

16 MAY 2019
INVESTOR MEETING

ENL Limited



ENL LIMITED

Agenda



The Group



Performance and perspectives



ENL LIMITED

The Group



ENL LIMITED

Improved performance

Results for the 9 months ended 31 March 2019

 + 8%

Turnover

Rs 11,845

(2018: Rs 10,934 m)

 + 49%

Operating profit

Rs 1,092 m

(2018: Rs 735 m)

 + 164%

Profit after tax

Rs 525 m

(2018: Rs 199 m)

Enhanced profits attributable to shareholders

Results for 9 months ended 31 March 2019 (in Rs'm)	As published in abridged statement	If amalgamation occurred on 01 July 2018
Profit after tax	525	525
Profit attributable to:		
- Equity holders of the company	48	182
- Non-controlling interests	477	343



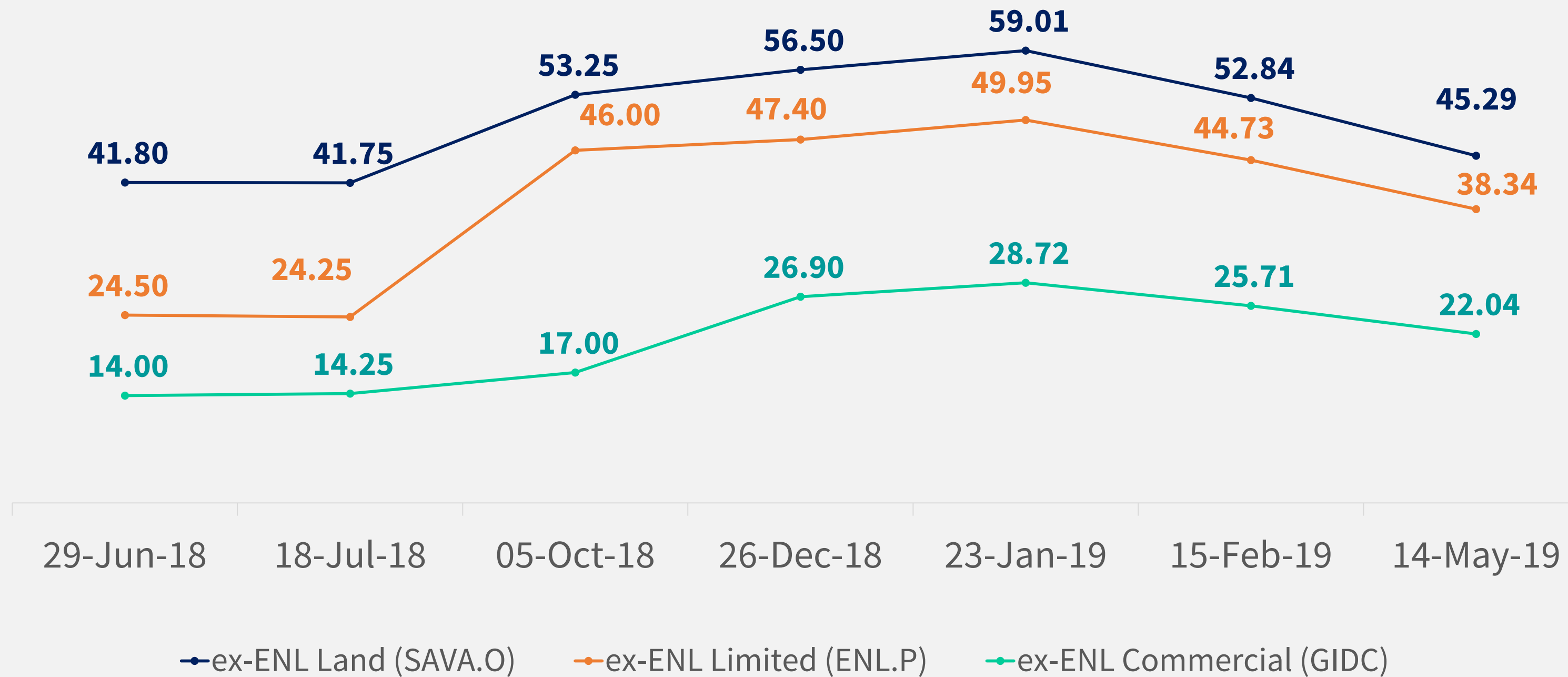
Earnings per share

Rs 0.48

If amalgamation occurred on 1st July 2018

Potential for enhanced market capitalisation

Analysis of share price

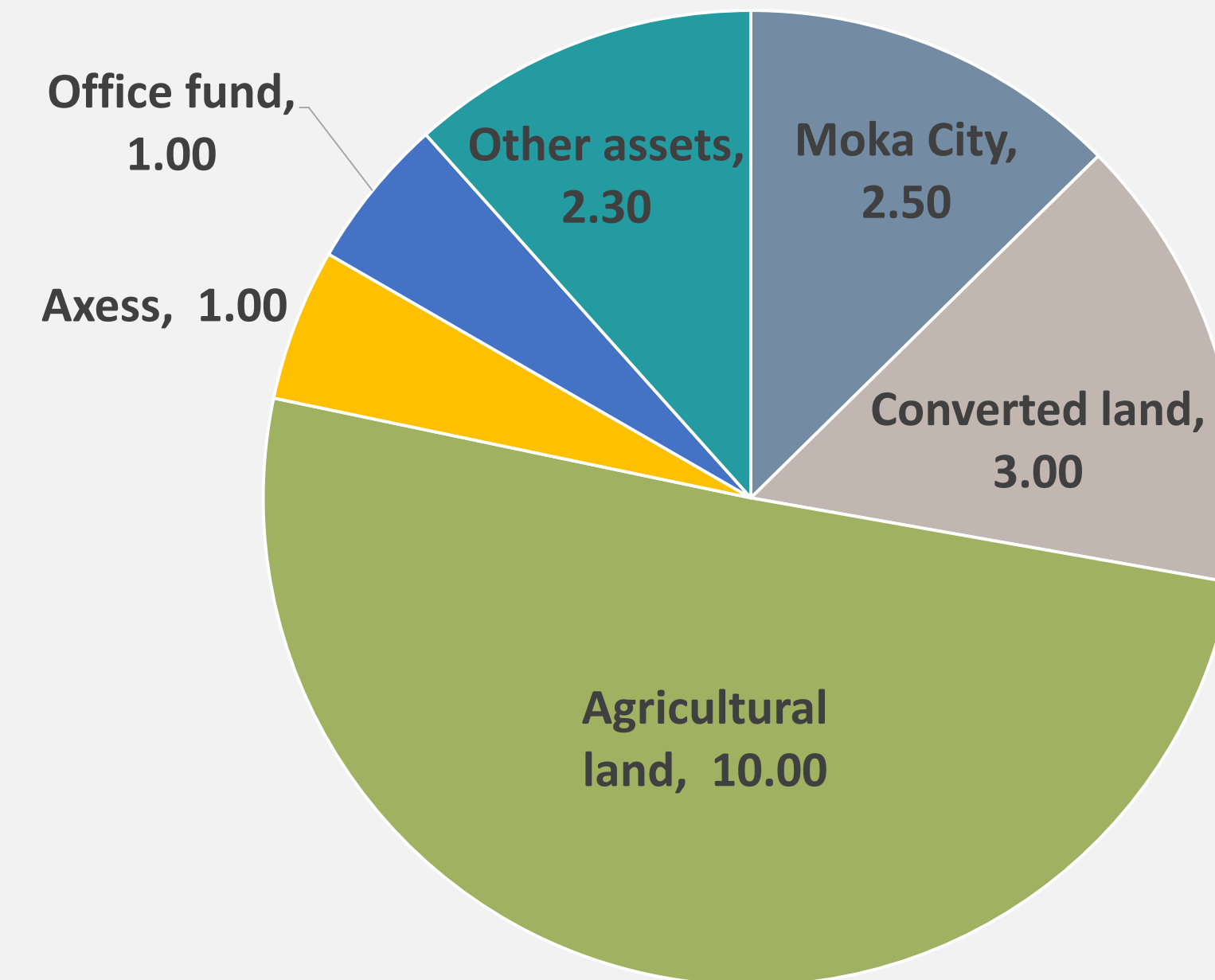


Increase in market value since July 2018
 ENL Land + 10%
 ENL Commercial + 57%
 ENL Limited + 56%

- **78% free float**
- **On SEM-10 index**
- **Average daily traded Rs 2.5m**

Potential for enhanced market capitalisation

In Rs	No of shares held in quoted investments	Market price	Value	Value per ENL share
ENL Limited (A)	374,996,326	33	12,374,878,758	33
Rogers	150,471,044	36.05	5,424,481,136	14.47
NMH	83,574,981	18	1,504,349,658	4.01
Tropical paradise	19,055,100	6.2	118,141,620	0.32
Ascencia - Class A	120,986,866	19.3	2,335,046,507	6.23
Total value of quoted investments (B)			9,382,018,921	25.02
Balance of market capitalisation of ENL Limited (A - B)			2,992,859,837	7.98

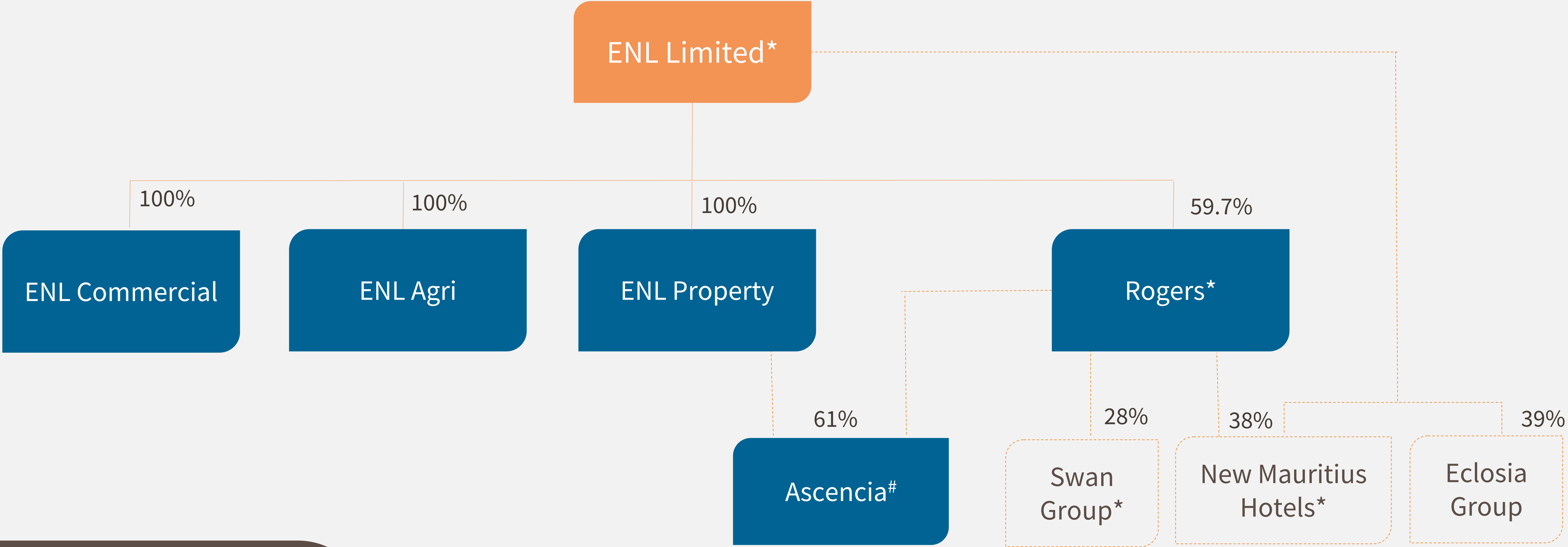


Value of other assets of Rs 20bn

Less debt in ENL Limited entity of Rs 6.3 bn

Translates into value of Rs 13.7bn, Rs 36 per share

Simple group structure, shareholders' interests aligned



* Listed on SEM
Listed on DEM
----- Main associates

Strong asset base

→ At 31 March 2019

Total assets

Rs 67bn

June 2018: Rs 64bn

Gearing

35.8%

June 2018: 34.1%

Equity holders' interests

Rs 25bn

June 2018: Rs 6bn

NAV per share

Rs 67.02

Tradition of regular dividend payment

Interim dividend

Rs 132m

+

Final dividend

Rs 169m

=

Total dividend

Rs 301m

Paid to shareholders outside the Group by each amalgamated entity

Final dividend of Rs 0.45 per share for 374,996,326 shares

Higher dividend payment

→ Dividend FY2019 compared to FY 2018

Ex-ENL Limited

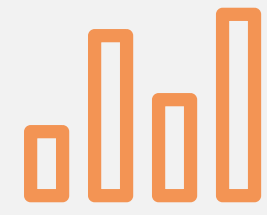
+25%

Ex-ENL Land

+20%

Ex-ENL Commercial

+40%



ENL LIMITED

Performance and perspectives

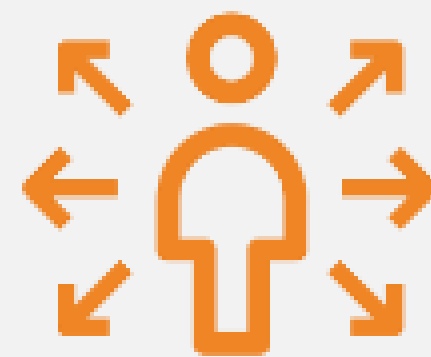


Clear strategic objective

Transform the group asset base by engaging in carefully selected and **efficiently managed** investments and operations in order to capture **growth** and generate **cash sustainably**



Operational
Efficiency



Client
Centricity



Innovation



Management
Commitment

Diversified on 7 segments

SEGMENTS

SECTORS

COMPANIES / ACTIVITIES

KEY INVESTMENTS

SEGMENTS	Agro-industry	Real estate	Commerce & Industry	Hospitality	Logistics	Fintech
Land & Investment	Agro-industry	Real estate	Commerce & Industry	Hospitality	Logistics	Fintech
Land owner Venture capital Business incubator	Sugar cane Farming Food crop	Moka smart city Residential Business parks Shopping malls Offices Services	Automotive Industry & manufacturing Trading & services	Hotels Travel Leisure	Freight forwarding Courier services Warehousing	Corporate services Technology services Financial services
ENL Limited Compass Turbine	ENL Agri Agrex ESP landscapers CSBO Sygeco	ENL Property Moka City Ascencia Enatt Les Villas de Bel Ombre	Axess Grewals Plastinax Nabridas	Veranda Leisure & Hospitality Rogers Aviation Island Living	Velogic	Rogers Capital

Eclosia

F.R.C.I
Superdist

New Mauritius Hotels

Swan

Segmental results for continuing operations

Real estate, Hospitality and Commerce & industry are key contributors to the improved performance

Nine months ended March 31 (in Rs'm)	Turnover			Results after tax		
	2019	2018	Change	2019	2018	Change
Agro-industry	756	673	12%	70	43	64%
Commerce and industry	2,778	2,333	19%	79	22	>100%
Real estate	1,959	1,893	3%	306	90	>100%
Land and investment	25	52	(52%)	(376)	(331)	14%
Hospitality	2,984	2,693	11%	339	260	30%
Logistics	2,671	2,760	(3%)	81	70	15%
Fintech	667	527	27%	46	49	(6%)
Corporate office	5	3	52%	(20)	(4)	> 100%
TOTAL	11,845	10,934		525	199	



ENL LIMITED

Land & investment

Turnover 9m-FY19

Rs 30 m

(9m-FY18: Rs 52 m)

Loss after tax 9m-FY19

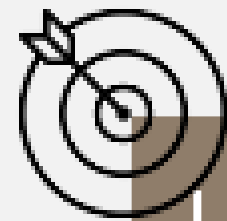
Rs 376 m

(9m-FY18: Rs 331 m)



Land & investment

Objective: Optimise return on land assets



Leverage land bank to finance growth in other segments

- Rs 3.5bn of medium term notes issued in 2019
- Converted land to increase by 100 arpents in FY19 through land conversion rights



Cash generation from sales of non strategic land

- 21 arpents sold for Rs 56m for 9m-FY19
- Targeted annual plan between Rs 100m and Rs 150m





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Agro-industry

Turnover 9m-FY19

Rs 756 m

(9m-FY18: Rs 673 m)

Profit after tax 9m-FY19

Rs 70 m

(9m-FY18: Rs 43 m)



Agro-industry

Objective: Diversify agri-business activities to reduce dependency on sugarcane



Optimise mature core sugarcane business

- Tough conditions for sugar industry
 - Revenue per sugar tonne Rs 13,186 v/s Rs 14,133 last year
- Reduced production of sugar cane due to poor cane yield and extraction rate (21,287 tonnes v/s 23,055 tonnes last year)
- Event years declared for 2017 and 2018 crop years partly mitigates the losses (Income of Rs 72m)
- Ongoing cost containment measures



Agro-industry

Objective: Diversify agri-business activities to reduce dependency on sugarcane



- Capture opportunities created by the development of other agricultural products
- Seek leadership position in the landscaping and syndic management activities
- Keep 39% stake in Eclasia Group

- Increasing non sugar revenue (2019 Rs 286m v/s 2018 Rs 263m)
- New landscaping and syndic management contracts
- Outsourcing of syndic support services on the French market
- Continuing good performance of the Eclasia Group



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Commerce & Industry

Turnover 9m-FY19

Rs 2.8 bn

(9m-FY18: Rs 2.3 bn)

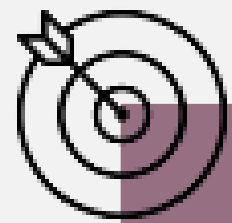
Profit after tax 9m-FY19

Rs 79 m

(9m-FY18: Rs 22 m)

Commerce & industry

Objective: Become a key player on each served market and increase profitability



Grow revenues by 9% to maximise profitability

- **Axess**
 - Growth of 8% in new vehicles market
 - New vehicles market share 19.3% for Axess (2018: 16.5%)
 - PAT of Rs 65m v/s Rs 33m in 2018
 - Construction of new Jaguar-Land Rover showroom starting in July
- **Grewals** and **JMD**, building materials specialists, benefitting from improved market conditions for construction industry
- **Plastinax** enlarging its client base on the European and US markets
- **FRCI** and **Superdist**, Good performance of associates with share of profit of Rs 17m



ENL LIMITED:

Hospitality

Turnover 9m-FY19
Rs 3 bn
(9m-FY18: Rs 2.7 bn)

Profit after tax 9m-FY19
Rs 339 m
(9m-FY18: Rs 260 m)



Hospitality

Objective: Reinforce leadership by delivering a holistic customer experience



Development of directly operated activities

- All hotels operational following reopening of Veranda Tamarin
- **VLH** hotels performing well for 9m-FY19, notwithstanding lower occupancy in Q3 and weakness of the Euro and GBP
- Share of profit of **NMH** Rs 14m (2018: Rs 47m)
 - Hotels impacted by slowdown in Q3 in Mauritius
 - Significant improvement in the performance of hotel in Marrakech



Position Bel Ombre as key element of VLH's strategy for growth

- Development of second golf at Bel Ombre
- Refurbishment of C Beach Club
- Converting estate houses into B&B



Turnover 9m-FY19

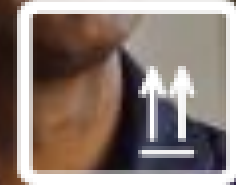
Rs 2.7 bn

(9m-FY18: Rs 2.8 bn)

Profit after tax 9m-FY19

Rs 81 m

(9m-FY18: Rs 70 m)



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Logistics





Logistics

Objective: Grow into a regional logistics platform



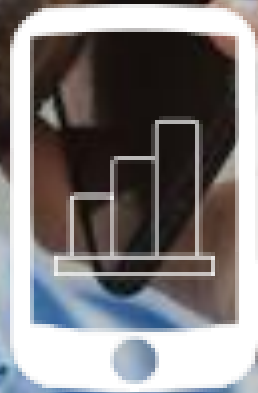
Optimisation of current businesses and turnaround of loss making activities

- Good performance of port services
- Domestic transport operations challenged by sugar environment



Pursue expansion in selected markets

- Development of UPS franchise in the Indian Ocean region
- Reviewing the transport business model in Kenya following the opening of Mombasa-Nairobi railway
- Seeking opportunities for development mainly in Africa



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Fintech

Turnover 9m-FY19

Rs 667 m

(9m-FY18: Rs 527 m)

Profit after tax 9m-FY19

Rs 46 m

(9m-FY18: Rs 49 m)



Fintech

Objective: Develop FinTech by leveraging on development of high value activities and strategic acquisitions



Diversification of offering with the development of high value activities

- **Consumer finance business**

- Market share on new contracts in FY19: Hire purchase 15%, Leasing 7%
- Ambition to keep increasing market share through leveraging and fresh capital injection

- **Corporate services**

- Traditional global business activities are driving the segment's results
- Expanding higher value services

- **Technology services**

- Focusing on launch of new services: IT security advisory and cloud services
- Enabling strategic transformation through technology

- Better results from Swan
- Disposal of equity share in AXA Customer Services



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Real estate

Turnover 9m-FY19

Rs 2 bn

(9m-FY18: Rs 1.9 bn)

Profit after tax 9m-FY19

Rs 306 m

(9m-FY18: Rs 90 m)



Real estate

Objective: Maintain leadership position and unlock growth opportunities



Maintain current leadership position on the **retail** market

- Strong performance of retail assets (vacancy 1.8%, + 2% footfall, + **8% trading density**, + 18% net operational income)
- Ascencia (profit after tax Rs 390m v/s Rs 292m)
 - Straight lining of income (+Rs 50m)
 - Annual contractual increases in leases
 - Full contribution of So'flo for 9 months
- Collaborating with Envolt to produce electricity from solar energy in all shopping malls

→ Developments

- Bo'Valon Shopping Mall (10,000m²) to open in November 2019
- Significant extension works at Bagatelle and renovation of Riche Terre Mall gallery to start in FY20
- Works on improved access for Phoenix Mall starting June 2019



Go regional for mall management

- Asset light strategy in Africa
- Management of 2 malls in Namibia (80,000m²)



Moka master plan

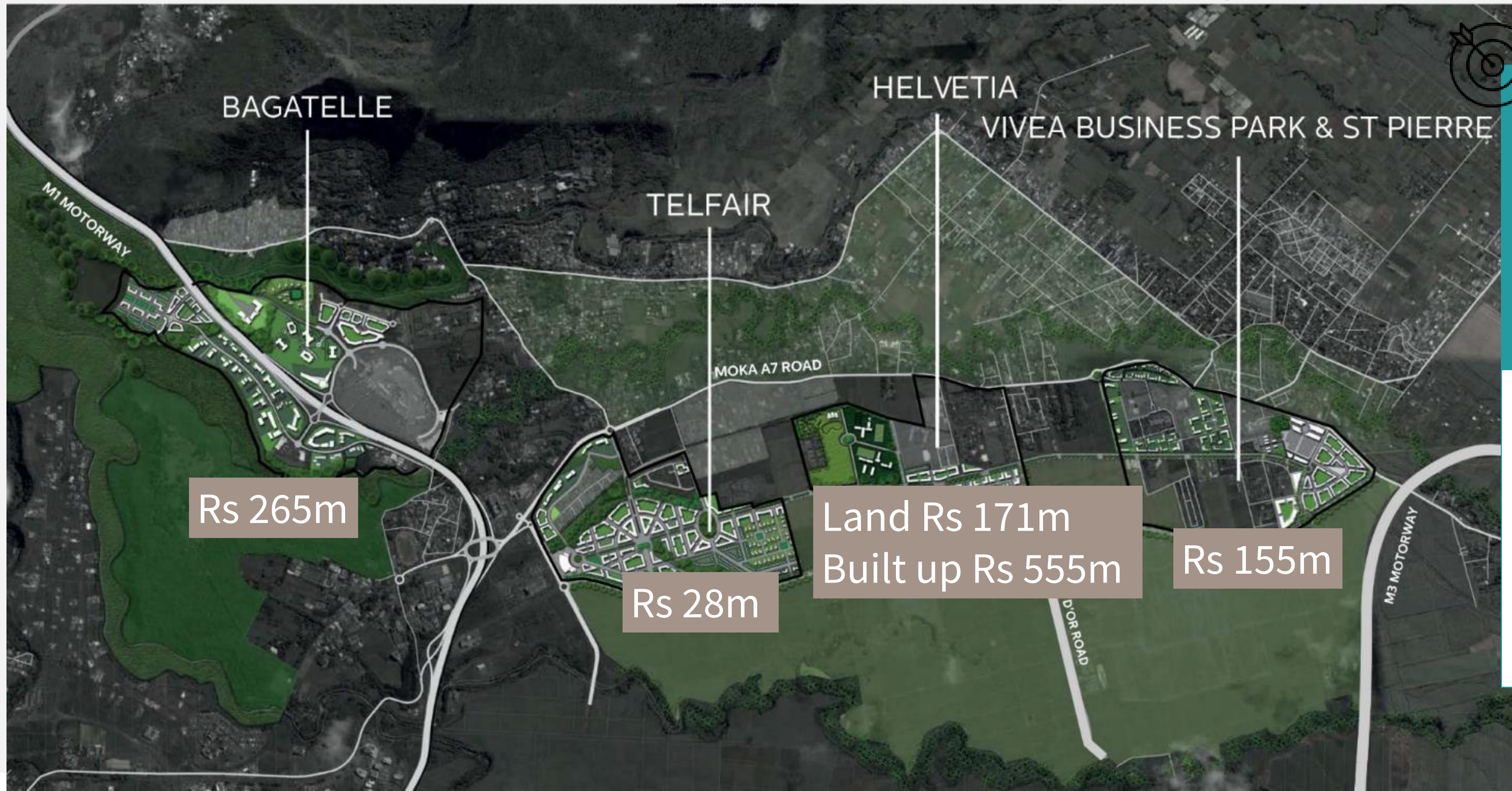
Overall project over 1,600 arpents



Real estate

Objective: Maintain leadership position and unlock growth opportunities

Sales for FY19: 22 arpents and 86 built-up units for Rs 1.1bn, generating a net cash flow of around Rs 500m



Capitalise on the uniqueness of **Moka** to spearhead the property development of the Group

- Moka fast developing with sales of commercial and residential land and built-up units
- Extension of Moka City by 500 arpents



Real estate

Objective: Maintain leadership position and unlock growth opportunities



Develop an **office** portfolio

- Positioning on A-grade market
- Portfolio of 29,000m² valued at Rs 1.6bn
- Occupancy 92% at 01st April
- The Dot completed in Telfair, being marketed
- Increase existing portfolio to 67,000m² over 3 years in Telfair, Bagatelle and Vivea



Large land bank

22,600 arpents



Land with conversion rights

500 arpents in Moka &
500 arpents in Moka Smart City

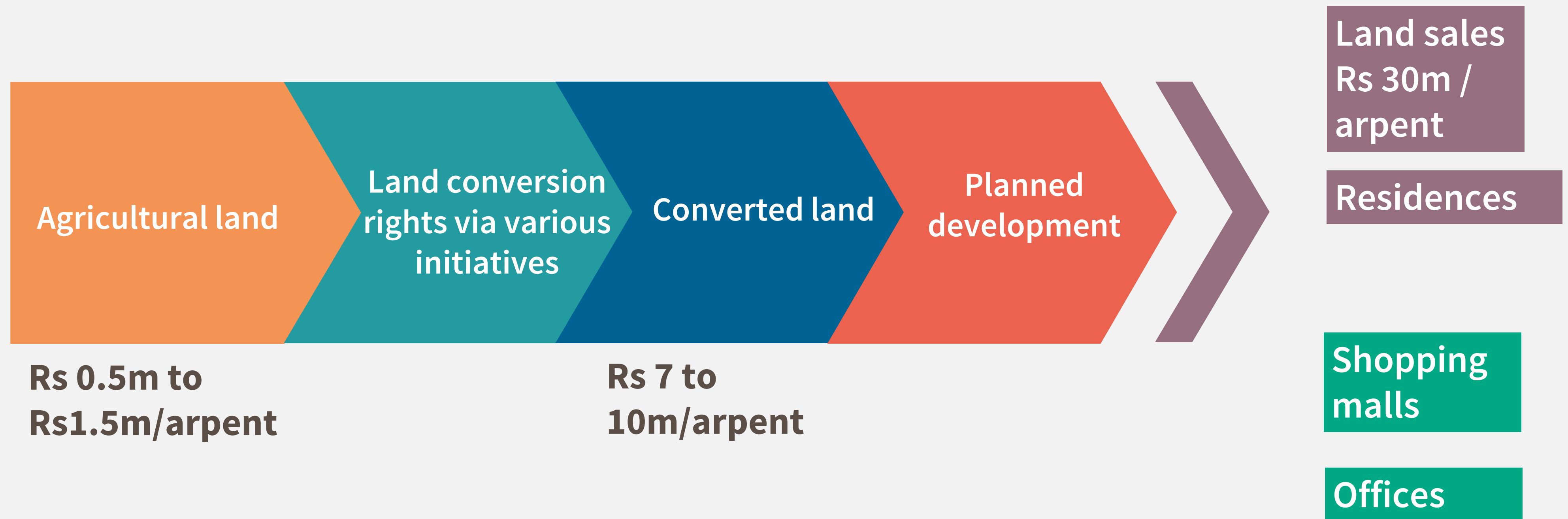


→ **Average 14% p.a capital appreciation on land in Moka over the past ten years**

Agricultural land

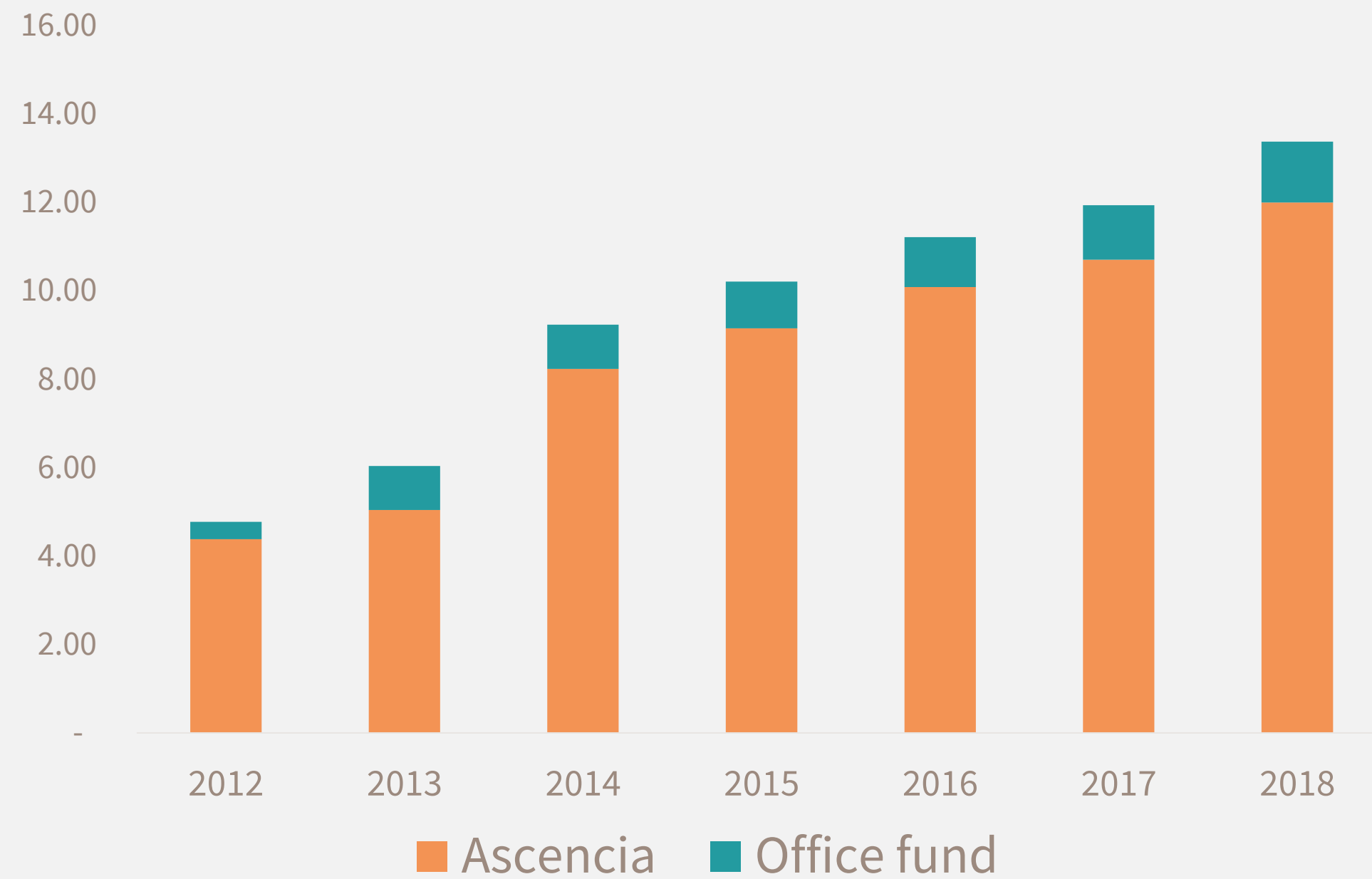
14,100 arpents in Moka and Savannah
7,500 arpents in Bel ombre-Case noyale

Increasing land values through planned development

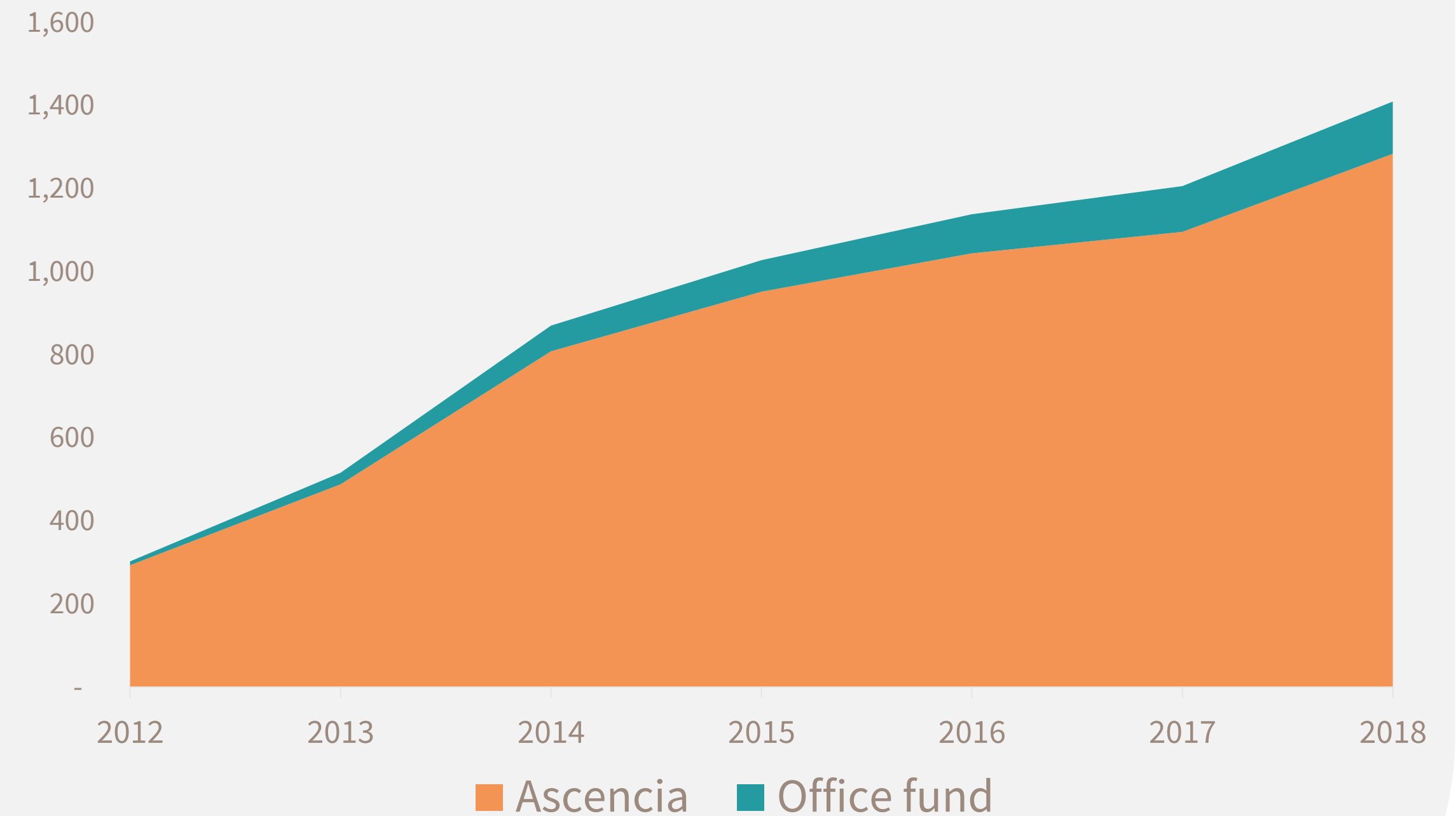


Transforming land assets into sustainable yielding assets

Yielding assets (Rs'bn)



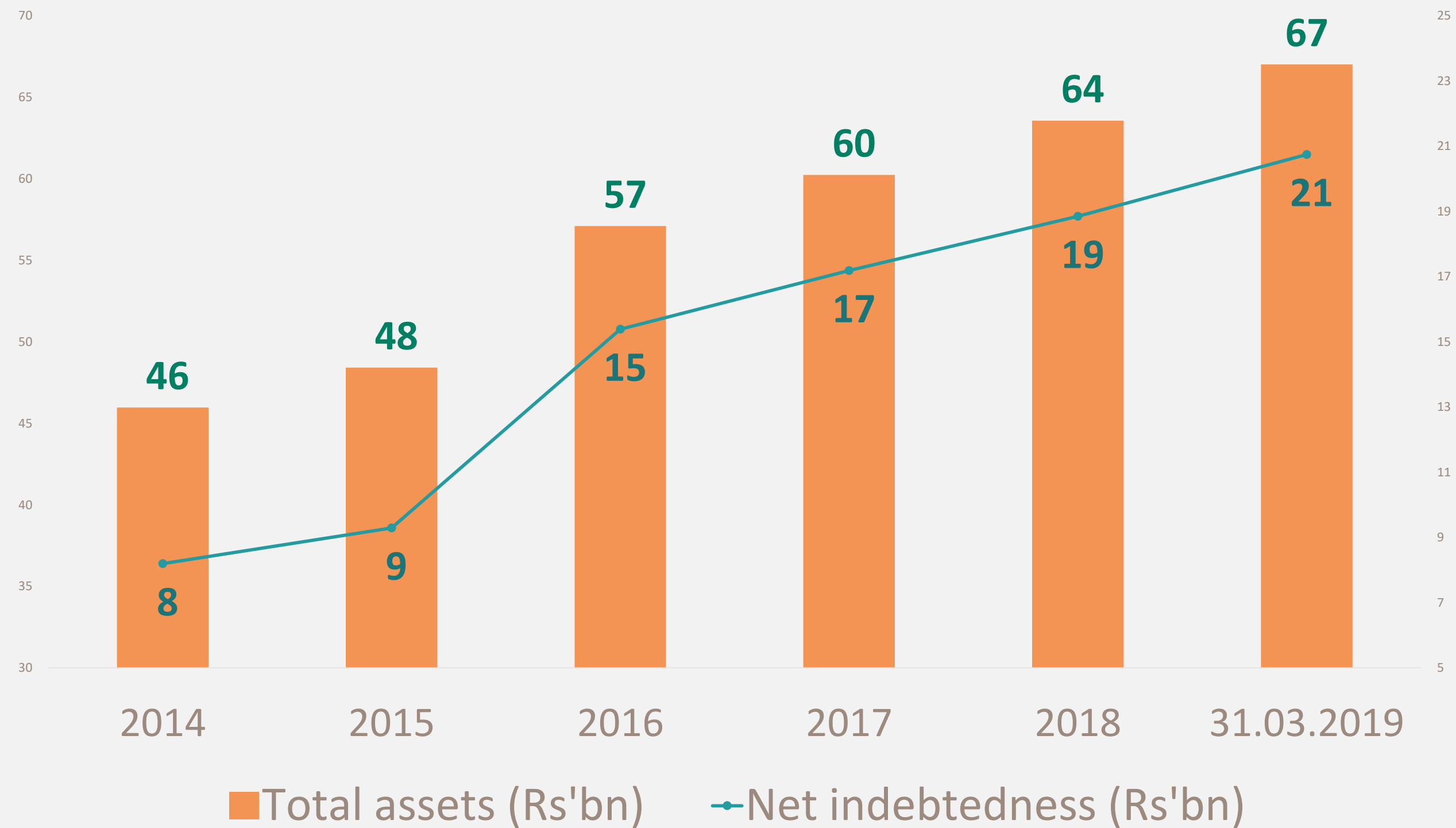
Income from yielding assets (Rs'm)



PAT of Rs 424m for 9 months

Stronger asset base

Total assets, Debt (Rs'bn)



Year on year, we plough back a significant portion of our profits and leverage our land assets to keep growing our businesses

Thank you

Visit our website www.enl.mu
Contact us on investors@enl.mu

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