



INVESTORS BRIEFING

24 September 2019



Rogers
Uniting Energy



Agenda

- 1 Group Financial Performance
- 2 Sustainability & Communication
- 3 Outlook & Valuation

Agenda

- 1 **Group Financial Performance**
- 2 Sustainability & Communication
- 3 Outlook & Valuation



Earnings per share excluding exceptional items grew by 45%



Rs **10,297** m
REVENUE
↑ 10%

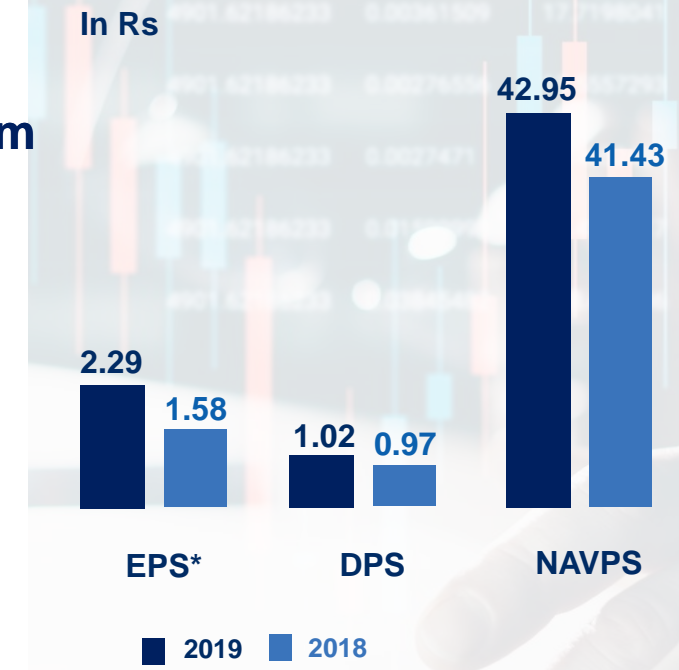
Rs **2,458** m
EBITDA*
↑ 19%

Rs **1,121** m
PAT*
↑ 24%

Rs **37.30**
SHARE PRICE
↑ 10%

Rs **36,685** m
TOTAL ASSETS
↑ 9%

0.64
DEBT / EQUITY
Jun 18 - 0.56



*Excluding exceptional items

Corporate developments

Group

- ▶ New IFRS (Effective for FY 2019):
 - IFRS 9: Financial Instruments (negative impact of Rs 33m); and
 - IFRS 15: Revenue from Contracts with Customers (positive impact of Rs 35m).

Hospitality

- ▶ Disposal of 100% holding in Croisière Australes by Rogers Aviation Holding to Island Living for a consideration of Rs 42m.

Property

- ▶ Ascencia acquired the remaining 50% stake in So'flo for a total consideration of Rs 121m; and
- ▶ Ascencia also invested Rs 104m in Bo'Valon Mall.

Corporate

- ▶ Disposal of Island Living to VLH in exchange for an additional 2.1% stake in VLH.

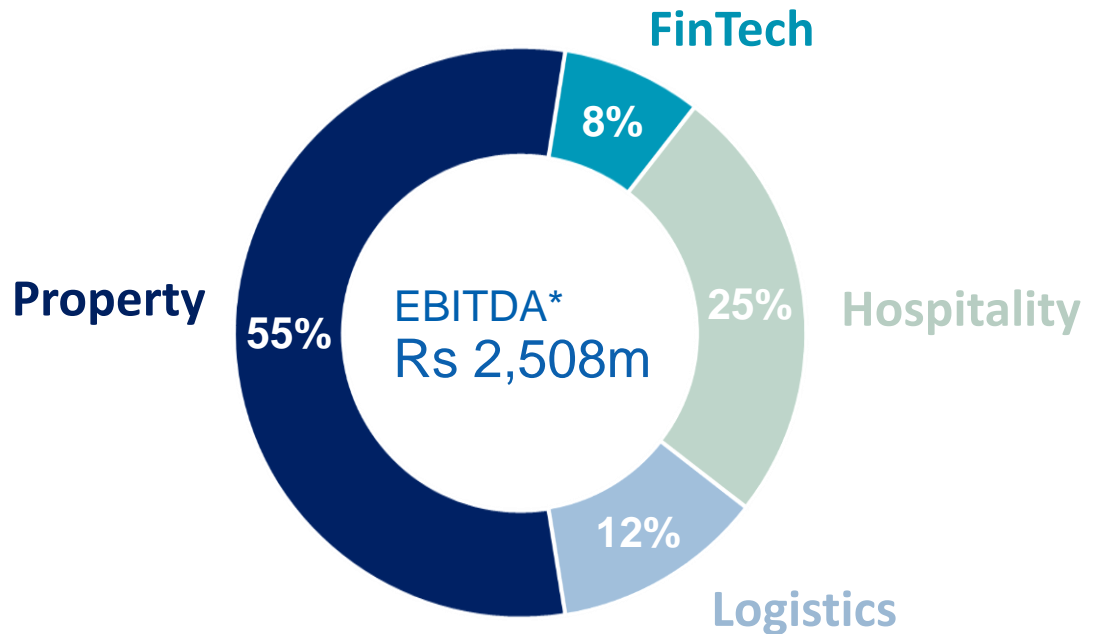
Rogers



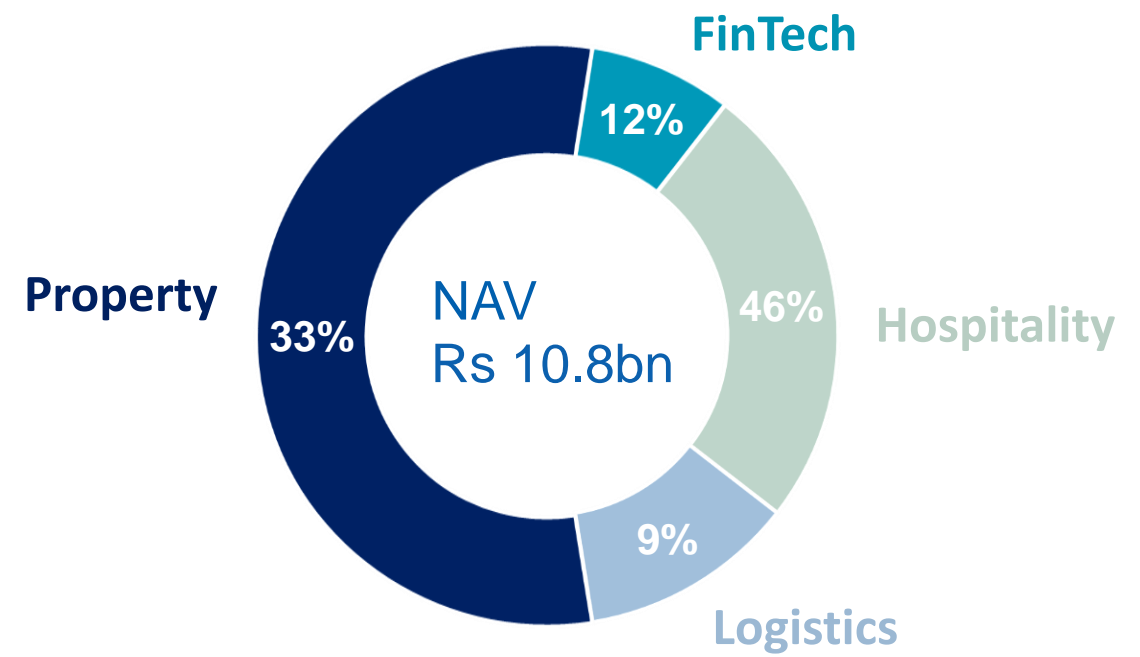
EBITDA bolstered by 18% to reach Rs 2.5bn whilst NAV increased by 4%



EBITDA* breakdown



NAV breakdown



*Excluding exceptional items & Corporate Office

Jun - 18
Rs 2,134 m

Jun - 18
Rs 10.4 bn

Revenue for the Group improved by 10% to Rs 10,297m, mainly driven by the Hospitality and Property served markets



Revenue

Rs m

10,500

9,500

8,500

| Jun - 18

| FinTech

| Hospitality

| Logistics

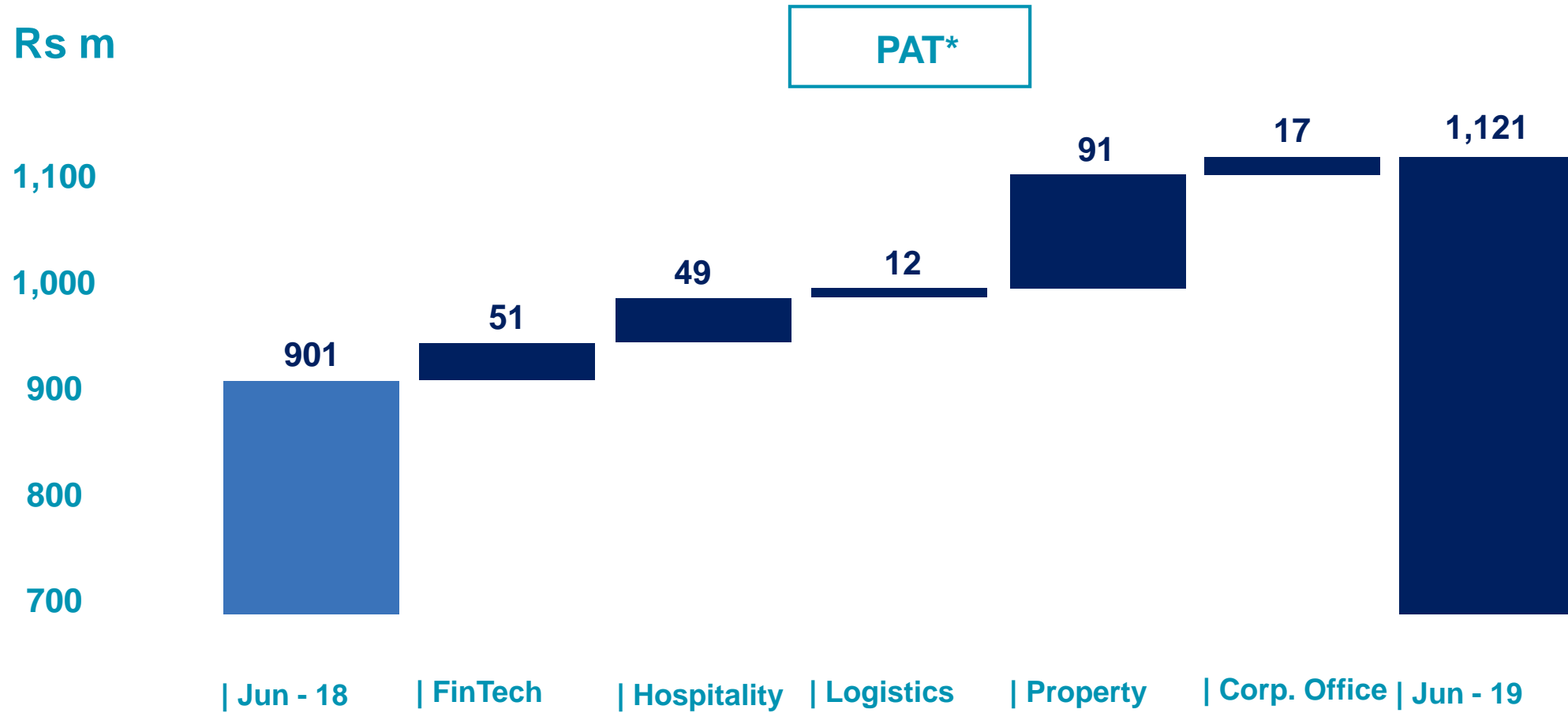
| Property

| Corp. Office*

| Jun - 19



PAT before exceptional items increased by 24%



*Excluding exceptional items



Revenue improved by 26% mainly due to increased activities in Financial Services



FinTech

Corporate
Technology
Financial
Investments



FY-19

Total Revenue

Rs m **956**

FY-18

Rs 757m

FY-19

EBITDA*

Rs m **200**

FY-18

Rs 125m

FY-19

PAT *

Rs m **107**

FY-18

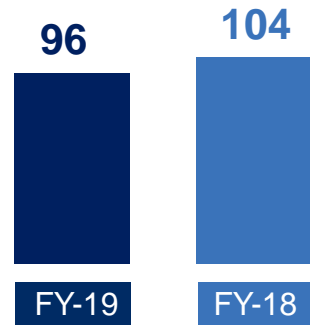
Rs 56m

*Excluding exceptional items

Results impacted by reorganisation, marketing costs and the adoption of IFRS 9

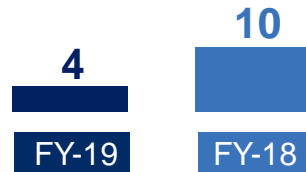


PAT (Rs m)



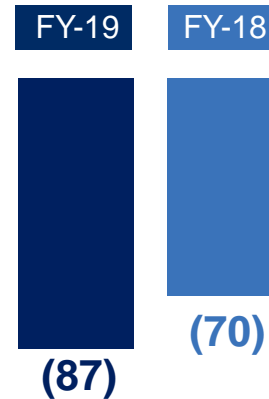
CORPORATE SERVICES

- ▶ Performance was impacted by one-off reorganisation costs; and
- ▶ A marked slowdown in new incorporations towards the third quarter of the financial year.



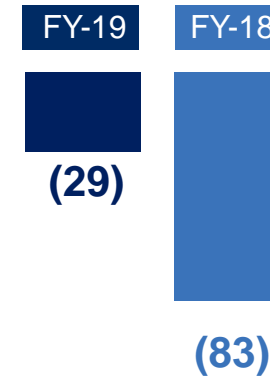
TECHNOLOGY SERVICES

- ▶ Results mainly impacted by the recruitment of high calibre resources, capacity enhancement in commercial development and new capability building (Information Advisory).



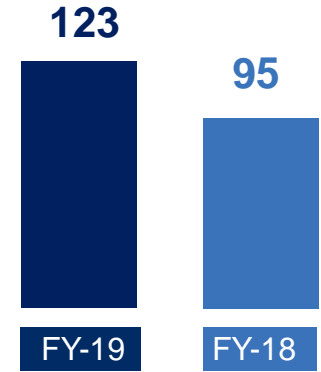
FINANCIAL SERVICES

- ▶ Additional contribution from higher volume of hire purchase and leasing has been mitigated by IFRS 9 impact.



HEAD OFFICE

- ▶ Reduced losses mainly due to the impairment of AXA Customer Services which is included in last year's results.



INV. IN SWAN

- ▶ Increase in PAT of 29% on the back of profit on disposal of foreign investments and higher positive audit adjustments of Rs 14m (FY18: Rs 4m).



Revenue improved by 8% while PAT increased by 42%



Hotels

Veranda Leisure & Hospitality (VLH)

FY-19

Total Revenue

Rs m **2,543**

FY-18
Rs 2,354m

FY-19

EBITDA*

Rs m **516**

FY-18
Rs 430m

FY-19

PAT *

Rs m **254**

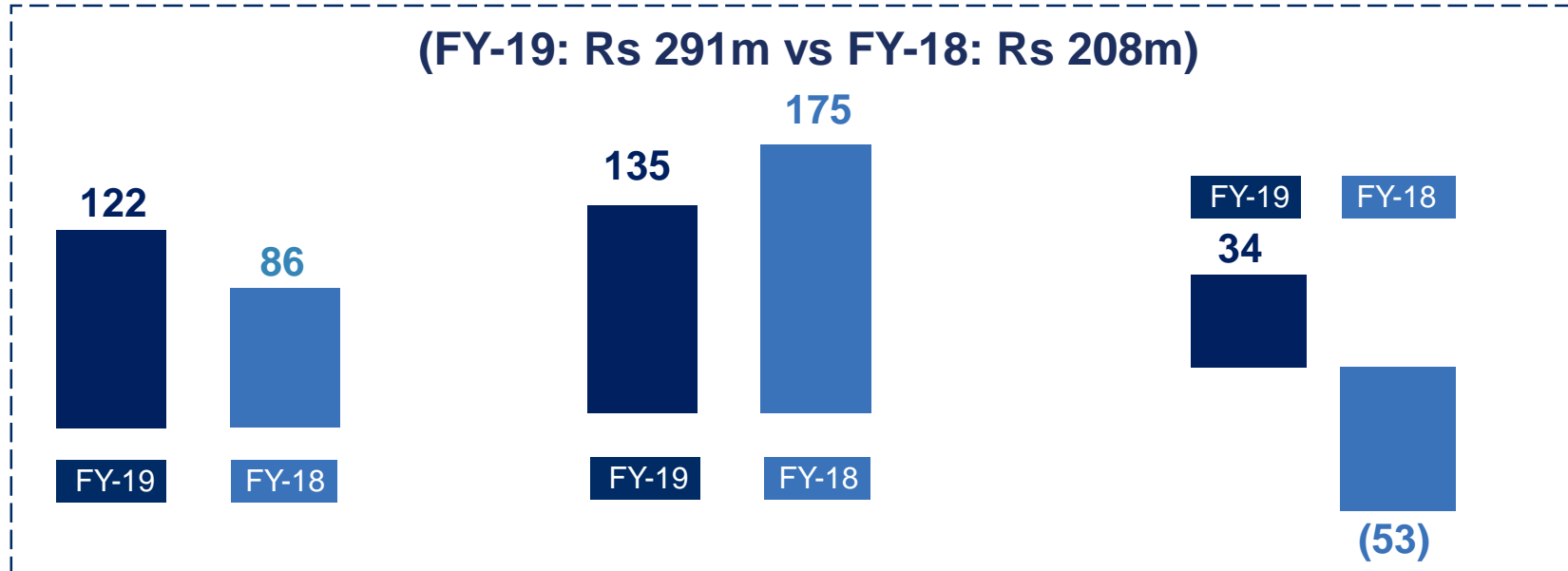
FY-18
Rs 179m

*Excluding exceptional items

Improved performance for VLH despite a few challenging months in the Tourism industry



PAT (Rs m)



HERITAGE

- ▶ PAT improved by 42% to Rs 122m on the back of a full year of operation; and
- ▶ TRevPAR declined by 7%, mainly due to reduced GBP and EUR rates.

VERANDA

- ▶ The 23% drop in PAT is mainly due to the costs associated with the late re-opening of Veranda Tamarin; and
- ▶ Room occupancy dropped to 78.5% (2018: 87.4%) and TRevPAR decreased by 2.5%, both impacted mainly by the opening of Veranda Tamarin in December 2018.

CORPORATE

- ▶ Gain on retranslation of loans of Rs 11m compared to a loss of Rs 41m last year.

NMH

- ▶ NMH's performance was dampened by 28% mainly against the backdrop of a weaker EUR and low sales recorded for the 2nd phase development in Marrakech which was recently launched.



A 33% growth in PAT for the period to reach Rs 56m



Travel

Rogers Aviation

FY-19

Total Revenue

Rs m **600**

FY-18

Rs **555m**

FY-19

EBITDA*

Rs m **94**

FY-18

Rs **80m**

FY-19

PAT *

Rs m **56**

FY-18

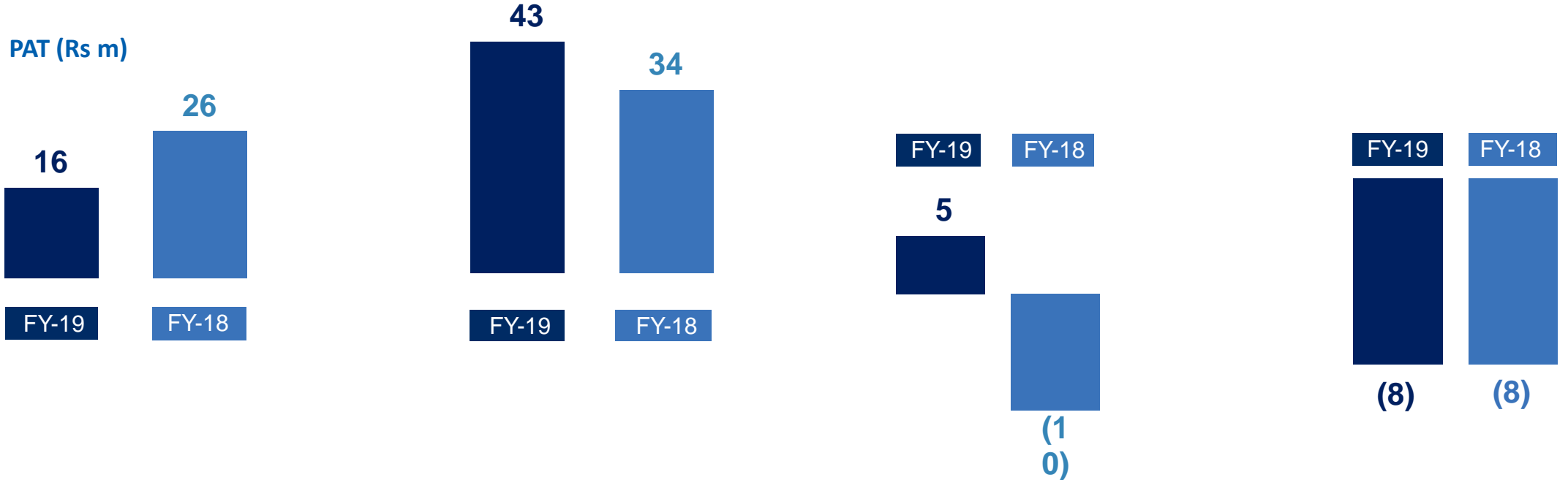
Rs **42m**

*Excluding exceptional items

Improved performance driven by Ground Handling and the turnaround of Travel Agencies



PAT (Rs m)



AIRLINES & SYSTEMS

- ▶ Performance decreased mainly from reduced charter operations in Mayotte in 2019 and below par contribution in Mauritius.

GROUND HANDLING

- ▶ Sustained performance from increased activities.

TRAVEL AGENCIES

- ▶ Successful turnaround mainly due to the right-sizing of the outlet in Bagatelle Mall and improved trading.

TRAVEL - LEISURE

- ▶ Performance of Islandian was impacted by lower conversion rates and higher digital marketing costs; and
- ▶ BlueSky Reunion performed below budget due to major road repairs in front of the agency and impact of the “yellow vests” movement.



Revenue improved by 28%



Leisure

Island Living



FY-19

Total Revenue

Rs m **637**

FY-18

Rs 496m

FY-19

EBITDA*

Rs m **25**

FY-18

Rs 58m

FY-19

PAT *

Rs m **(14)**

FY-18

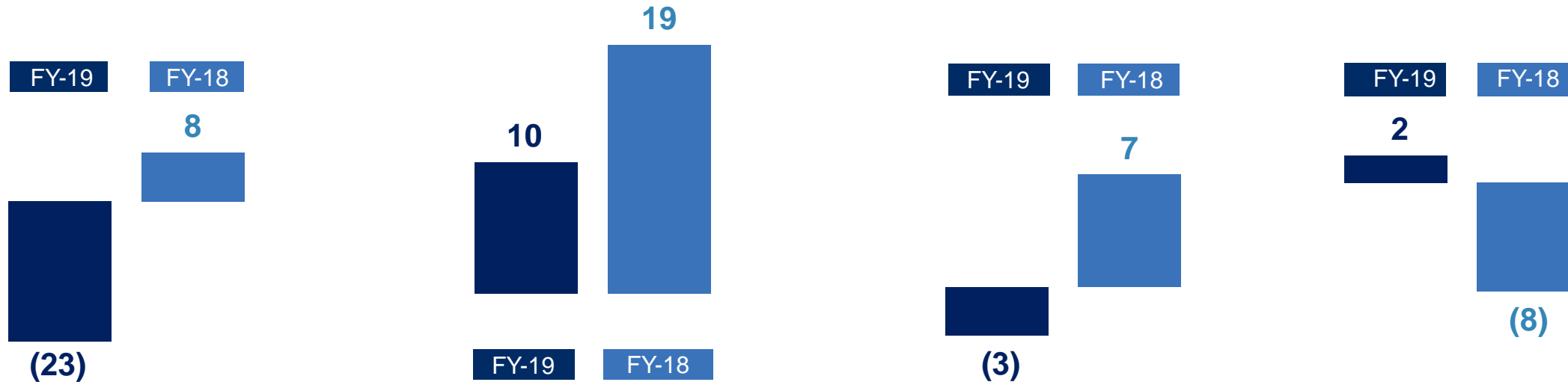
Rs 26m

*Excluding exceptional items

Results impacted by pre-operational & marketing costs of new ventures



PAT (Rs m)



QUICK SERVICE & DESTINATION RESTAURANTS

- ▶ The existing segment noted an increase in PAT of 32%, however, the segment overall posted an expansion-driven loss of Rs 23m due to pre-opening cost incurred on the new ventures, Domino's and Seeloy Island Club.

MIDSCALE ACCOMMODATION

- ▶ Occupancy remained stable at 80%, however overall results were lower due to higher management fees charged at head office level.

LEISURE ACTIVITIES

- ▶ Improvement in existing operational performance were offset by new venture, Racing Republic.

ISLAND LIVING (CORPORATE OFFICE)

- ▶ Increase in revenue from management fees.



A 12% increase in PAT despite a slight reduction in revenue



Logistics

Logistics Solutions

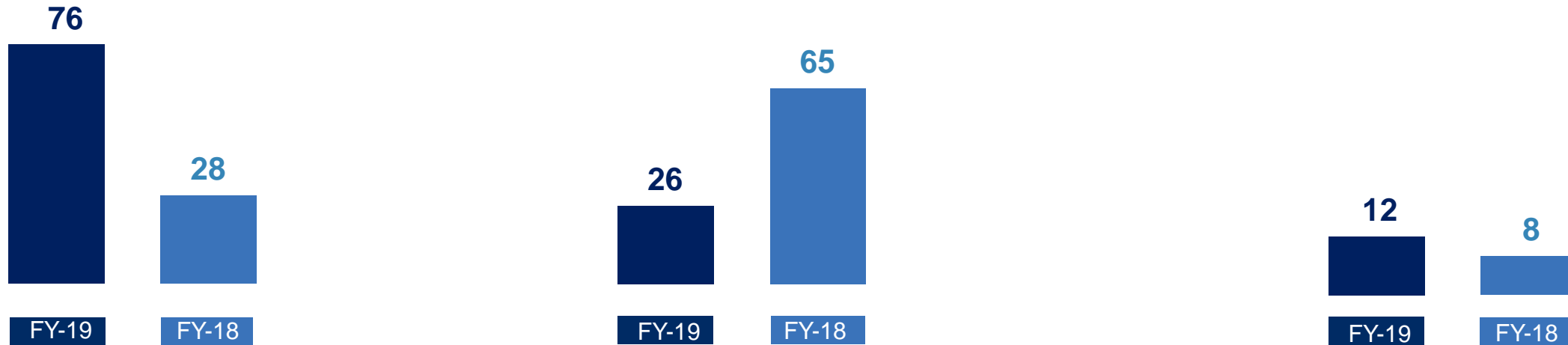


*Excluding exceptional items

Challenged by prevailing conditions in some foreign markets



PAT (Rs m)



PORT & HAULAGE

- ▶ Improved performance from all service lines i.e. Containers, Warehousing and Transportation.

FREIGHT FORWARDING

- ▶ PAT was significantly impacted by poor performance in France as a result of the flat economic situation which spilled over India's operations;
- ▶ Kenya generated lower profit due to high level of demurrage costs following the inefficient launch of the Mombasa-Nairobi rail network; and
- ▶ Madagascar performed strongly but results were dampened by a weakened local currency.

SHIPPING

- ▶ Shipping Services yielded better results as agency work for casual caller vessels increased.



Revenue increased by 15%

Property Investments

Ascencia



FY-19

Total Revenue

Rs m **1,513**

FY-18
Rs 1,310m

FY-19

EBITDA*

Rs m **1,323**

FY-18
Rs 1,247m

FY-19

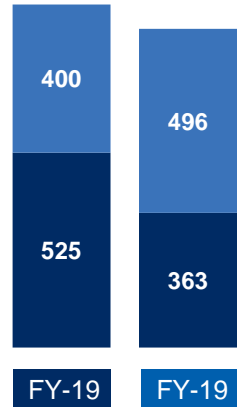
PAT *

Rs m **931**

FY-18
Rs 882m

*Excluding exceptional items

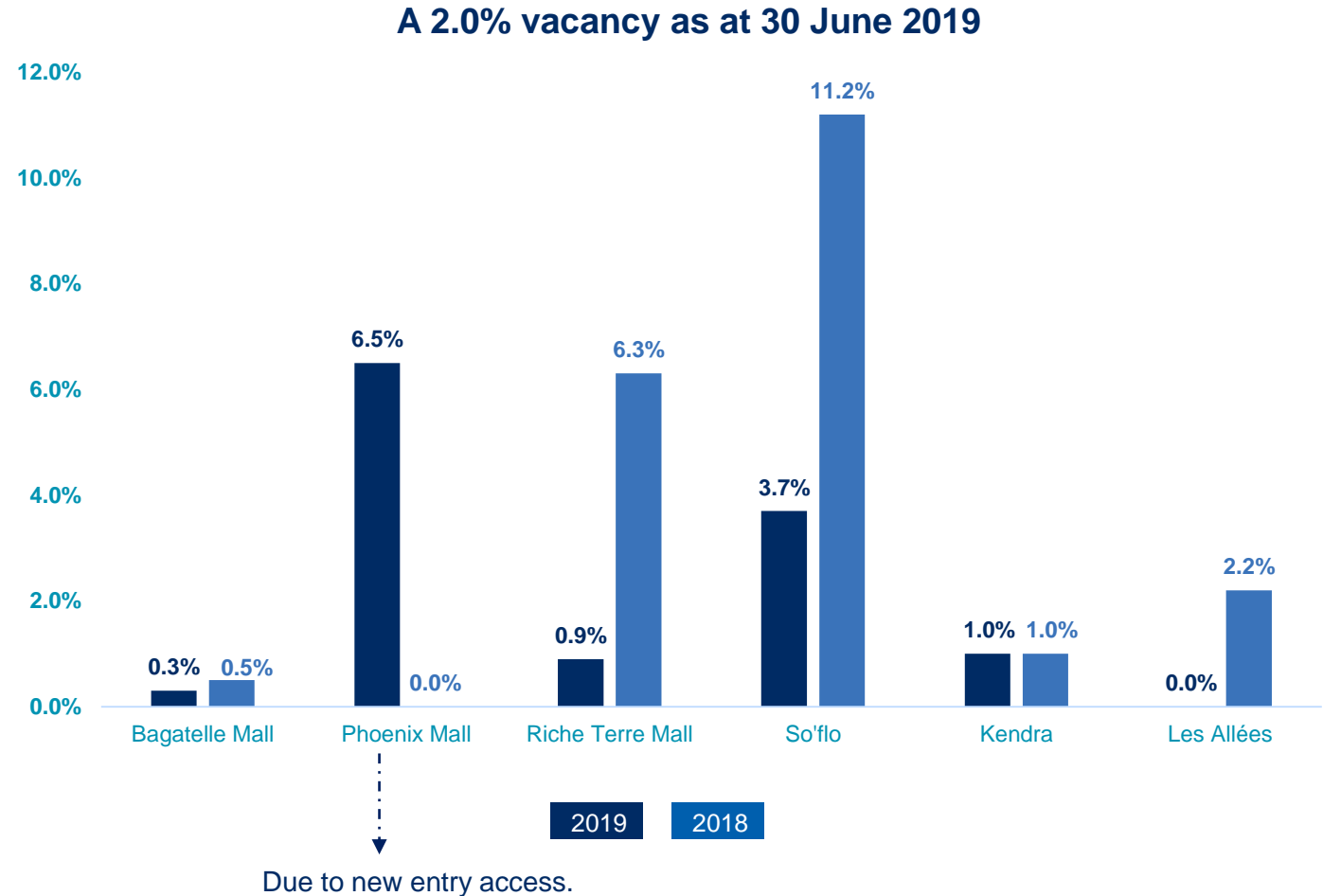
Ascencia delivered robust operational performance underpinned by sustained customer loyalty



■ Fair Value gains in (Rs m)
■ Profit from operations in (Rs m)

ASCENCIA

- ▶ Increase in profit from operations mainly driven by straight line rental accrual of Rs 74m, annual contractual increase in leases and full contribution from So'flo; and
- ▶ However, a lower fair value gain of Rs 400m was booked this year compared to Rs 496m last year.



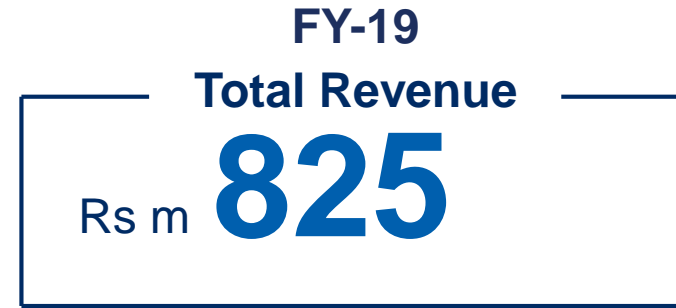


Revenue increased by 38% mainly driven by VBO

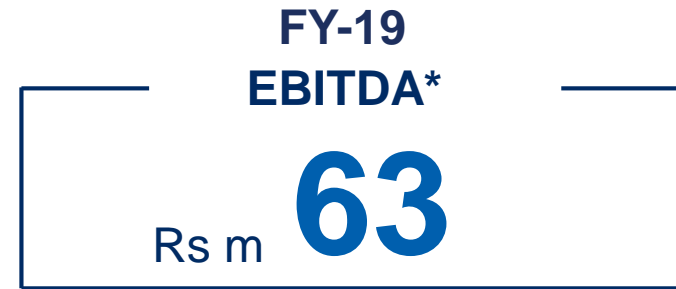


Property Development & Agribusiness

Companie Sucrière de Bel Ombre
Case Noyale
Les Villas de Bel Ombre



FY-18
Rs 597m



FY-18
Rs (98)m



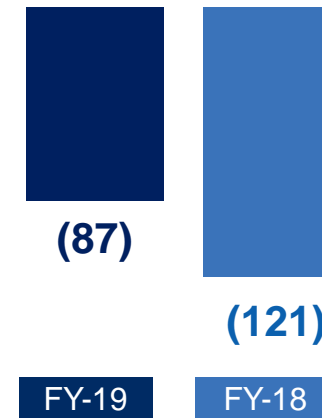
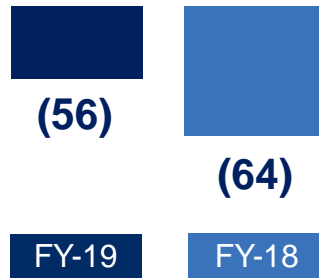
FY-18
Rs (185)m

*Excluding exceptional items

Improved contribution from the Leisure segment but prevailing market conditions remain challenging for Agribusiness and Real Estate Development



PAT (Rs m)



AGRIBUSINESS

- ▶ The losses for the Agribusiness segment increased slightly compared to the previous year due to reorganisation costs but these have been mitigated by the cost containment measures implemented; and
- ▶ The Leisure segment experienced a notable increase of 30% in PAT mainly derived from Chamarel 7 Coloured Earth Geopark with a 3% increase in visitors from the previous year.

REAL ESTATE & INVESTMENTS

- ▶ Increase in performance attributable to higher number of plots of land sold this year compared to last year;
- ▶ Lower fixed costs, mainly sales and marketing expenses, compared to the previous financial year; and
- ▶ The positive impact of IFRS15 on revenue.

A diversified portfolio with a PAT* growth of 24% mainly driven by VLH and Ascencia



In Rs m	FINTECH	HOSPITALITY HOTELS	HOSPITALITY TRAVEL	HOSPITALITY LEISURE	LOGISTICS	PROPERTY INVESTMENTS	PROPERTY DEV & AGRI	CORPORATE OFFICE	FY 2019	FY 2018	% VAR
REVENUE	956	2,543	600	637	3,407	1,513	825	198	10,297	9,390	10%
EBITDA	200	516	94	25	287	1,323	63	(50)	2,458	2,065	19%
Taxation	(6)	(27)	(14)	(4)	(39)	(105)	(9)	-	(204)	(189)	-
Finance Costs	(36)	(43)	(5)	(6)	(32)	(277)	(43)	(126)	(568)	(550)	-
Depreciation & Amortisation	(51)	(192)	(19)	(29)	(101)	(10)	(154)	(9)	(565)	(425)	-
PAT*	107	254	56	(14)	115	931	(143)	(185)	1,121	901	24%
Exceptional Items	-	-	(21)	-	-	9	6	(6)	(12)	221	-
PAT	107	254	35	(14)	115	940	(137)	(191)	1,109	1,122	-1%
PATG*	113	223	57	2	68	342	(44)	(185)	576	398	45%

*Before exceptional items

Share price improved by 10% to Rs 37.30 with a market capitalisation of Rs 9.4bn as at 30 June 2019



- ▶ Dividend per share increased by 5% to Rs 1.02;
- ▶ Net asset value increased by 4% to Rs 10,826m as at 30 June 2019;
- ▶ Discount to NAV fell to 13% as at 30 June 2019 and further reduced to 7% as at 23rd September 2019; and
- ▶ Share price further increased after the financial year to reach Rs 40.00 as at 23rd September 2019, representing a market capitalisation of Rs 10,082m.



Agenda

- 1 Group Financial Performance
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- 3 Outlook & Valuation



A natural evolution from traditional CSR to Sustainable & Inclusive Development



Rogers is engaged towards Sustainable & Inclusive Development across the Group



Served Market Representatives



FinTech



Hospitality



Logistics



Property

A Sustainability & Inclusiveness Committee spearheads the strategic value creation ambitions of the Group by integrating ethical, social and environmental responsibility

CIRCULAR ECONOMY

TECHNICAL NUTRIENTS



BIOLOGICAL NUTRIENTS



LIVING SYSTEMS

energy from renewable sources
RETHINK: REDUCE - REPAIR - RECYCLE

The three Rs (3R)
Reduce, Reuse and Recycle. The rule of the three Rs (3R).

- ▶ Reducing our **carbon footprint** and while targeting **carbon neutrality** across all the Group
- ▶ Engaging in a **Circular Economy** model in Bel Ombre, through the **value creation** and optimisation of the **value chain**
- ▶ **Protection and preservation of our lagoons**
- ▶ **Alleviation of poverty**, through inclusive development with local communities
- ▶ Enhancing the quality of life through **responsible urbanisation**

Key Social and Environmental Initiatives



Fintech

- ▶ An environment policy aimed at efficient waste management (for paper, plastics or E-waste)
- ▶ Endemic plans have been planted at La Citadelle

Property

- ▶ Green markets to educate on healthy and responsible consumptions
- ▶ A compost farm and bio production → Healthy and chemical-free products
- ▶ Reuse of water from Villas Valriche to irrigate the golf course
- ▶ Energy saving projects – E.g. water monitoring in villas

Hospitality

- ▶ A policy to source locally and sustainably → Farmers incentivised to improve quality
- ▶ A waste management strategy and system put in place
- ▶ Green markets to provide an access to local artisans
- ▶ Collaboration with Foodwise to recycle leftover foods

Logistics

- ▶ An environmental policy has been put in place. E.g. : Reducing the use of harmful chemicals

Group

- ▶ Involvement with Bis Lamer, Eco-Schools, Young Reporters for Environment and Bel Ombre Pedia





‘Co-creating meaningful opportunities’

The Core Purpose of Rogers

Sensing with an **outward mindset**, the needs of our markets & clients

Collaborating with local communities to create a purposeful impact

Seeking **growth opportunities** to grow our footprint beyond our shores

Writing **together** our growth story with our employees & partners

**Our core purpose gives meaning and direction to
‘The Rogers Way’.**

The Rogers Signature



Focus energy everyday
Energy drives everything

Co-creating
meaningful opportunities



Good to know: Campaign emerged out of the contribution of some 200 employees across the Group and many more little hands over 3 months!

Key Themes

- ▶ **Uniting Innovation** – Digitalisation
- ▶ **Uniting Sustainability** – Sustainability & Inclusiveness
- ▶ **Uniting Excellence** – Operational Excellence
- ▶ **Uniting Diversity** – Internationalisation



Uniting Energy campaign video



Click to view video

<https://www.youtube.com/watch?v=2K0fE5UiyYk>



Agenda

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- 2 Sustainability & Communication
- 3 **Outlook & Valuation**

Outlook

FINTECH

Corporate Services

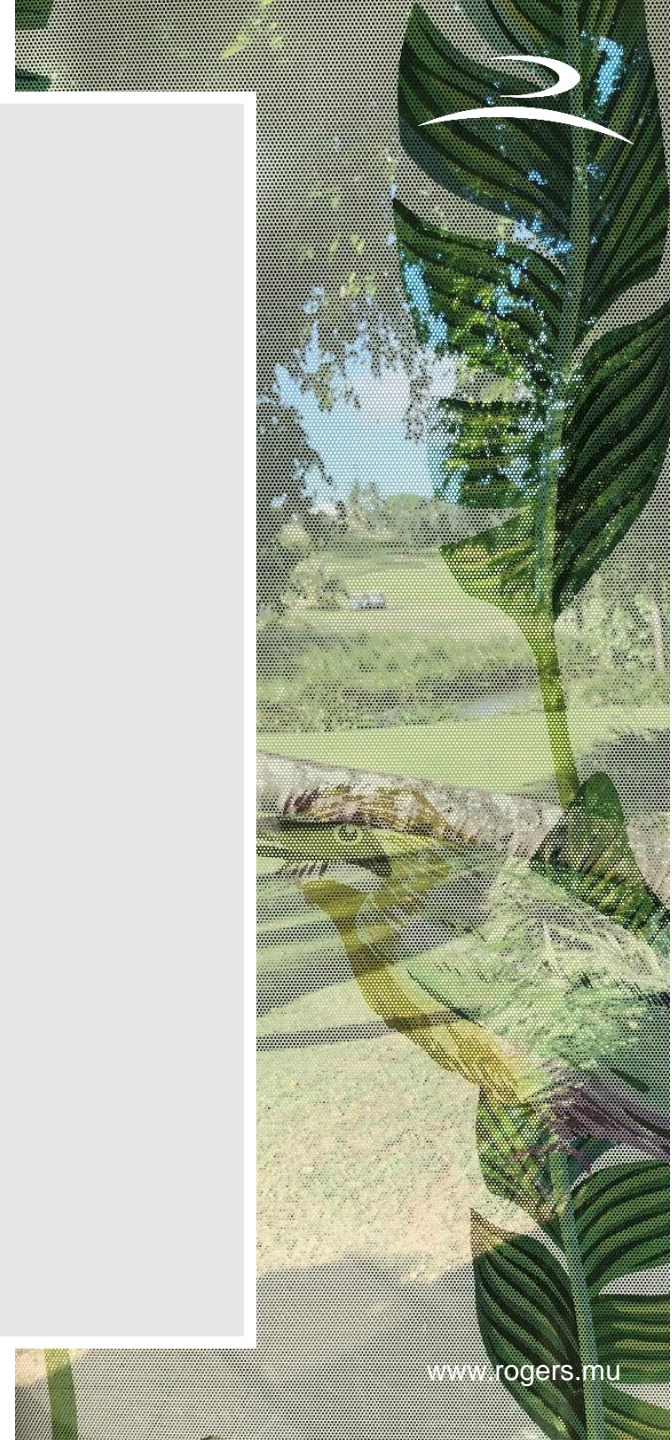
- ▶ Amalgamation of RCCS and GMS;
- ▶ Growth of existing Corporate and Trust services; and
- ▶ Launch of Private Client services and Accounting Outsourcing services.

Technology Services

- ▶ Implementation of new digital projects; and
- ▶ Growth of international presence through enhanced International Private Leased Circuit (IPLC) capacity and Points of Presence (POPs).

Financial Services

- ▶ Enhancement of customer centricity through sophisticated digital tools; and
- ▶ Additional merchant onboarding.



Outlook

HOSPITALITY

Hotels

- ▶ Veranda Tamarin will complete its first full year of operation in the 2019-20 financial year;
- ▶ Re-opening of Heritage C Beach Club;
- ▶ Effective 1st July 2019, the Private Equity Fund Amethis became a shareholder of VLH at 12.7% via a cash injection; and
- ▶ Construction of a second golf course at Bel Ombre will commence and Heritage Golf Club will host the 5th edition of the AfrAsia Bank Mauritius Open in December 2019.

Travel

- ▶ Ground Handling and Airlines & Systems are expected to remain the main drivers of performance; and
- ▶ Particular focus on improving Islandian's operational performance.

Outlook

HOSPITALITY

Leisure

- ▶ Acquisition of Croisières Australes;
- ▶ Opening of the Kaz'alala hosted B&B;
- ▶ Roll-out of new stores for Domino's Pizza;
- ▶ Development of Voilà Apart' Hotel;
- ▶ Refurbishment of Ocean Basket at Grand Baie La Croisette;
- ▶ Leisure development at Bel Ombre; and
- ▶ Investment into Marketing, Sales & Reservations resources and platforms.

LOGISTICS

- ▶ Turnaround of operations in France;
- ▶ Development of new lines of service in Kenya; and
- ▶ Continuation of development of the regional courier business.

Outlook

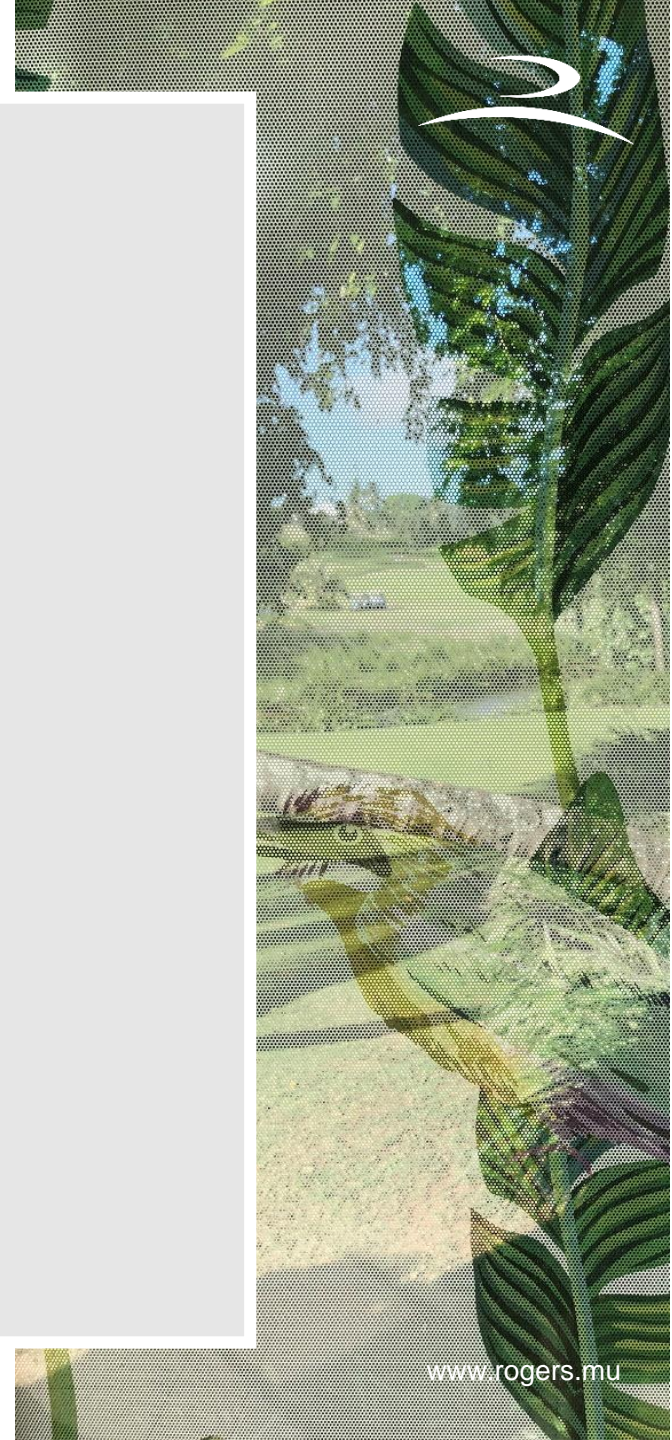
PROPERTY

Property Investments

- ▶ Opening of Bo'Valon Mall and ensuring that KPIs are on target;
- ▶ Extension of Bagatelle Mall with an incremental GLA of approximately 13,000 sqm; and
- ▶ New ASCE* project, initiative to improve Customer Focus and Operational Excellence.
*(Accessibility, Safety, Comfort and Engagement)

Property Development & Agribusiness

- ▶ Rebranding of Agribusiness operations;
- ▶ Gradual reduction of sugar cane production;
- ▶ Migration of current land use towards agricultural diversification, leisure and real estate; and
- ▶ Improved infrastructure at Chamarel 7 Coloured Earth Geopark precinct.



Based on a market capitalisation of Rs 10.1bn, the unquoted investments are only valued at Rs 3.3bn



	No of Shares*	23-SEP-19	Value Rs m	Value per RCL Share
A. RCL	252,045,300	40.00	10,082	40.00
Swan General	2,430,185	336.00	817	3.24
New Mauritius Hotels – Ordinary	125,857,808	16.80	2,114	8.39
Air Mauritius	13,833,554	9.20	127	0.50
Ascencia – Class A	175,460,696	21.30	3,737	14.83
B. TOTAL VALUE OF QUOTED INVESTMENTS			6,796	26.96
RCL excl. QUOTED INVESTMENTS (A-B)			3,286	13.04

* No of shares held in Quoted Investments



Thank You

Rogers
Uniting Energy