



# Our Commitment to create Value

Creating avenues for progress

# VALUE CREATION AT OUR CORE

## INPUTS

the six capitals

**FINANCIAL**

Rs 26,001m Total equity	Rs 2,888m Bank balances and cash
Rs 14,529m Total debt	

**HUMAN**

4,826 Employees	8,400+ Employee-equivalent trained
Rs 34m Spent on Learning & Development	155 Wellness activities

**MANUFACTURED**

10 Resorts, hotels, residences, guest house	152 Offices worldwide
7 Malls	20,000 m <sup>2</sup> Warehousing space

**INTELLECTUAL**

176 Trademarks

- Track-right software license in Kenya
- Disruptive and emerging technologies
- Enterprise softwares

**SOCIAL AND RELATIONSHIP**

15  
Airlines representation

Rs 9m  
spent on CSR and voluntary donations

Member of Business Mauritius, MloD, SigneNatir, and UNGC

**NATURAL**

50.3 GWh Electricity consumption	654,963 Kg LPG consumption
402,316 L Diesel consumption	195,471 L Petrol consumption
591,069 m <sup>3</sup> Water consumption	3,029 Ha Land owned on the South West coast of Mauritius

## OUR PATH TO CREATE VALUE

**OUR MISSION**

Create meaningful value for the sustainable growth of our businesses and communities

**BRAND PROMISE**

Acting as a vehicle for positive impact, we pave the way for Meaningful Change by creating prosperity while caring for each other and shaping a better future together

**OUR VALUES**

Agility  
Engagement  
Excellence

**OUR VISION**

Shaping a better future

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**KEY DRIVERS**

A unique brand identity with a purpose

160  
Business leaders behind our strategy and operations

5  
Segments carved around our expertise

**PROJECT MANAGEMENT THRUST**

Three-year strategic plan based on Transformation, Turnarounds, Transactions

74  
Strategic projects

- STRATEGIC LEVERS**
- Operational excellence
  - Cost containment
  - Digitalisation
  - Debt management
  - Elevating capability, enabling performance and enhancing experiences of our People
  - Internationalisation
  - Sustainability and Inclusive Development
  - Effective and agile risk management practices along with strong internal controls

## OUTPUTS

**PROSPERITY**

**Consolidated value added statement**

Rs 6.20 EPS* (FY22 - Rs 3.74)	4.18% Dividend yield (FY22 - 3.20%)
20% Increase in NAVPS	

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**PEOPLE**

85% Engagement score	136 Community projects supported
4:1 Employee Value Add	57 NGOs and CBOs supported
	28,000+ Community members supported

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**PLANET**

3.9 GWh Renewable electricity produced and consumed in situ	44,675 Trees planted (including endemic)
175,193 m <sup>3</sup> Water recycled	2,970 tons Waste diverted from landfill
127 kt CO <sub>2</sub> e Carbon footprint	

Note: \*From continuing operations and excluding other gains and losses

## OUTCOMES

- Superior returns for shareholders
- Segments' growth and expansion
- Customer service excellence
- Productive, efficient and effective workforce
- High employee morale and well-being
- Mitigating our carbon emissions and minimising our ecological footprint
- Optimised resource utilisation and mitigation of waste generation
- Contribution to community empowerment

# ENGAGING WITH OUR STAKEHOLDERS

STAKEHOLDERS	EXPECTATIONS	ENGAGEMENT AND STRATEGIC RESPONSES	STRATEGIC OBJECTIVES
Shareholders, investors and providers of capital	<ul style="list-style-type: none"> <li>• Share price evolution and capital gains</li> <li>• Attractive returns on investments</li> <li>• Growth in net asset value</li> <li>• Strong balance sheet and manageable gearing levels</li> <li>• A solid business model and strategy</li> <li>• Quality products and services</li> <li>• Continuous innovation</li> <li>• Strategic partnerships for business growth</li> <li>• Conducting business with integrity and ethics</li> <li>• Transparent reporting and accountability</li> <li>• Regulatory compliance</li> <li>• Adhering to the principles of good governance</li> <li>• Effective and agile risk management practices and strong internal controls</li> <li>• Creditworthiness and effective liquidity management</li> <li>• Setting ambitious emissions-reduction targets</li> <li>• Disclosure of social and climate-related risks</li> <li>• Investing in climate-friendly technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Share price evolution: 5% growth over the financial year and 38% growth compared to FY20</li> <li>• Higher dividend yield at 4.18% (FY22 - 3.20%)</li> <li>• Enhanced EPS* at Rs 6.20 (FY22 - Rs 3.74)</li> <li>• Increase in NAVPS of 20% to reach Rs 52.33 (FY22 - Rs 43.43)</li> <li>• Debt to equity ratio at 0.56 (FY22 - 0.77)</li> <li>• Cost reduction measures and improved operational efficiency through digitisation and Robotic Process Automation</li> <li>• Annual meeting of shareholders and question time to address their concerns</li> <li>• Investors' briefings to provide insight on the Group's operations and strategy</li> <li>• Emailing of results and major happenings to the investors' community</li> <li>• Successful completion of the three-year strategic plan, CAP23</li> <li>• Approval by the Board of the next three-year strategic plan, CAP26</li> <li>• Restructuring our activities into five segments for further clarification of our operations</li> <li>• Launching of a new, mobile-friendly website with our new brand identity, enhanced investors' and sustainability corners</li> <li>• 34% more pageviews of our website's investors' corner compared to last year</li> <li>• Dedicated financial communications on the Group's digital communication channels (website, social media, internal and external e-mailings) and through press releases</li> <li>• Assessing the effectiveness of strategic responses to mitigate significant risks impacting the strategic objectives</li> <li>• Regular interactions with providers of capital with respect to fulfillment of covenants</li> <li>• Clear Sustainability and Inclusive Development strategy with structured KPIs</li> <li>• Roadmap defined for renewable energy for the whole Group</li> <li>• Listed on the Stock Exchange of Mauritius Sustainability Index (SEMSI) since 2015</li> <li>• Member of SigneNatir and UNGC</li> <li>• Committed to the Science Based Targets initiative (SBTi) Near-Term target and the SBTi's Corporate Net-Zero Standard</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of our next three-year strategic plan, CAP26, reinforcing our strategic positioning</li> <li>• Enhanced dialogue with shareholders</li> <li>• More regular one-on-one meetings with investors</li> <li>• Road shows aiming fund managers and investors</li> <li>• Reviewing our code of ethics</li> <li>• Enhancing our systems and processes</li> <li>• Promoting a robust risk culture and continue progressing on our risk journey</li> <li>• Adopting the methodology of IFRS S1 "General Requirements for Disclosure of Sustainability-related Financial Information" and IFRS S2 "Climate-related Disclosures" in FY24 and becoming fully-compliant with the regulations in FY25</li> <li>• Validating the near-term targets for SBTi in FY24</li> <li>• Increasing the percentage of renewable energy in our energy mix from 10% in FY22 (baseline) to 35% by FY26 at Group level</li> </ul>
Talent & Culture	Please refer to the Talent & Culture section on page 88		
Clients	<ul style="list-style-type: none"> <li>• Customer-centric approach aimed at service excellence</li> <li>• High-quality products and services providing value for money and personalised service</li> <li>• Strong brand reputation and image which establishes trust</li> <li>• Representation of internationally-recognised brands</li> <li>• Transparent communication</li> <li>• Regular updates on the Group's latest news and happenings</li> <li>• Availability of information about the businesses' climate impact</li> <li>• Increasing demand for sustainable products and services</li> <li>• Personal data processed in accordance with applicable data protection laws and principles</li> </ul>	<ul style="list-style-type: none"> <li>• Using digitalisation and improved operational efficiency to enhance the customers' journey</li> <li>• Personalisation of service and experiences based on individual needs and preferences</li> <li>• Offering loyalty programs and special promotions</li> <li>• A quality assurance function in the Finance &amp; Technology segment set up to ensure monitoring and improvement in the quality of service</li> <li>• Measures implemented to ensure compliance with applicable data protection laws and principles</li> <li>• Clarification and restructuring of Rogers' business sectors and activities into five distinct segments</li> <li>• New Corporate movie about Rogers' activities in Mauritius and abroad</li> <li>• Enhanced Presence magazine with a new design, editorial line and dedicated website</li> <li>• Increased visibility on Rogers' strategy, initiatives, actions, and impact through various communication channels</li> <li>• 360-degree communication campaigns done in Mauritius further to the rebranding exercise</li> <li>• 43% increased traffic on our website compared to last year</li> <li>• Optimising social media channels and increasing digital media budget; Facebook: +202% engagement; +120% reach, compared to last year</li> <li>• Reinforcing the Sustainability and Inclusive Development section on the Group's website with dedicated articles on the initiatives undertaken and their impact</li> <li>• Launching of various green offers through Rogers Hospitality segment under our "Now for Tomorrow" programme</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing customer loyalty and repeat business</li> <li>• Enhancing customer satisfaction scores and positive online reviews</li> <li>• Maintaining transparent communication and deepen trust by providing clients with clear and accurate information on the Group's performance, strategy, and prospects</li> <li>• Delivering timely updates to clients regarding product launches, upgrades, and market trends, enabling them to make informed decisions</li> <li>• Seeking customer feedback through surveys, focus groups, and other means to gauge satisfaction levels, identify areas for improvement, and refine communication strategies</li> <li>• Achieving sustainability certification and eco label for all business units in Rogers Hospitality by FY24</li> </ul>

Note: \*From continuing operations and excluding other gains and losses

# ENGAGING WITH OUR STAKEHOLDERS (Cont'd)

STAKEHOLDERS	EXPECTATIONS	ENGAGEMENT AND STRATEGIC RESPONSES	STRATEGIC OBJECTIVES
Business partners and suppliers	<ul style="list-style-type: none"> <li>Fair and ethical trading practices</li> <li>Transparent communication regarding the Group's activities and decisions that affect suppliers</li> <li>Opportunities to learn about and connect to other Rogers' businesses</li> <li>Promoting joint growth opportunities in a responsible and mutually respectful manner</li> <li>Favourable contract terms and timely payment</li> <li>Transparency on initiatives to reduce greenhouse gas emissions and mitigate the effect of climate change</li> <li>Alignment and collaboration with partners and suppliers who share the same commitment to climate action</li> </ul>	<ul style="list-style-type: none"> <li>Nurturing long-term relationships based on trust, transparency, and mutual benefits</li> <li>Timely and fair payment terms</li> <li>Creating new partnerships and networks in the region for example Rogers Aviation with Vistara</li> <li>Implementing service level agreements and non-disclosure agreements</li> <li>Pitch exercise undertaken to select suppliers</li> <li>Clarification and restructuring of Rogers' business sectors and activities into five distinct segments</li> <li>Rebranding of Rogers, supporting a strong mission, brand, and reputation</li> <li>Sourcing of local products</li> </ul>	<ul style="list-style-type: none"> <li>Reinforcing existing partnerships and develop new strategic alliances</li> <li>Improving supply chain efficiency and reduce costs</li> <li>Sharing strategic direction by communicating the Group's long-term vision, goals, and strategies to business partners, enabling collaborative efforts towards shared objectives</li> <li>Sharing sustainability initiatives by communicating the Group's commitment to sustainability and encouraging suppliers to adopt environmentally-responsible practices, ethical sourcing, and social responsibility standards</li> <li>Ensuring that in the long term, all service level agreements between Rogers' Group and its suppliers include sustainability clauses</li> <li>Engaging in capacity-building sessions with suppliers to ensure compliance with sustainability clauses, in line with our inclusive development commitment</li> </ul>
Government bodies and regulators	<ul style="list-style-type: none"> <li>Regular dialogue between government/regulatory bodies and Rogers' senior management</li> <li>Ethical business practices and compliance with national legislation</li> <li>Fair employment practices</li> <li>Adherence to safety and health requirements</li> <li>Community investment</li> <li>A clearly-defined Sustainability and Inclusive Development roadmap</li> <li>Providing clear and accurate information about climate change risks and impacts, and a plan to mitigate the impacts of and adapt to climate change</li> <li>Collaboration to develop and implement climate change solutions</li> </ul>	<ul style="list-style-type: none"> <li>Meetings between senior executives and government/regulatory representatives</li> <li>Participating in public policy forums</li> <li>Regular public relations activities</li> <li>Providing input on regulations</li> <li>Compliance with laws, regulations, and best practice in the various territories we operate</li> <li>Continued efforts to apply the principles set out in the National Code of Corporate Governance for Mauritius</li> <li>Transparency in disclosures</li> <li>Comprehensive annual and quarterly reports</li> <li>Collaborating with the government for initiatives relating to tourism promotion and development</li> <li>Engaging in policy dialogue with the different bodies of the government on Sustainability-related forums</li> <li>Collaborating with the government on climate change initiatives across the Circular Economy Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to engage in open, forthright dialogue with national authorities</li> <li>Collaborating with the government and regulators with respect to policies, regulations and legislation which may impact the Group's activities, society, and the environment</li> <li>Ensuring compliance with laws, rules, regulations and best practice, and address concerns to facilitate regulatory oversight</li> <li>Engaging in industry-wide initiatives to promote sustainable tourism</li> <li>Collaborating with different bodies of the government on sustainability-related forums</li> <li>Sharing best practice with government bodies on how to mitigate the impact of and adapt to climate change</li> </ul>
Local community	<ul style="list-style-type: none"> <li>Fostering inclusive development opportunities for the local community, mainly around employment, empowerment and revenue generation</li> <li>Participating in decision-making processes for projects impacting the community</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives undertaken to create opportunities in the realms of education and employability, amongst others</li> <li>Setting up of a formal community stakeholder engagement mechanism, ensuring that local inhabitants are included in the decision-making process for major undertakings having a direct and potent impact on the community</li> </ul>	<ul style="list-style-type: none"> <li>Social needs assessment to ensure that social actions correspond to changing community needs and expectations</li> <li>Local communication network and community grievance and feedback procedure</li> <li>Social impact assessment to identify, evaluate and manage the potential social impacts of activities, both positive and negative</li> <li>Local partnerships and collaborations, mainly around employment, empowerment and revenue generation</li> </ul>
Sustainability & Inclusive Development	Please refer to the Sustainability & Inclusive Development section on page 64		