

Disclaimer

This presentation contains "forward-looking statements". These statements are not guarantees of future performance and undue reliance should not be placed on them.



Creating Impact in uncertain times



VISION 2020 3 GOOD YEARS OF ENTREPRENEURSHIP



ne covid factor

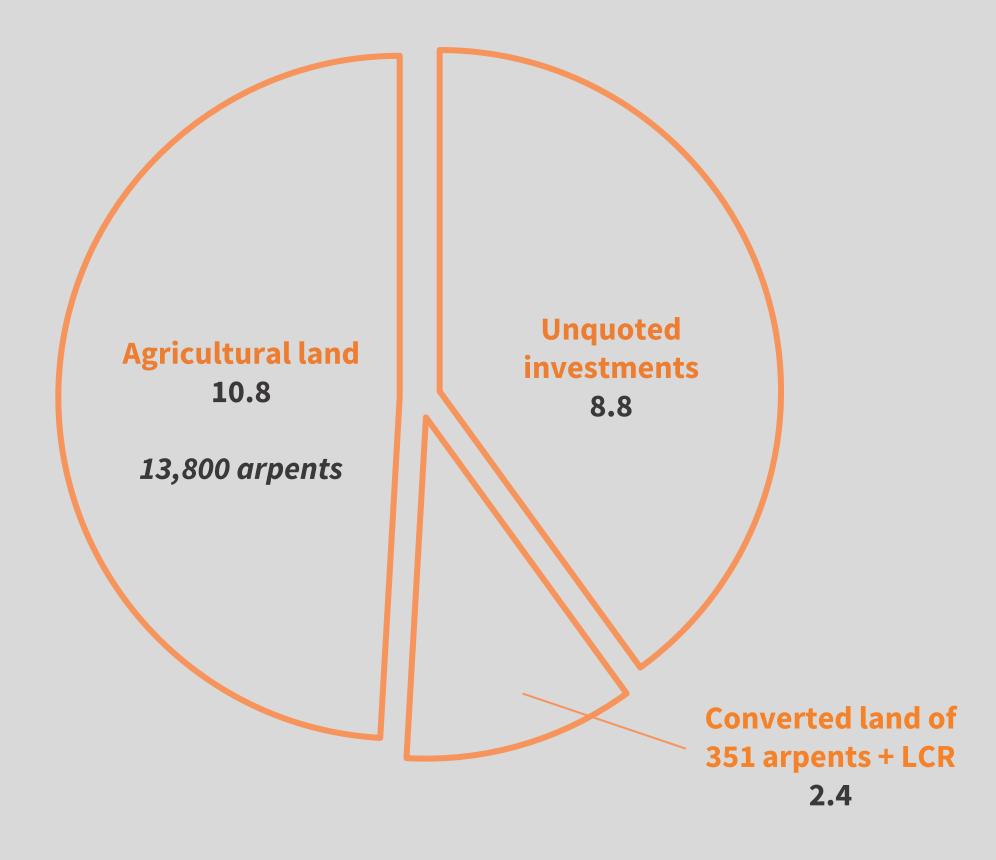
Resilience put to test
Full recovery expected by end of Cap 23



Potential for enhanced market capitalisation

At 30.06.2020	Total value (in Rs'm)	Value per ENL share (in Rs)
Rogers	3,235	8.63
NMH	470	1.25
Semaris	92	0.25
Tropical Paradise	91	0.24
Value of quoted investments	3,888	10.37
Value of other assets	16,180	43.15
Total per valuation ENL market	20,068	53.52
capitalisation	6,750	18.00

Value of other assets of Rs 22bn



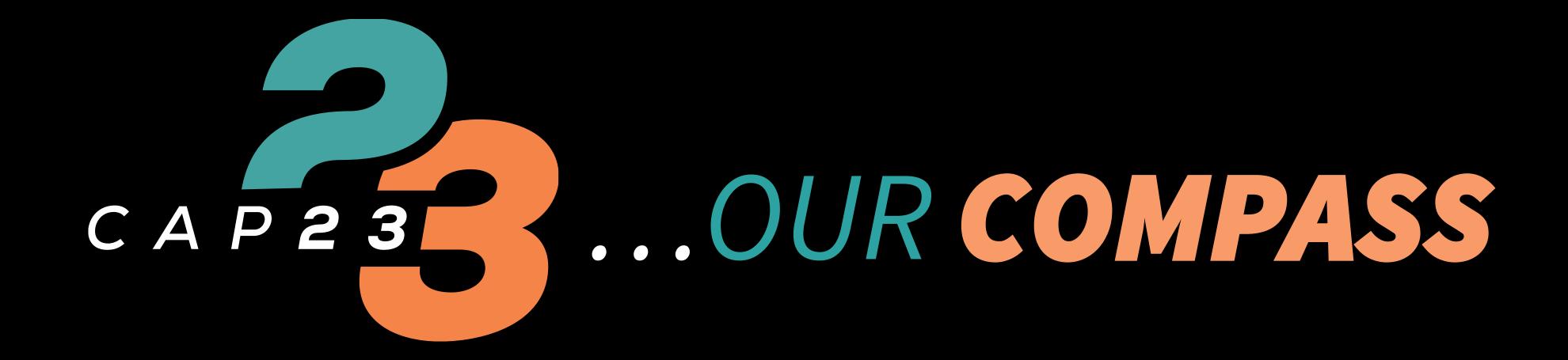
Less debt in ENL Limited entity of Rs 5.8bn

Translates into value of Rs 16.2bn, Rs 43.15 per share



Uncertainty like never before







Impact of Covid-19 per sector



ENL diversified portfolio will recover from Covid-19 crisis at different stages

Time to recovery	< 12 months	12-24 months	> 24 months
	Back to FY19 level before FY21	Back to FY19 level in FY22	Back to FY19 level in FY23 or after
Sugar	Agriculture (excluding Sugar)	Wholesale and retail	Hospitality
	□ ✓ communication	Residential real estate (local market)	Financial activities
	technology	Office	Automobile
		Transportation and storage Sugar	Real estate (international market)
		Building materials	Eyewear manufacturing (international market)
Expected scenario	Relatively lower impact	U-shape	Prolonged U-Shape



Navigating the next 3 years.

Leveraging our assets



Navigating the next 3 years.

A mindset to nurture

Feel at home with the unknown



Strategic objective

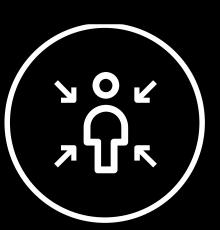
Grow ENL through purpose-driven teams, investments and operations that use the group's asset base to positively impact its financial performance and society, sustainably.



Strategic focus



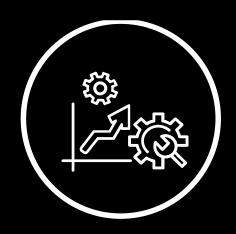
Teams



Customer centricity



Sustainability



Operational excellence



Strategic enablers



Digitalisation



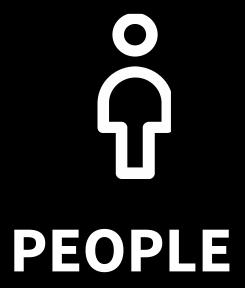
Partnerships



Globalisation



Impact of the second of the se













ENL - Development

Continue to take initiatives, but be aware that we are in a crisis.





AGRO-INDUSTRY

Right size sugarcane & diversify further

Optimise sugar cane production

Evaluate alternative cultures to sugar cane

Keep developing farming, nursery and landscaping

Develop food crop activity







COMMERCE & INDUSTRY

Increase market share & innovate portfolio

Leverage on strong brands
Enhance customer focus
Innovate portfolio of products and services
Focus on operational excellence
Further improve employee engagement score





STRONG BRANDS



















































HOSPITALITY

See the crisis through & renew with profitability

Lobby for the opening of borders
Securing the means to see the crisis through
Leisure and hospitality businesses to become a new
'customer experience' powerhouse
Preparing for the new normal digitally and sustainably







Revisit business model Scale up fast

Work with the industry to reverse EU's blacklist Grow market share of consumer finance business Finance and Technology to be more digital Continue to drive leadership on telecom market







Expand horizons & build partnerships

New partners for Velogic

Expand geographical footprint in East Africa & India

Offer integrated logistics solutions in selected markets

Become the best cost operator through the use of

technology and BPO in mature markets

Turnaround business in France







REAL ESTATE



Real Estate

Sustain value creation model Create trendsetting products Maintain market leadership



ASCENCIA & ENATT Staying the course

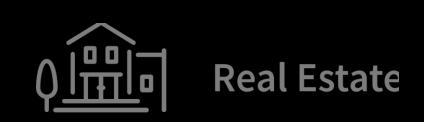
Promote safe shopping
Complete extension of Bagatelle
Enhance customer experience and optimise
management of malls through use of technology
Implement circular initiatives





MOKA SMART CITY Maintain dynamism & leadership

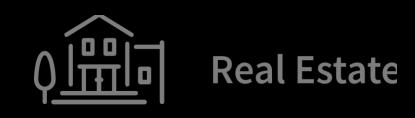
Shape up Telfair
Implement lifestyle projects & infrastructure
Keep momentum for land sales





OFICEA Embracing workspitality

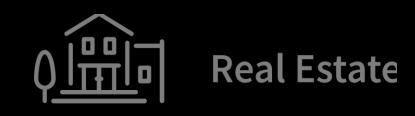
Double office portfolio to 60,000m² Adapt offering





RESIDENTIAL BUILT-UP Efficient & sustainable

Maintain sales momentum Diversify markets

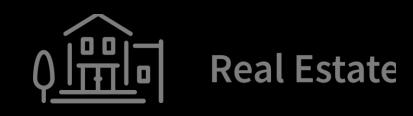




GROS BOIS Sowing the seeds for the future

Develop amenities

Obtain Smart City Certification





AGRIA

Become the first sustainable destination of the Indian Ocean







Agile monitoring & regular finetuning



Your wrap of CAP235



thank JOU

Get in touch with us

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