2021

46. IMPACT OF COVID-19 AND GOING CONCERN (cont'd)

Rogers and Company Limited

Apart from being the Group's holding company, it also operates the Rogers Corporate Office which forms an integral part of the Group's value creation process. The Corporate Office is responsible for defining policies and strategies, maintain Corporate Governance and ensure adequate risk management. Its main functions consist of Finance, Legal & Compliance, Risk & Audit, Human Resources, International Development and Project, Marketing & Communication. During the lockdown period, work-from-home has ensured work continuity of its processes and operations, however revenue streams from management fees and dividends receivable have been reduced in the foreseeable future with the current economic context. The Company debt to equity level and cash flow remain comfortable, with advanced progress on debt restructuring with financial institutions.

In addition, the Company operates a group treasury function which help in managing its cost of debt by utilising the excess cash deposited by its subsidiaries on an at call basis. At 30 June 2021, the Company's current liabilities exceeded its current assets.

Directors have a reasonable expectation that the Group as a whole has adequate resources to continue in operation for a period of twelve months from the date of approval of the financial statements, hence adopting the going concern basis in preparing the financial statements for the year ended 30 June 2021 .

Revenue

Group Revenue for the year ended 30 June 2021 dropped by 18% to Rs 7,574m (2020: Rs 9,240m). This drop in revenue was mostly attributed to the prolonged closure of international borders and travel restrictions impacting the Hospitality served market.

Impairment of financial instruments

Impairment of financial assets consists mainly of increase in ECL allowances and amounts written off receivables during the year.The Group followed its policy as per note 17, 22 and 23 and put special considerations on the potential impact of COVID-19 on future customer account payment behaviour in the calculation of the expected credit losses. The slow recovery from the COVID-19 pandemic has been factored in parameters used in each financial model. Economic parameters used, are as per official sources and are used consistently in all financial models .The Group reported a net impairment loss of Rs 175m (2020: Rs 519m).

Profit after tax

The Group incurred a loss after tax excluding other gains and losses, of Rs 681m for the year ended 30 June 2021 as compared to a loss of Rs 514m in 2020 :

- fair value gain of Rs 574m in 2021 (2020: Rs 52m) was realised,
- impairment losses on financial assets amounted to Rs 175m in 2021 (2020: Rs 519m),
- excluding the above factors , the Group incurred a loss of Rs 1,080m in 2021 (2020: Rs 47m).

The Hospitality Served Market incurred additional losses after tax excluding other gains and losses, of Rs 1,499m on that of comparative 2020.

Revaluation of properties

Revaluation exercise is normally carried out every 3 years by Independent Qualified Valuers and the last valuation was carried out in 2020. Their assumptions are generally based on the value determinants affecting market conditions at the relevant time. The techniques used involve information on market sales comparison, income and depreciated replacement cost and market sales of similar asset. Given that the long term impact of the pandemic on the local real estate market is unknown, the revaluation has been based on latest and supportable information available at the reporting date.

Impairment testing on goodwill

Impairment tests to acquired goodwill are carried out using discounted cash flow methods on expected future cash flow forecasts prepared by management. The estimated discount rate was based on the rate of 10-year Government bonds and in the same currency as the cash flows, adjusted for a risk premium to reflect both investing and systematic risk of the specific Cash Generating Unit. All COVID-19 impacts are inbuilt in the cash flow of the respective CGUs.

46. IMPACT OF COVID-19 AND GOING CONCERN (cont'd)

Fair value of Investment Properties

The fair value of an asset is determined as per the market conditions at the measurement date. The key assumptions used in the fair valuation of investment properties have been detailed out in Note 11 to the financial statements. The Group recorded fair value gains on investment properties of Rs 543m (2020: Rs 77m).

Retirement benefit obligations

The present value of retirement benefit obligations ("RBO") and the fair value of plan assets ("PA") are calculated by independent actuaries. The actuarial valuation includes assumptions on discount rates, future pension increases, mortality rates, salary increases and expected return on plan assets. The discount rate, salary and pension increases consider all the elements surrounding the underlying inflation rate and current market conditions.

Government Grants and Assistance

Following the confinement period in 2020, the Government introduced a wage subsidy programme to assist companies to pay the salaries of their full-time or part-time employees based on defined eligibility criteria. The Group benefited from this scheme for the full financial year ended 30 June 2021 for an amount of Rs 357m (2020: Rs 180m) and accounted it as a deduction from the reported wages and salaries expense.

Cashflow and liquidity

The Group debt to Equity ratio (excluding the consumer credit business) remained at a comfortable 0.82 at 30 June 2021 compared to 0.74 at 30 June 2020. The Group has taken the following measures to improve cashflow and liquidity management:

- Eligible sectors have obtained short term moratorium on the repayment of bank loans and interest,
- Each sector monitors closely its capital expenditure and has extended the lifetime of some assets for replacement,
- Regular committee meeting are being held to ensure that the working capital is well managed, especially debtors collection and creditors payment due dates,
- The sectors that have been directly impacted by the pandemic have negotiated for extended suppliers' credit and deferred rent payment during the lockdown period as per the Government regulations,
- Under a 'Secured fixed and Floating Rate Notes' program, Rogers and Company Limited raised Rs 1.5 bn tranches of Notes in November 2019 and Rs 0.5bn in May 2020. The Rs 2 bn was used to restructure existing credit facilities into long term borrowings,
- Some covenants on borrowings have been breached and as a consequence those loans have been reclassified to current liabilities. The concerned subsidiaries are liaising with their respective financial institutions for waivers,
- Eligible subsidiaries have obtained financing from the MIC; and
- The group holding company also provides financial supports to certain subsidiaries in need.

The above measures taken will reduce liquidity issues and increase resilience. They will help the Group to weather the crisis whilst continuing to invest in businesses for long term growth.

EXPLANATORY NOTES
30 June 2021

47. FINANCIAL ASSETS/LIABILITIES BY CATEGORY

Accounting policy

Financial assets and financial liabilities are recognised in the Group's Statements of Financial Position when the Group has become a party to the contractual provisions of the instrument.

The Group's accounting policies in respect of the financial instruments are described in the respective notes to the financial statements.

(a) Financial assets by category

GROUP In Rs million	Note	Financial assets at fair value through other comprehensive income	Financial assets at fair value through profit or loss	Financial assets at amortised costs	Total
Per Statements of Financial Position					
At 30 June 2021					
Financial assets at fair value through other comprehensive income	15	186.1	-	-	186.1
Financial assets at fair value through profit or loss	15	-	263.0	-	263.0
Financial assets at amortised costs	16	-	-	795.9	795.9
Loans and advances	17	-	-	2,272.5	2,272.5
Trade receivables	23	-	-	1,297.0	1,297.0
Bank balances and cash	34	-	-	3,069.5	3,069.5
Total financial assets		186.1	263.0	7,434.9	7,884.0
At 30 June 2020					
Financial assets at fair value through other comprehensive income	15	173.4	-	-	173.4
Financial assets at fair value through profit or loss	15	-	268.1	-	268.1
Financial assets at amortised costs	16	-	-	1,077.7	1,077.7
Loans and advances	17	-	-	2,163.0	2,163.0
Trade receivables	23	-	-	1,373.7	1,373.7
Bank balances and cash	34	-	-	1,611.1	1,611.1
Total financial assets		173.4	268.1	6,225.5	6,667.0

47. FINANCIAL ASSETS/LIABILITIES BY CATEGORY (cont'd)

COMPANY In Rs million	Note	Financial assets at fair value through other comprehensive income	Financial assets at amortised costs	Total
Per Statements of Financial Position				
At 30 June 2021				
Financial assets at fair value through other comprehensive income	15	173.4	-	173.4
Financial assets at amortised costs	16	-	604.7	604.7
Trade receivables	23	-	0.9	0.9
Bank balances and cash	34	-	205.5	205.5
Total financial assets		173.4	811.1	984.5
At 30 June 2020				
Financial assets at fair value through other comprehensive income	15	161.6	-	161.6
Financial assets at amortised costs	16	-	1,072.3	1,072.3
Trade receivables	23	-	2.4	2.4
Bank balances and cash	34	-	99.9	99.9
Total financial assets		161.6	1,174.6	1,336.2

(b) Financial liabilities by category

GROUP In Rs million	Note	Financial liabilities at amortised costs
Per Statements of Financial Position		
At 30 June 2021		
Borrowings	28	16,514.2
Trade and other payables	32	3,060.2
Dividend payable	27	151.2
Total financial liabilities		19,725.6
At 30 June 2020		
Borrowings	28	14,775.6
Trade and other payables	32	3,006.9
Total financial liabilities		17,782.5

EXPLANATORY NOTES
30 June 2021

47. FINANCIAL ASSETS/LIABILITIES BY CATEGORY (cont'd)

(b) Financial liabilities by category (cont'd)

COMPANY In Rs million	Note	Financial liabilities at amortised costs
Per Statements of Financial Position		
At 30 June 2021		
Borrowings	28	3,814.9
Trade and other payables	32	583.3
Dividends payable	27	151.2
Total financial liabilities		4,549.4
At 30 June 2020		
Borrowings	28	4,373.5
Trade and other payables	32	464.9
Total financial liabilities		4,838.4

48. FINANCIAL SUMMARY

GROUP In Rs million	2021	2020 Restated	2019 Restated
Statements of Profit or Loss and Other Comprehensive Income			
Revenue	7,574.3	9,240.0	10,297.0
Cost of sales	(4,174.0)	(4,551.7)	(4,390.2)
Gross Profit	3,400.3	4,688.3	5,906.8
Sundry income	5.5	7.5	5.5
Interest expense - consumer finance business	(73.0)	(70.7)	(30.5)
Administrative expenses	(3,364.7)	(3,780.6)	(4,556.0)
Increase of loss allowance and write off	(174.8)	(519.3)	(60.4)
Impairment losses on subsidiaries and associated company	(13.0)	-	-
Fair value movements	574.1	52.0	373.7
Share of results of jointly controlled entities	30.6	(2.3)	14.8
Share of results of associated companies	(396.3)	(149.4)	275.3
(Loss) profit before finance costs and other gains and losses	(11.3)	225.5	1,929.2
Finance costs	(547.7)	(628.2)	(570.7)
(Loss) profit before other gains and losses	(559.0)	(402.7)	1,358.5
Other gains and losses	67.2	17.2	(12.1)
(Loss) profit before taxation	(491.8)	(385.5)	1,346.4
Taxation	(122.5)	(111.3)	(215.6)
(Loss) profit for the year	(614.3)	(496.8)	1,130.8

48. FINANCIAL SUMMARY (cont'd)

GROUP In Rs million	2021	2020 Restated	2019 Restated
Statements of Profit or Loss and Other Comprehensive Income (con'd)			
Attributable to			
Owners of the parent	(907.5)	(549.5)	598.4
Non-controlling interests	293.2	52.7	532.4
(Loss) profit for the year	(614.3)	(496.8)	1,130.8
Number of shares in issue	252,045,300	252,045,300	252,045,300
Basic and diluted (loss) earnings per share	(3.60)	(2.18)	2.37
(Loss) profit attributable to owners of the parent from operations (excluding other gains and losses)	(934.9)	(539.5)	645.4
Number of shares in issue	252,045,300	252,045,300	252,045,300
Basic and diluted (loss) earnings per share (excluding other gains and losses)	(3.71)	(2.14)	2.56
Other comprehensive income for the year, net of tax	704.5	226.5	298.6
Cash dividends per ordinary share	0.60	0.38	1.02

GROUP In Rs million	2021	2020 Restated	2019 Restated
Assets and Liabilities			
Non current assets	34,671.4	33,642.8	32,759.7
Current assets	6,843.3	5,836.4	5,371.7
Total assets	41,514.7	39,479.2	38,131.4
Share capital	1,260.2	1,260.2	1,260.2
Reserves	8,370.4	8,830.0	9,659.0
Non-controlling interests	10,501.3	9,846.1	8,872.1
Non current liabilities	15,335.0	12,178.1	11,878.7
Current liabilities	6,047.8	7,364.8	6,461.4
Total equity and liabilities	41,514.7	39,479.2	38,131.4
Share Capital			
Authorised			
Number of ordinary shares	252,045,300	252,045,300	252,045,300
Ordinary shares of (Rs m)	1,260	1,260	1,260
Issued and fully paid			
Number of ordinary shares	252,045,300	252,045,300	252,045,300
Ordinary shares of (Rs m)	1,260	1,260	1,260

GRI Reporting

This report has been prepared in accordance with the GRI standards: core options.

ORGANISATIONAL PROFILE

Organisational Profile				
Relevant SDGs	Disclosure	Item	Section	Pg
SDG10	102-1	Name of the organisation	About this report	p.3
	102-2	Activities, brands, products and services	Organisational Structure	p.10-11
			Sector Reports	p.56-78
	102-3	Location of headquarters	About this report	p.3
	102-4	Location of operations	Organisational Structure	p.10-11
	102-5	Ownership and legal form	Voting Rights	p.8
	102-6	Markets served	Oragnisational Structure	p.10-11
			Sector Reports	p.56-78
	102-7	Scale of the organisation	Organisational Structure	p.10-11
	102-8	Information on employees and other workers	Rogers at a Glance	p.6-7
			People	p.92-95
	102-9	Supply chain	Risk Management Report	p.96-113
	102-10	Significant changes to the organization and its supply chain	Risk Management Report	p.96-113
	102-11	Precautionary principle or approach	CEO's Interview	p.38-43
	102-12	External initiatives	Chairman's Message	p.36-37
			CEO's Interview	p.38-43
	102-13	Membership of associations	Stakeholder Engagement	p.14-19
Strategy				
Relevant SDGs	Disclosure	Item	Section	Pg
	102-14	Statement from senior decision maker	CEO's Interview	p.38-43
	102-15	Key impacts, risks and opportunities	Risk Management Report	p.96-113
Ethics and Integrity				
Relevant SDGs	Disclosure	Item	Status	Pg
	102-16	Values, principles, standards and norms of behaviour	Rogers at a Glance	p.6-7
			Chairman's message	p.36-37

Governance				
Relevant SDGs	Disclosure	Item	Section	Pg
	102-18	Governance structure	Board of Directors	p.20-27
			Executives	p.28-33
			Governance at Rogers	p.44-51
Governance				
Relevant SDGs	Disclosure	Item	Section	Pg
	102-40	List of stakeholder groups	Stakeholder Engagement	p.14-19
	102-41	Collective bargaining agreements	21.7% of workforce covered by collective bargaining across the group	
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement	p.14-19
	102-43	Approach to stakeholder Engagement	Stakeholder Engagement	p.14-19
	102-44	Key topics and concerns raised	Stakeholder Engagement	p.14-19
Reporting Practice				
Relevant SDGs	Disclosure	Item	Section	Pg
	102-45	Entities included in the consolidated financial statements	Chief Finance Executive's Report	p.52-55
	102-46	Defining report content and topic boundaries	About this report	p.3
	102-47	List of material topics	About this report	p.3
	102-48	Restatements of information	About this report	p.3
	102-49	Changes in reporting	Not applicable - no change in reporting period	
	102-50	Reporting period	About this report	p.3
	102-51	Date of most recent report	About this report	p.3
	102-52	Reporting cycle	About this report	p.3
	102-53	Contact point for questions regarding the report	Planet	p. 79-90
	102-54	Claims of reporting in accordance with GRI standards	About this report	p.3
			GRI reporting	p.276-279
	102-55	GRI content index	GRI Reporting	p.276-279
	102-56	External assurance	About this report	p.3

GRI Reporting (cont'd)

ORGANISATIONAL PROFILE

GRI Reporting (Core Options)

GRI 302: Energy				
Relevant SDGs	Disclosure	Item	Section	Pg
SDG7, 8, 12, 13	103	Management approach	Planet	p.80
	302-1	Energy consumption within the organisation	Planet	p.79, 84- 85
	302-2	Energy consumption outside of the organisation	Not applicable - this goes beyond our reporting perimeter	
	302-3	Energy intensity	6240.7 kwh/Full Time Employee	
	302-4	Reduction of energy consumption	Planet	p.79, 85
	302-5	Reductions in energy requirements of products and services	Information unavailable - we always ensure that we aim for the most energy-efficient services and products. However, the reductions pertaining to energy efficient services and products per se have not been monitored over the course of the year. This all contributes to the total reduction in energy consumption.	

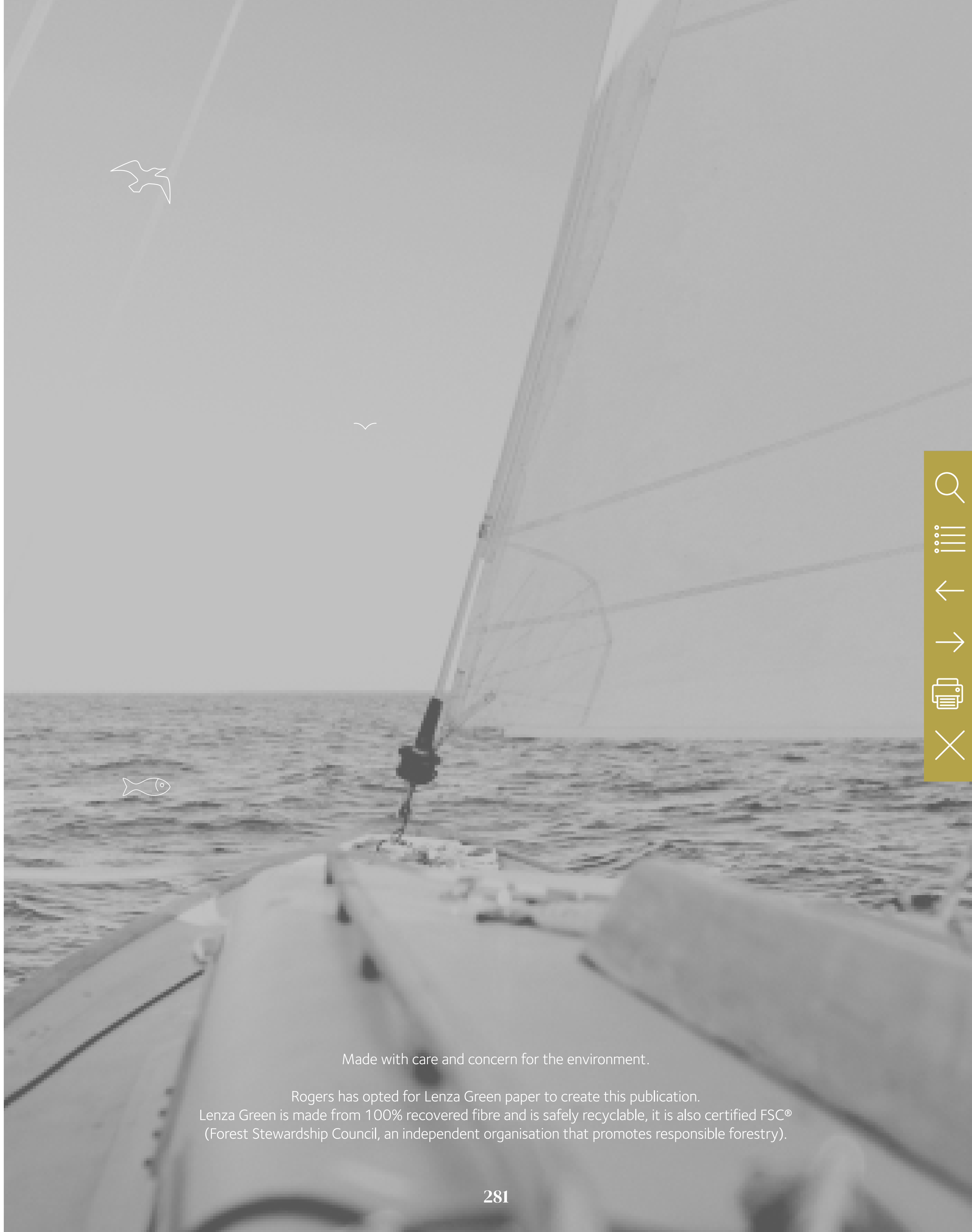
GRI 304: Biodiversity				
Relevant SDGs	Disclosure	Item	Section	Pg
SDG6, 14, 15	103	Management approach	Planet	p.82
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Planet	p.82-83
	304-2	Significant impacts of activities, products, and services on biodiversity	Planet	p.82-83
			Sector Reports	p.56-78
	304-3	Habitats protected or restored	Planet	p.82-83
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Planet	p.82-83

GRI Reporting (Core Options)

GRI 305: Emissions				
Relevant SDGs	Disclosure	Item	Section	Pg
SDG3, 12, 13, 14, 15	103	Management approach	Planet	p.80
	305-1	Direct (Scope 1) GHG emissions	Planet	p.84-85
	305-2	Energy indirect (Scope 2) GHG emissions	Planet	p.84-85
	305-3	Other indirect (Scope 3) GHG emissions	Planet	p.84-85
	305-4	GHG emissions intensity	Planet	p.84
	305-5	Reduction of GHG emissions	Not applicable - Due to COVID-19, the carbon footprint for FY21 is not representative of a business-as-usual scenario. The change in footprint is therefore not considered reliable.	
	305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable - as at today, our in house carbon monitoring system is based on CO2 equivalent. We aim to have a more precise reporting in terms in GHG.	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		

Glossary of Terms

AML/CFT	Anti-Money Laundering and Countering the Financing of Terrorism
B2B	Business to Business
BCG	Boston Consulting Group
BI	Business Intelligence
BU	Business Unit
C&C	Challenging the Status Quo & Collaborating Forward
CECPA	Comprehensive Economic Cooperation and Partnership Agreement
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CFS	Consolidated Freight Station
CGC	Corporate Governance Committee
CO2	Carbon dioxide
CO2e	Carbon Dioxide equivalentGHG- Greenhouse Gas
COVID-19	Coronavirus
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DEM	Development & Enterprise Market
DMC	Destination Management Company
EBITDA	Earnings before interest, taxes, depreciation and amortiation
EU	European Union
ESG	Environmental, Social and Governance
EY	Ernst & Young
FATF	Financial Action Task Force
FY	Financial year
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
GWAS	Government Wage Assistant Scheme
HR	Human Resources
HVAC	Heating, Ventilation and Air Conditioning
IATA	International Aviation Transport Association
IBC	International Business Council
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
INED	Independent Non-Executive Director
ISL	Island Living Ltd
ISO	International Organization for Standardization
IR	Integrated Report
KPIs	Key Performance Indicators
LIBA	Laboratoire International de Bio Analyse
LEED	Leadership in Energy and Environmental Design
LMDC	Le Morne Development Corporation
LVBO	Les Villas de Bel Ombre
MIC	The Mauritius Investment Corporation
MIFC	Mauritius International Financial Centre
MTPA	Mauritius Tourism Promotion Authority
NAV	Net Asset Value
NCCG	National Committee on Corporate Governance
NDCs	Nationally Determined Contributions
NED	Non-Executive Director
NGO	Non-Governmental Organisation
NMH	New Mauritius Hotels
OKRs	Objectives & Key Results
PAT	Profit after tax
PV	Photovoltaic
RMAC	Risk Management and Audit Committee
SASB	Sustainability Accounting Standards Bureau
SBTi	Science Based Targets initiative
SDGs	Sustainable Development Goals
SEM	Stock Exchange of Mauritius
SEMSI	The Stock Exchange of Mauritius Sustainability Index
SIC	Sustainability and Inclusiveness Committee
SSLS	Sustainable Smart Living Scheme
RCCS	Rogers Capital Corporate Services
RCFL	Rogers Capital Finance Ltd
RCL	The Company- Rogers and Company Limited
RCTS	Rogers Capital Technology Services
RCTX	Rogers Capital Tax Specialist Services
VEFA	Vente en État Futur d'Achèvement
VLH Ltd	Veranda Leisure & Hospitality Limited
VHCL	Velogic Holding Company Limited
VUCA	Volatile, Uncertain, Complex and Ambiguous
WAS	Wage Assistant Scheme
WEF	World Economic Forum



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