



# *Investor meeting*

## Agenda

- About ENL
- Performance & perspectives
- Group overview

28 February 2020

**enl**  
enabling possibilities



ENL

ENL

ENL

ENL

About

ENL

## Overview

+ **120**

International and  
home-grown brands

+ **100**

Subsidiaries

+ **7,100**

Employees



A **proactive group**  
since 1821



**Deeply attached to**  
human values, to ethics in  
business and to Mauritius



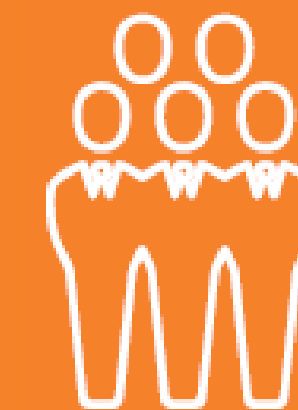
Has a large, strategically located  
land bank of **23,000 arpents**



**listed on**  
the Stock Exchange of Mauritius



An **influential player** in  
the Mauritian economy



+ **4,000**  
shareholders

# Our history

Incorporation of Mon Desert Ltd (**1882**) and Savannah Sugar Estate Company Ltd (**1913**)

## 1821

The beginnings



Creation of GIDC to spearhead the group's initiatives in the non-sugar sector

## 1969

The group and its subsidiaries are listed on the newly-founded SEM

## 1989

## 1944

Incorporation of ENL as a holding company

## 2007

- Creation of ENL Property to drive the property development projects of the group
- Cessation of operations of Mon Desert Alma sugar mill

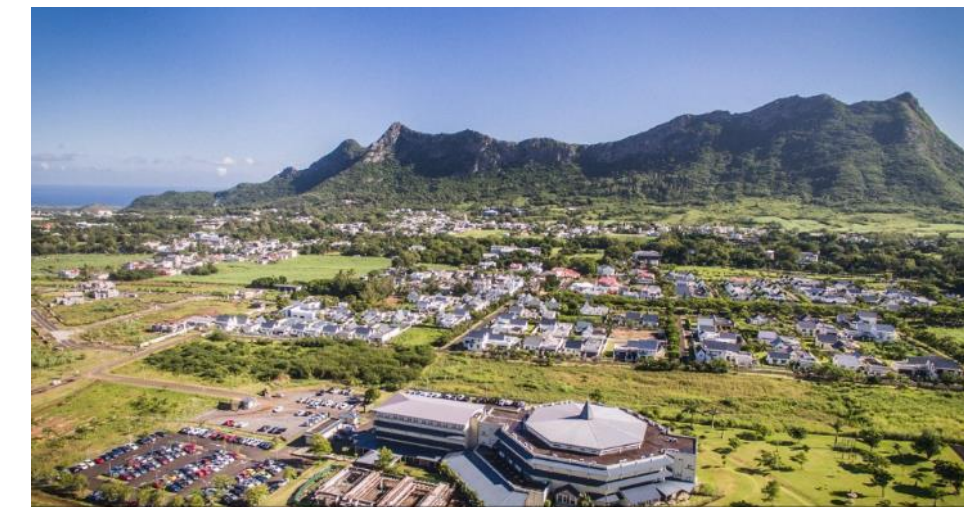


## Our history (cont'd)

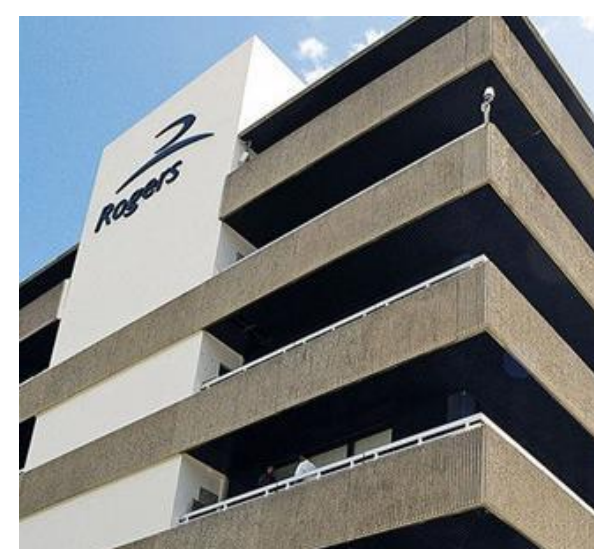
- 2009** • Creation of ENL Land through the amalgamation of Savannah and Mon Desert Alma



- 2011**  
Opening of Bagatelle Mall



- 2018**
  - Letter of intent over 1,600 arpents
  - Smart City certificate for 454 arpents



- 2012**
  - Split of Rogers and CIM
  - Acquisition of majority stake in Rogers



- 2019**
  - Amalgamation of ex-ENL holding entities into a unique ENL entity
  - Listing of newly-amalgamated ENL

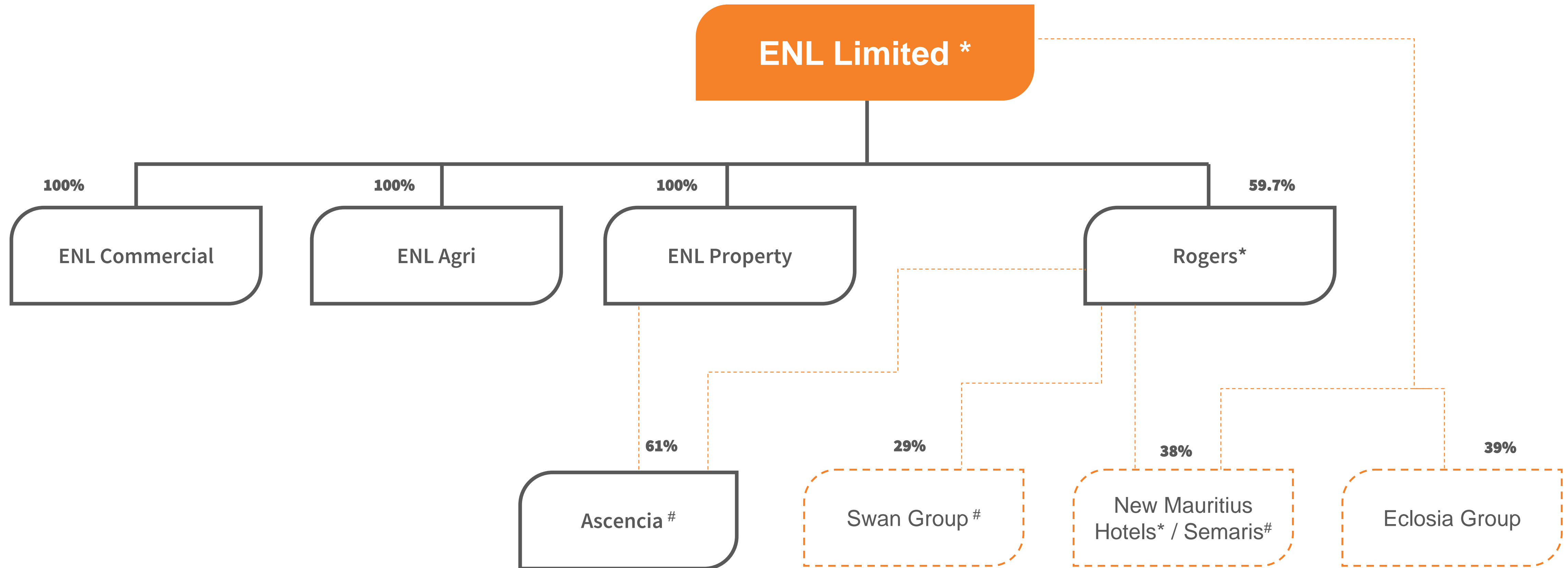


- 2016**
  - Relaunch of financial services through Rogers Capital
  - Creation of Compass and Turbine

- 2020**
  - Launch of Oficea, the office fund
  - Extension of Moka City by 534 arpents
  - Fundraising of Rs 3.5bn equity from outside investors

**2009**  
**onwards**

# Group structure



\* Listed on SEM

# Listed on DEM

--- Main associates

# Large land bank

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



## Land development

425 arpents in Moka Smart City  
534 arpents being transferred  
450 arpents in Moka  
66 arpents in Savannah



## Agricultural land

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

# → A well diversified activity base



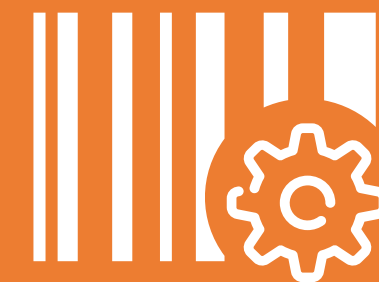
Land & investment



Agro-industry



Real estate



Commerce & industry



Hospitality



Logistics



Fintech

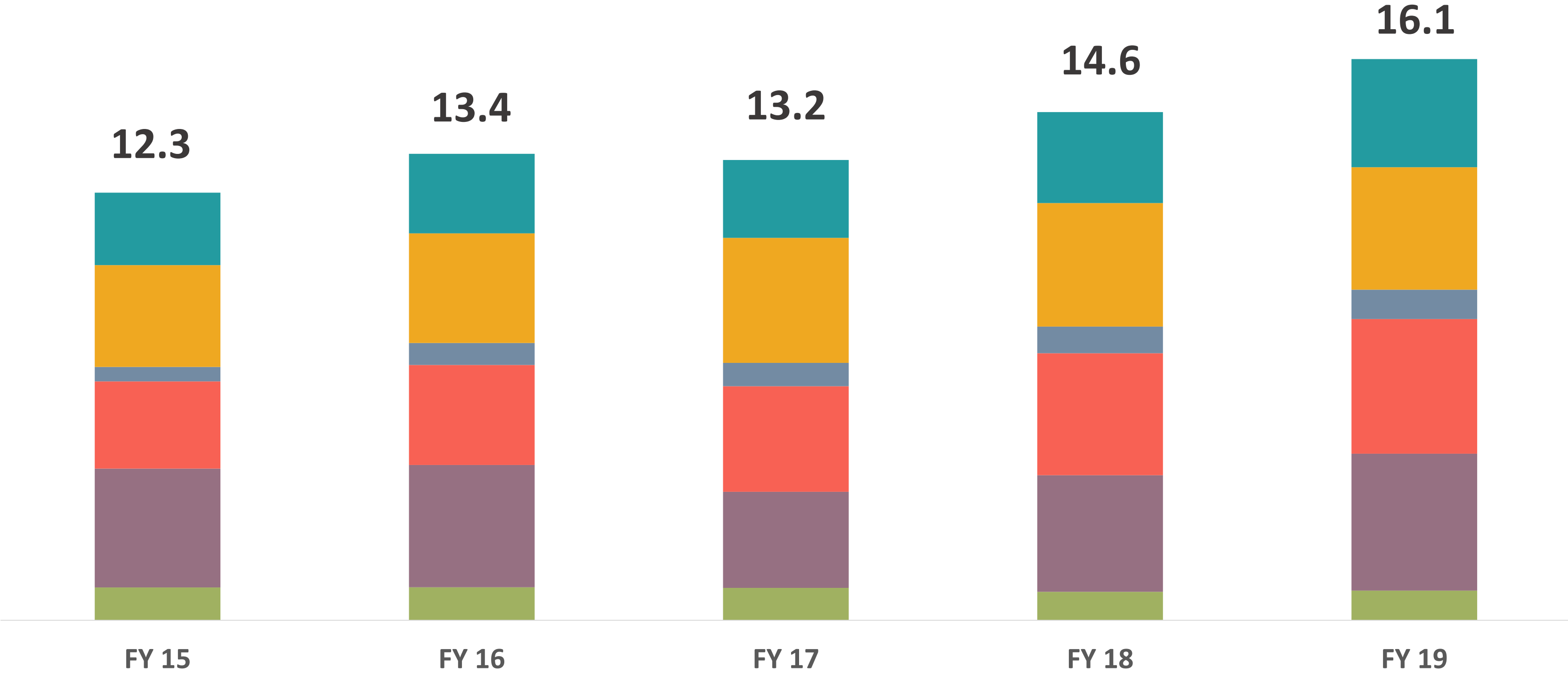


# What is ENL's strategic intent?

**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**

SEGMENTS	 Land & Investment	 Agro-industry	 Real estate	 Commerce & Industry	 Hospitality	 Logistics	 Fintech
STRATEGIC OBJECTIVE	Optimise return on land assets	Diversify agri-business activities to reduce dependency on sugarcane	Maintain leadership position and unlock growth opportunities	Be a key player on each served market and increase profitability	Reinforce leadership by delivering a holistic customer experience	Grow into a regional logistics platform	Leverage on development of high value activities and strategic acquisitions

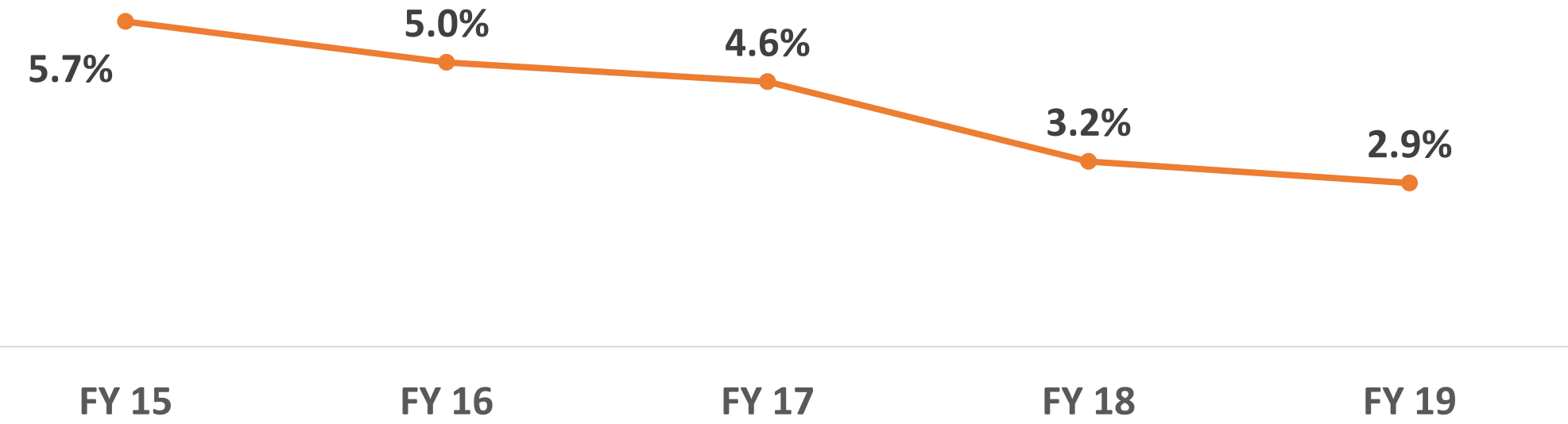
# Components of group turnover (in Rs'bn)



**Keys**

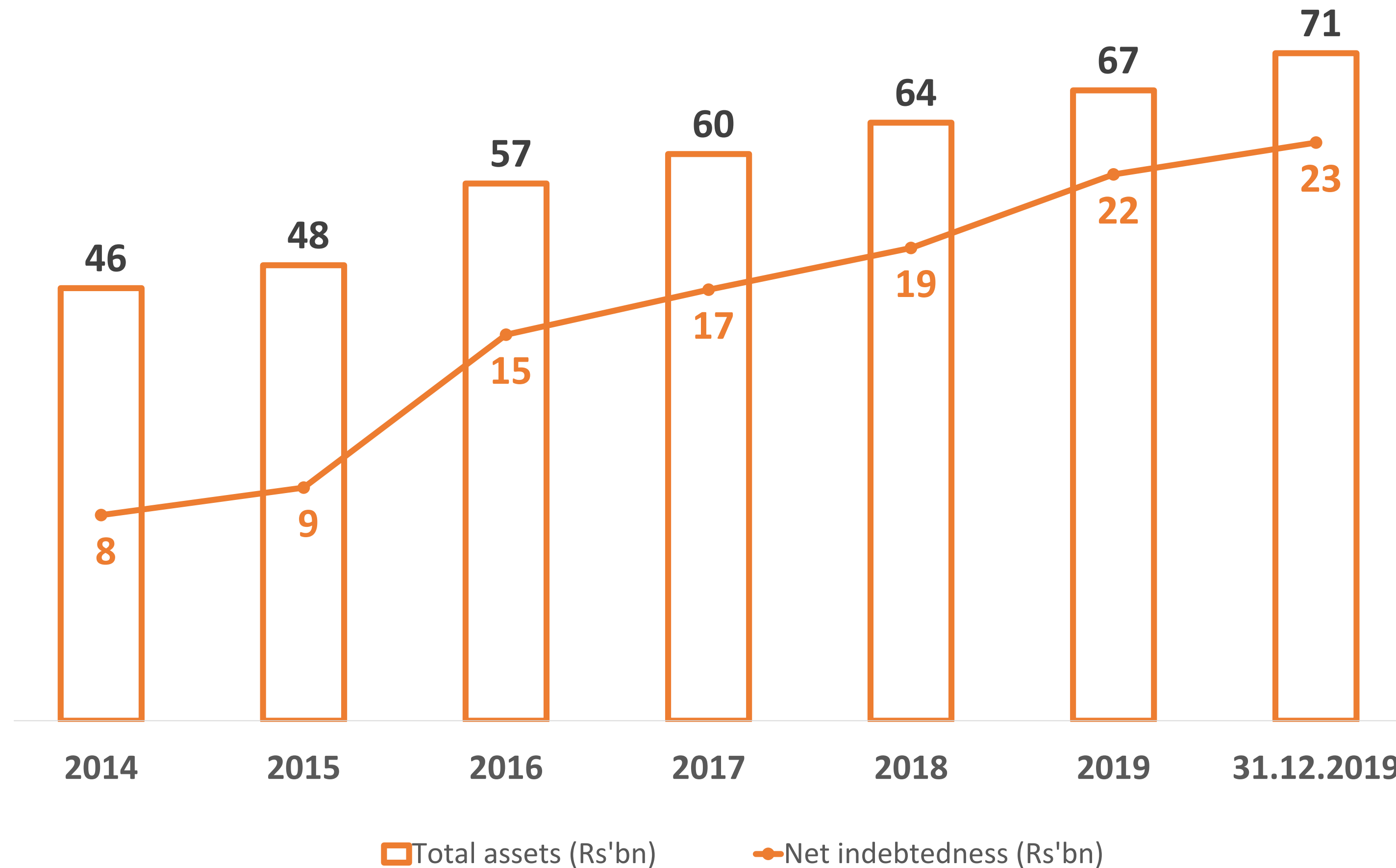
- Real estate
- Logistics
- Fintech
- Hospitality
- Commerce & industry
- Agro-industry

**Note:** Evolution of sugar revenue as a % of group turnover



## Strong asset base

Total assets, debt (in Rs'bn)



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



# Human capital



#my ENL programme

**deployed**

Improved online presence

**+42 k visits**

on ENL Talent page

A renewed

**Group HR**

function

We invested

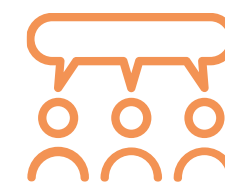
**Rs 68 m**

in our people

...which represents

**77,211 hours**

invested in training  
in 2019 (+ 9%)



# Social & natural capital



## **enL** foundation

Alleviate poverty through community development programmes

**90+**

projects implemented over 10 years

**9,000+**

direct and indirect beneficiaries

**Rs 15 m**

contributed to ENL and Rogers Foundations in 2019

## **Rogers**

Committed to do business in an inclusive and sustainable way



## **MOKA'MWAD**

Build lasting bridges with Moka's community to create a vibrant city culture



**350**

participants for clean-up and awareness day

**700**

spectators for open air cinema



*Performance  
& perspectives*



# Agro-industry

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Revenue  
in HY 2020

Rs **581m**

HY 2019: Rs 590m

Profit after taxation  
in HY 2020

Rs **60m**

HY 2019: Rs 24m

## Sectors

Sugar cane  
Farming  
Food crop  
Trade & services

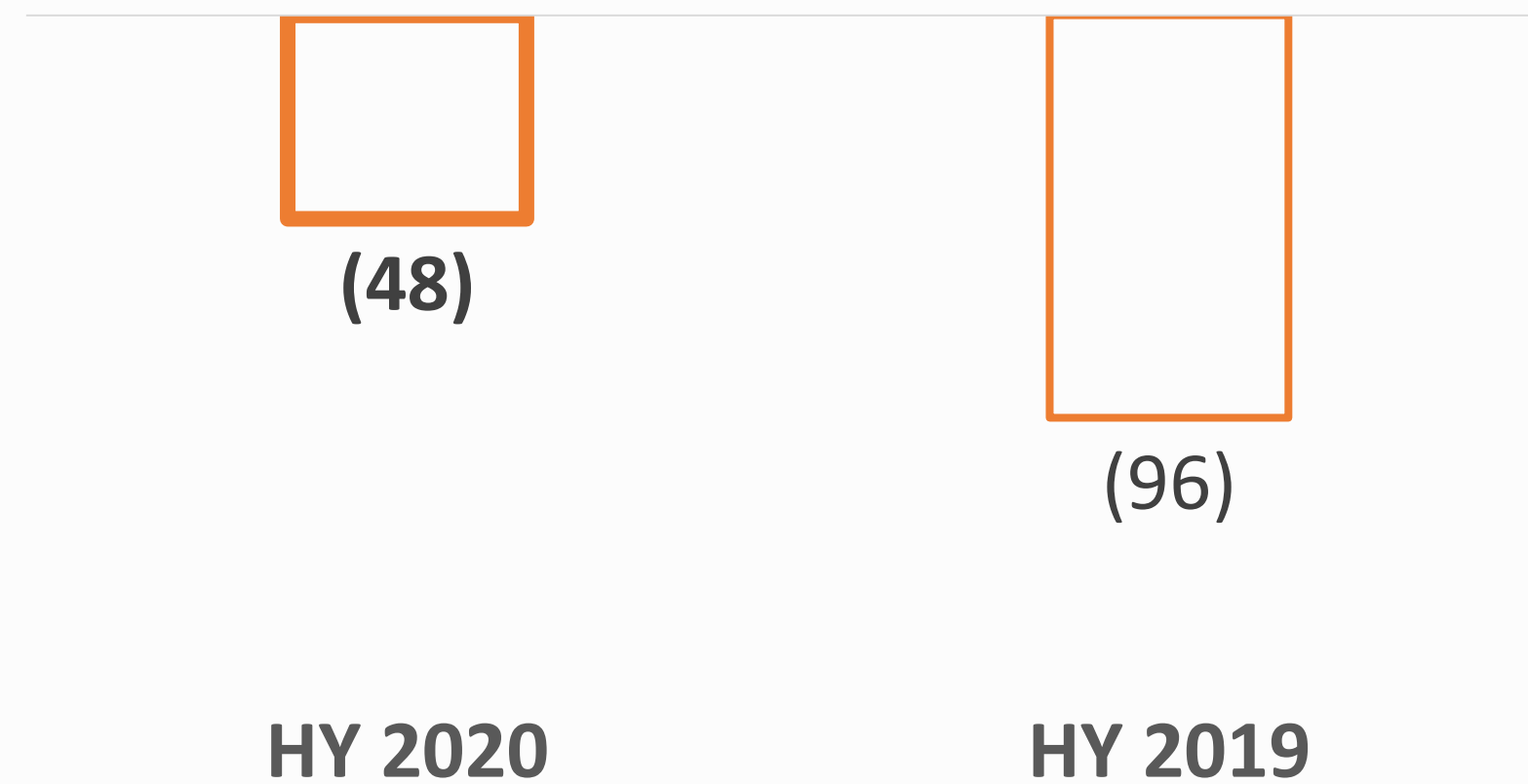
## Companies

ENL Agri  
Agrex  
ESP landscapers  
Agria  
Sygeco

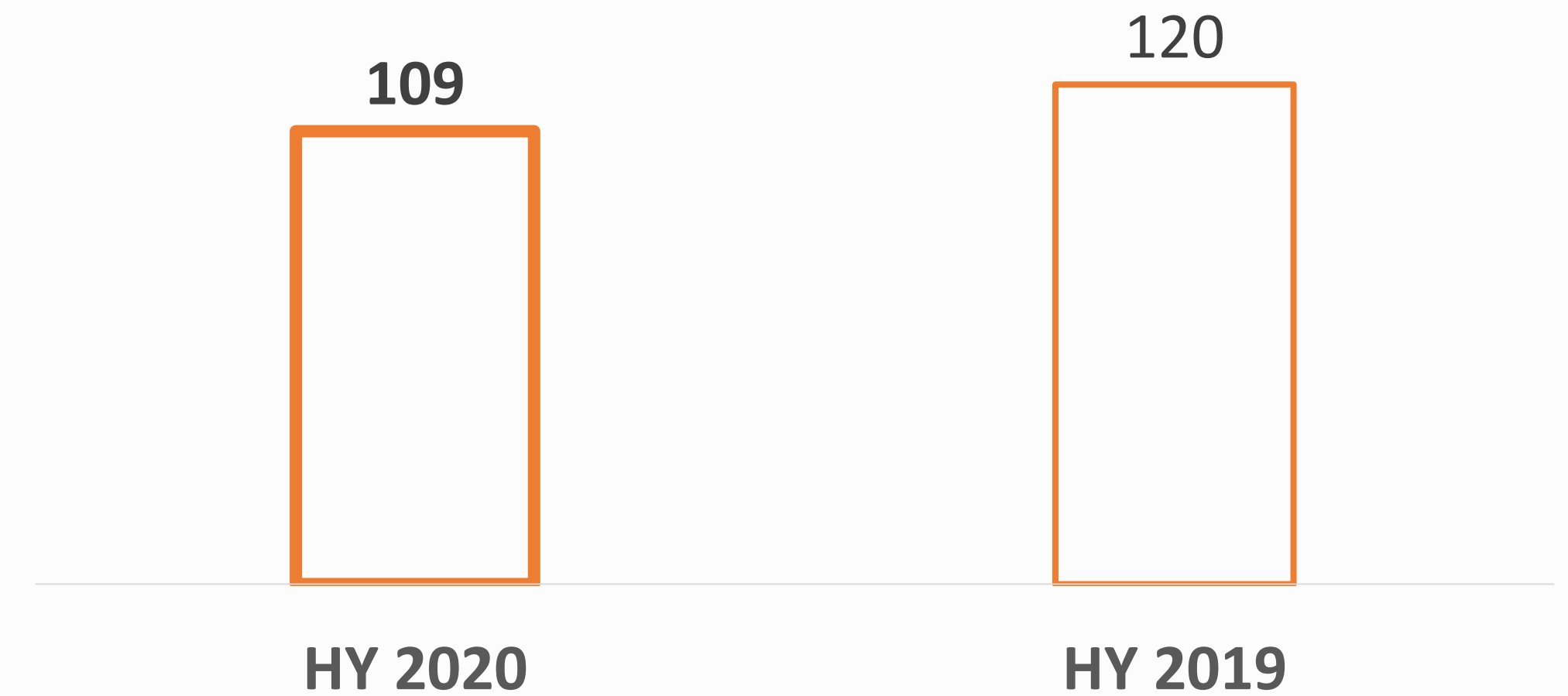
## Key investments

Eclosia

Agri-business loss (in Rs'm)



Share of associate - Eclasia (in Rs'm)



- Sugar tonnage 20,972 tonnes vs 20,808 tonnes
- Revenue per sugar tonne Rs 13,728 vs Rs 14,150
  - Sugar price per tonne Rs 11,000 vs Rs 9,700
  - Financial assistance Rs 1,000 vs Rs 1,250
- Negative movement in Biological Assets - Rs 53m vs Rs 91m
  - Expectation of a higher sugar price for next crop
- CSBO loss Rs 36m vs Rs 37m

**Eclasia, key contributor to profits**



# Outlook



## Cane industry

- Study on the reform of the sugar cane industry by World Bank
- Timely measures expected to follow to ensure sustainability of the industry

**Actively pursuing diversification strategy** through new business development team

## Development of the Bel Ombre region

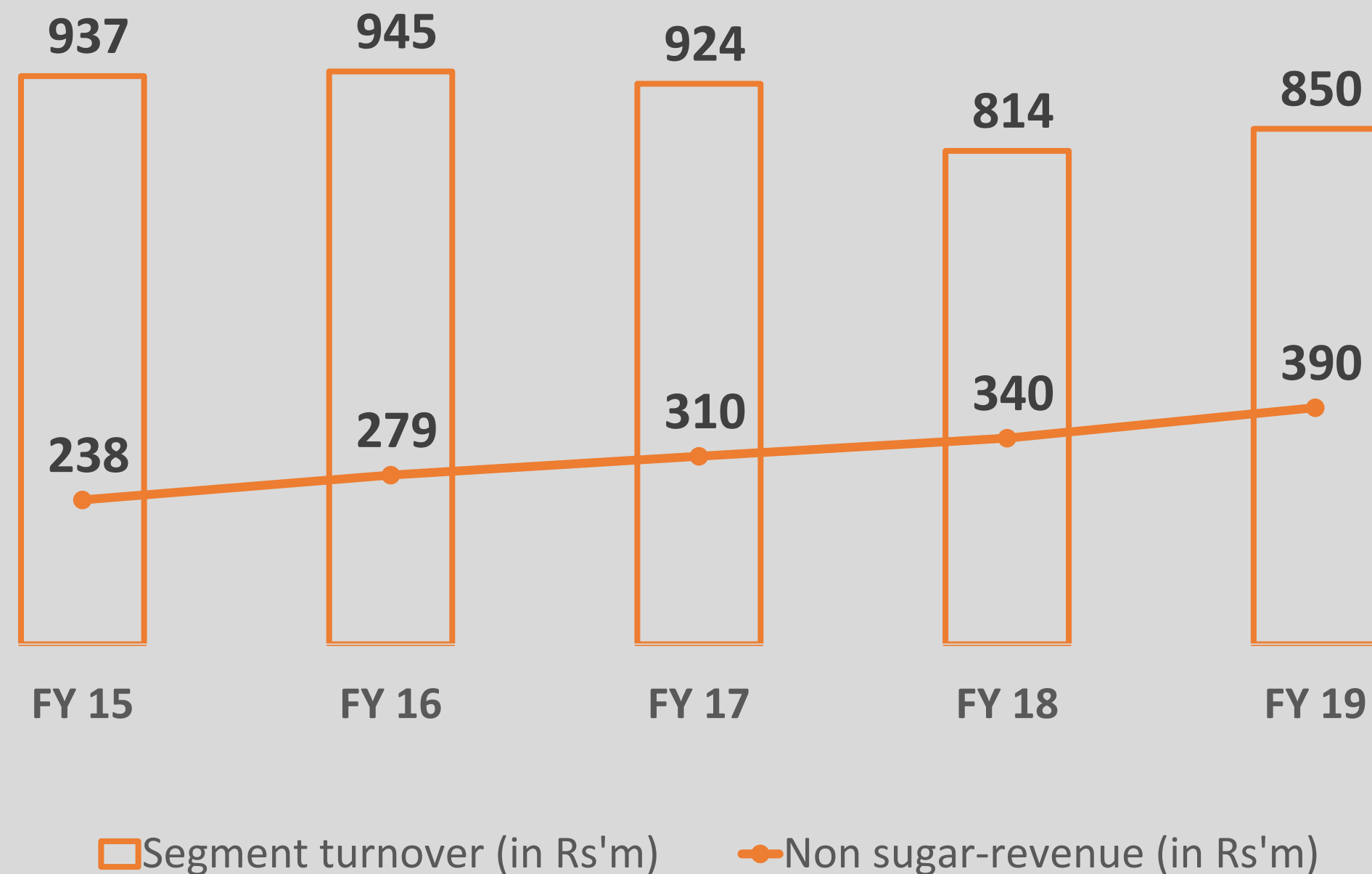
- Phasing out of sugar production
- Migration of current land use towards leisure and real estate

## Eclosia, key contributor



- **39%** shareholding
- **Leader** in agro-industrial products
- Active in **6 sectors**: food, commerce, logistics, business services, education and hotels & leisure
- **Low gearing**

Evolution of non-sugar revenue





## Commerce & industry

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Revenue  
in HY 2020

Rs **2.2bn**

HY 2019: Rs 1.8bn

Profit after taxation  
in HY 2020

Rs **84m**

HY 2019: Rs 61m

### Sectors

Automotive  
Industry &  
manufacturing  
Trading & services

### Companies

Axess  
Grewals  
JMD  
Nabridas  
Plastinax  
Box Manufacturing

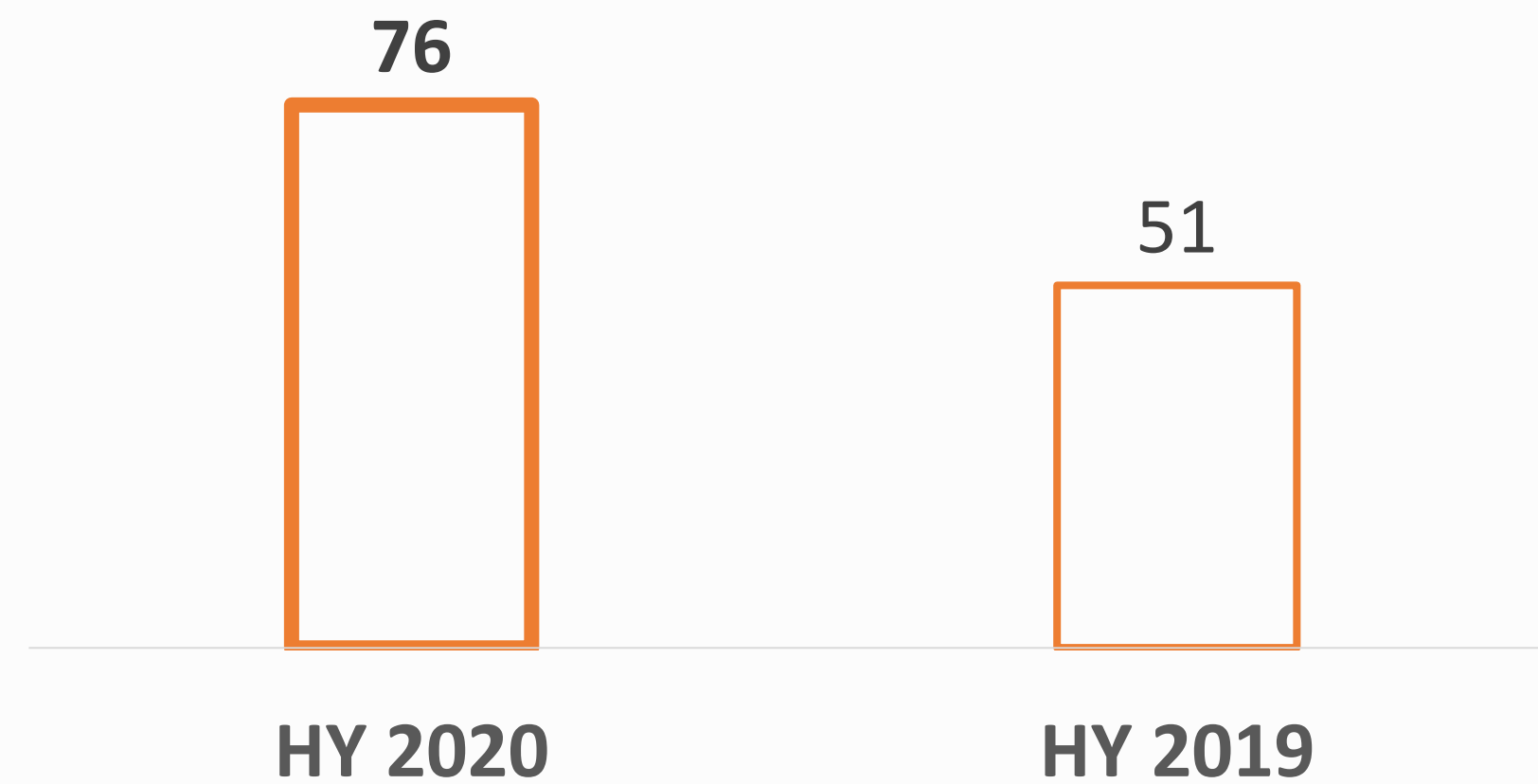
### Key investments

F.R.C.I  
Superdist

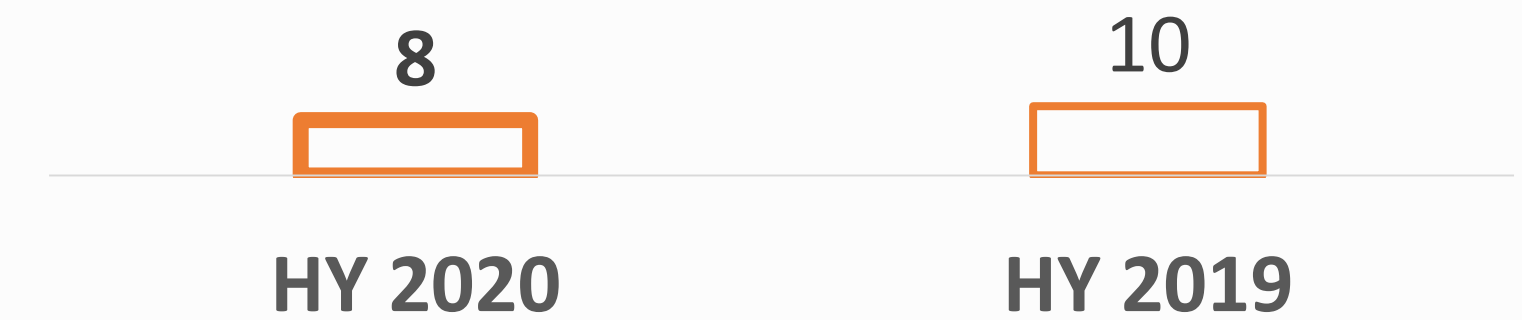


## Commerce & industry

Subsidiaries profits (in Rs'm)



Share of associates (in Rs'm)



- **Axess, main contributor**
  - PAT Rs 66m vs Rs 43m
  - Share of new vehicles market: 22.1% vs 18.7%
  - Heavy machinery department performing well
- **Nabridas**
  - Higher than expected sales of swimming pools realised in both local and regional markets
  - Improved performance of roto-molding activities

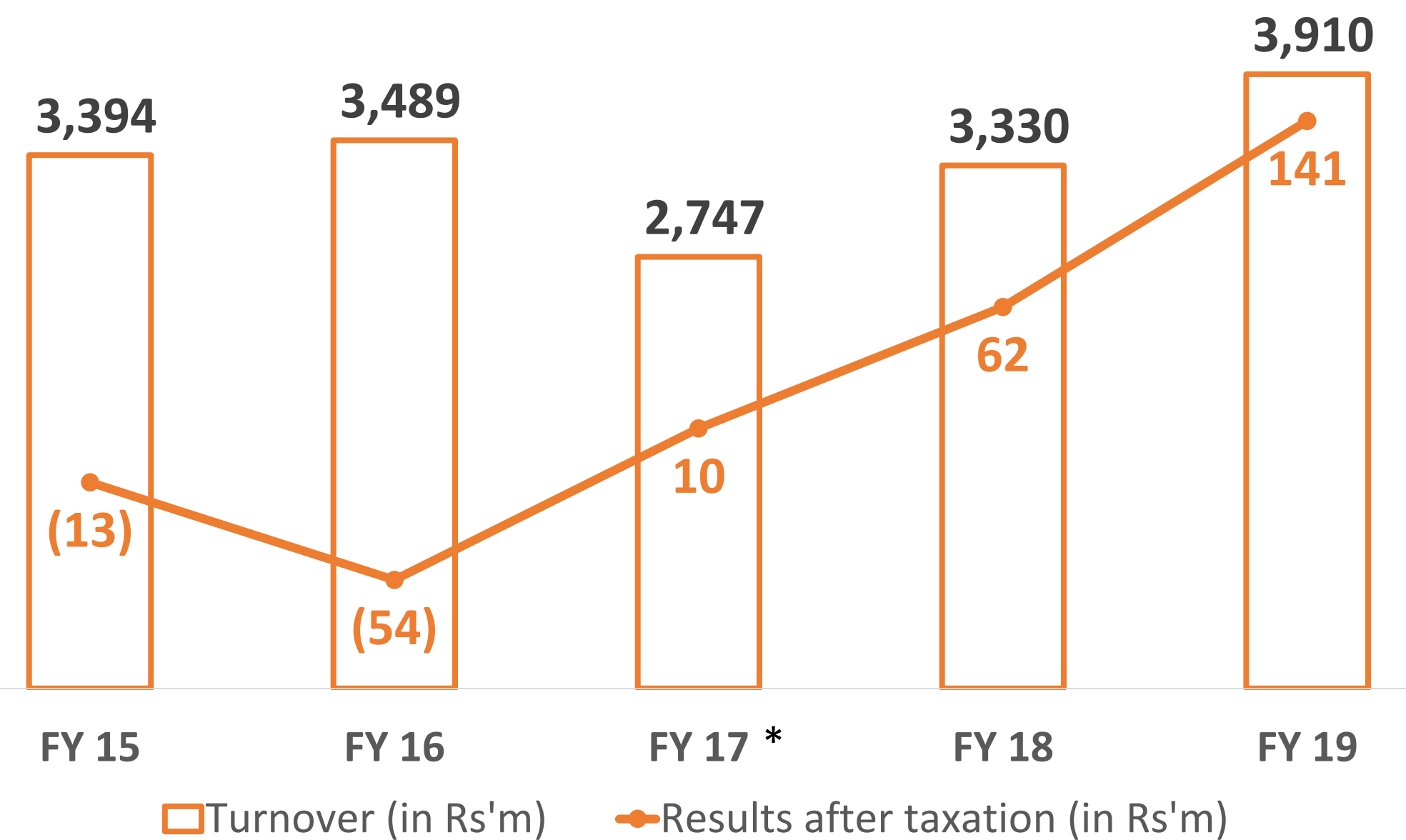
- **Superdist and FRCI** keeping up with good performance
  - **FRCI** is an IT solutions specialist
  - **Superdist** is a well established wholesaler of IT products in Mauritius

## Outlook

- Activities expected to continue on same trend for the second semester
- **Axess** expected to remain the key business driver of the segment



Turnover and results after tax evolution



\* In FY17, activities of Cogir disclosed as discontinued



# Hospitality

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Revenue  
in HY 2020

**Rs 2.1bn**

**HY 2019: Rs 2bn**

Profit after taxation  
in HY 2020

**Rs 319m**

**HY 2019: Rs 252m**

## Sectors

Hotels  
Travel  
Leisure

## Companies

Veranda Leisure &  
Hospitality  
Rogers Aviation  
Island Living

## Key investments

New Mauritius Hotels

# Our hotels



69.7%

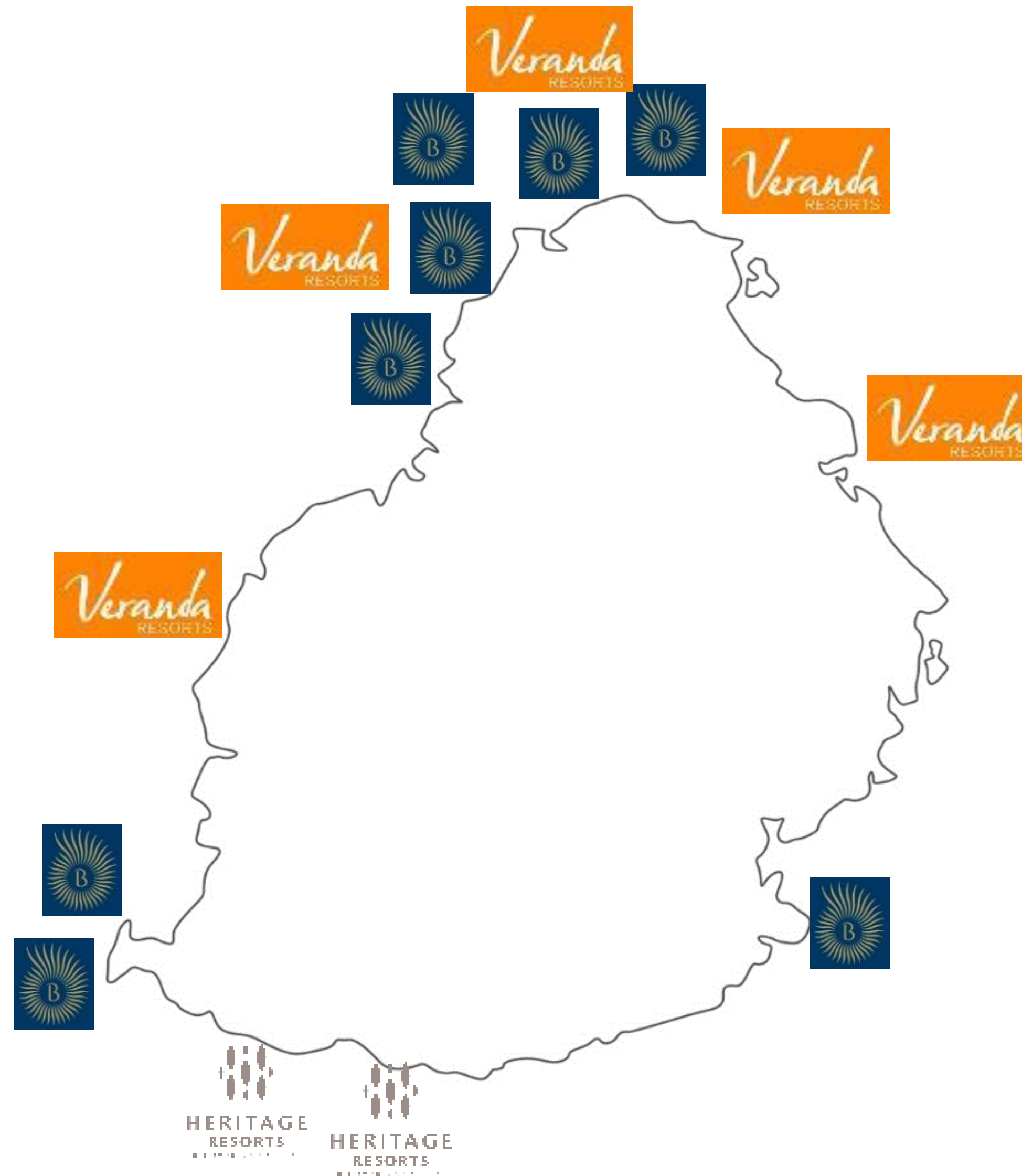
Shareholding of ENL

5

Veranda hotels

2

Heritage hotels



38.1%

Shareholding of ENL

8

Hotels in Mauritius

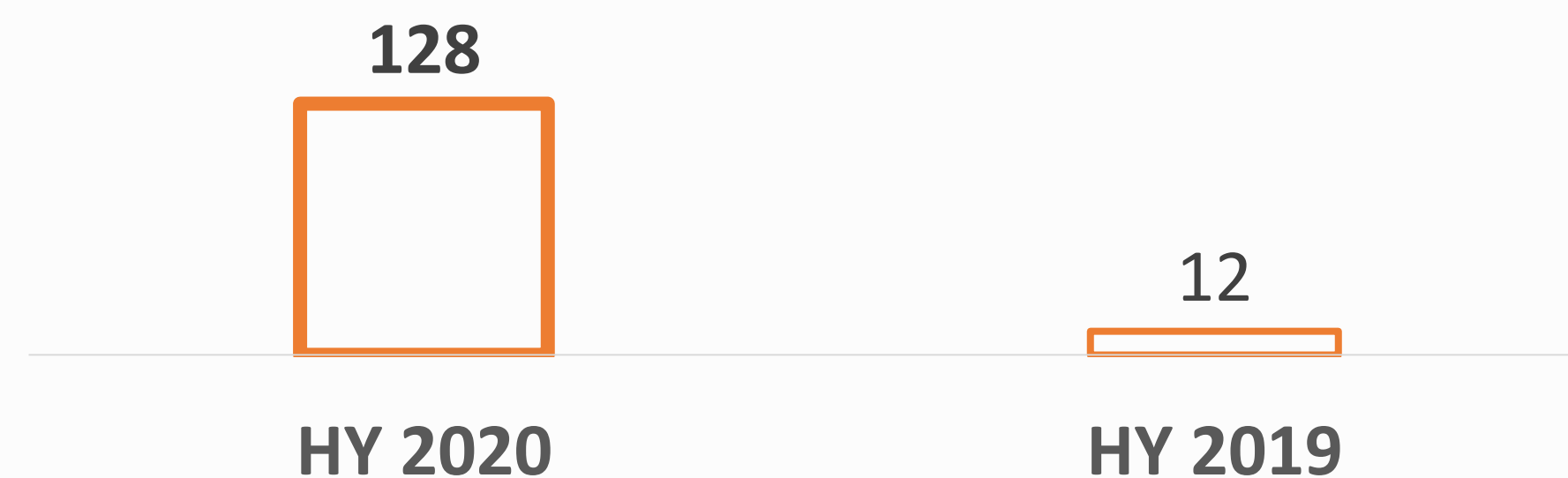


## Hospitality

Hospitality profits (in Rs'm)



Share of associate - NMH (in Rs'm)



- Increase in guest night spending for both Veranda and Heritage
- Accounts impacted by losses on translation of foreign currency loans

**NMH**, significantly improved results

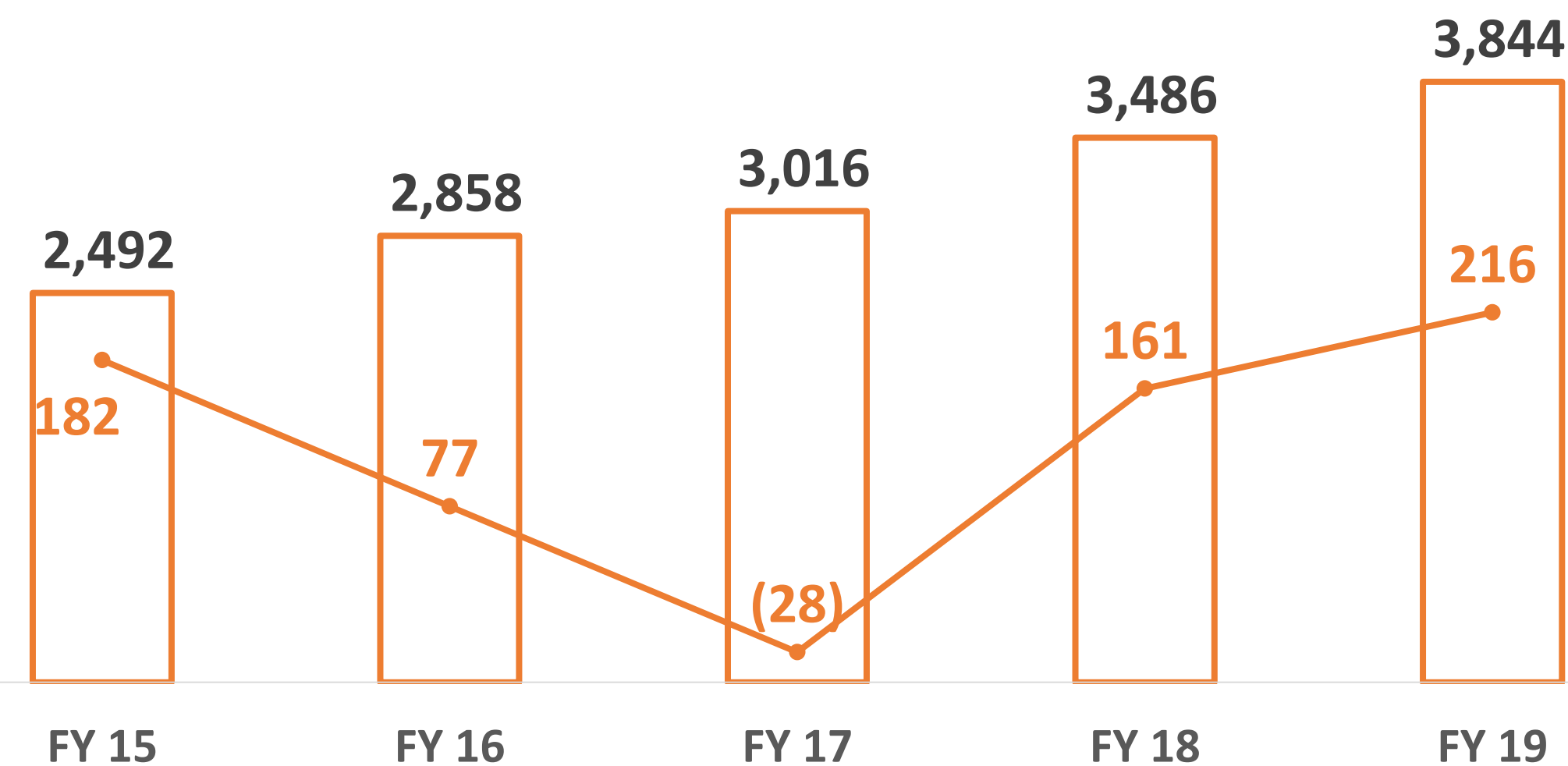
- Better performance of hotels
- NMH now focused on hotel activities after spin-off of Semaris



## Outlook

- Forward bookings from traditional markets in line with last year
  - Potential impact of coronavirus on bookings
- Increased online presence
- Development of Bel Ombre region with the construction of a 2<sup>nd</sup> golf course
- Domino's Pizza planning on opening 2 new outlets

Turnover and results after tax evolution



Turnover (in Rs'm)

Results after taxation (in Rs'm)





# Land & investment

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Revenue  
in HY 2020

Rs **15m**

HY 2019: Rs 13m

Loss after taxation  
in HY 2020

Rs **246m**

HY 2019: Rs 242m

## Sectors

Land owner  
Business incubator  
Venture capital

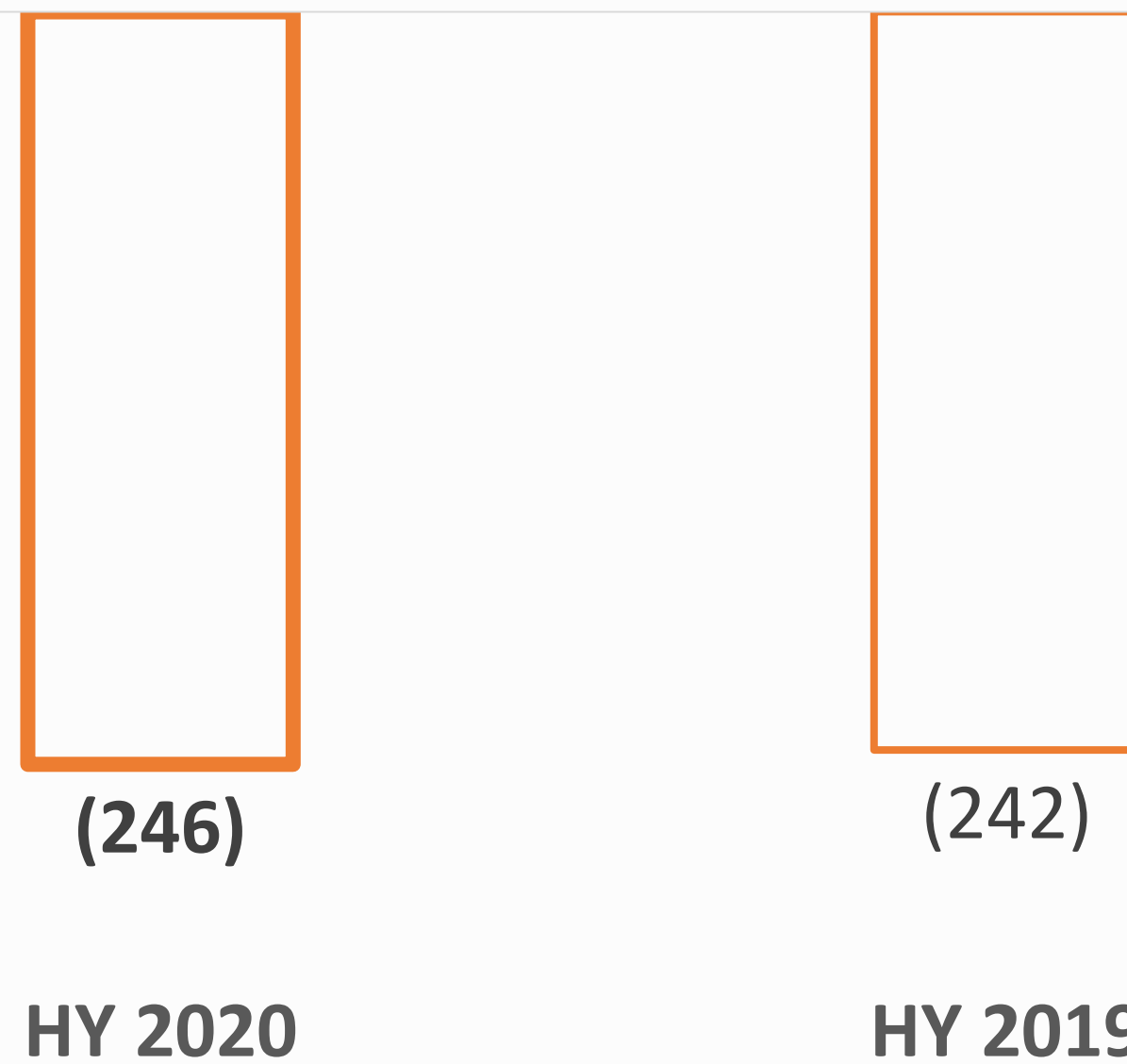
## Companies

Compass  
Turbine



## Land & investment

Loss after taxation (in Rs'm)



### Segment components

- Segment incurs **all costs for managing and safeguarding** the Group's land assets and investments
- **Derives income**
  - From group companies: dividends and interests (eliminated on consolidation)
  - From outside: rental of houses and dividends from other investments
- **Leverages assets** to fund the development of the other segments
  - Finance costs – Rs 172m



## Land & investment

3 years ago, we started developing the start-up eco system through **Compass** and **Turbine**



### Segment components

#### Compass

**Rs 760 m**  
of committed  
capital

**Rs 125m**  
invested  
to date

**9**  
investments  
to date

#### Turbine

Test Drive programmes

**15 start-ups**

incubated out of 66  
participants

**50+**

entrepreneurs co-  
working at Turbine

**Open innovation  
programmes**

as enterprise problem  
statements



# Fintech

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Revenue  
in HY 2020

**Rs 408m**

HY 2019: Rs 467m

Profit after taxation  
in HY 2020

**Rs 2m**

HY 2019: Rs 36m

## Sectors

Corporate services  
Financial services  
Technology services

## Companies

Rogers Capital

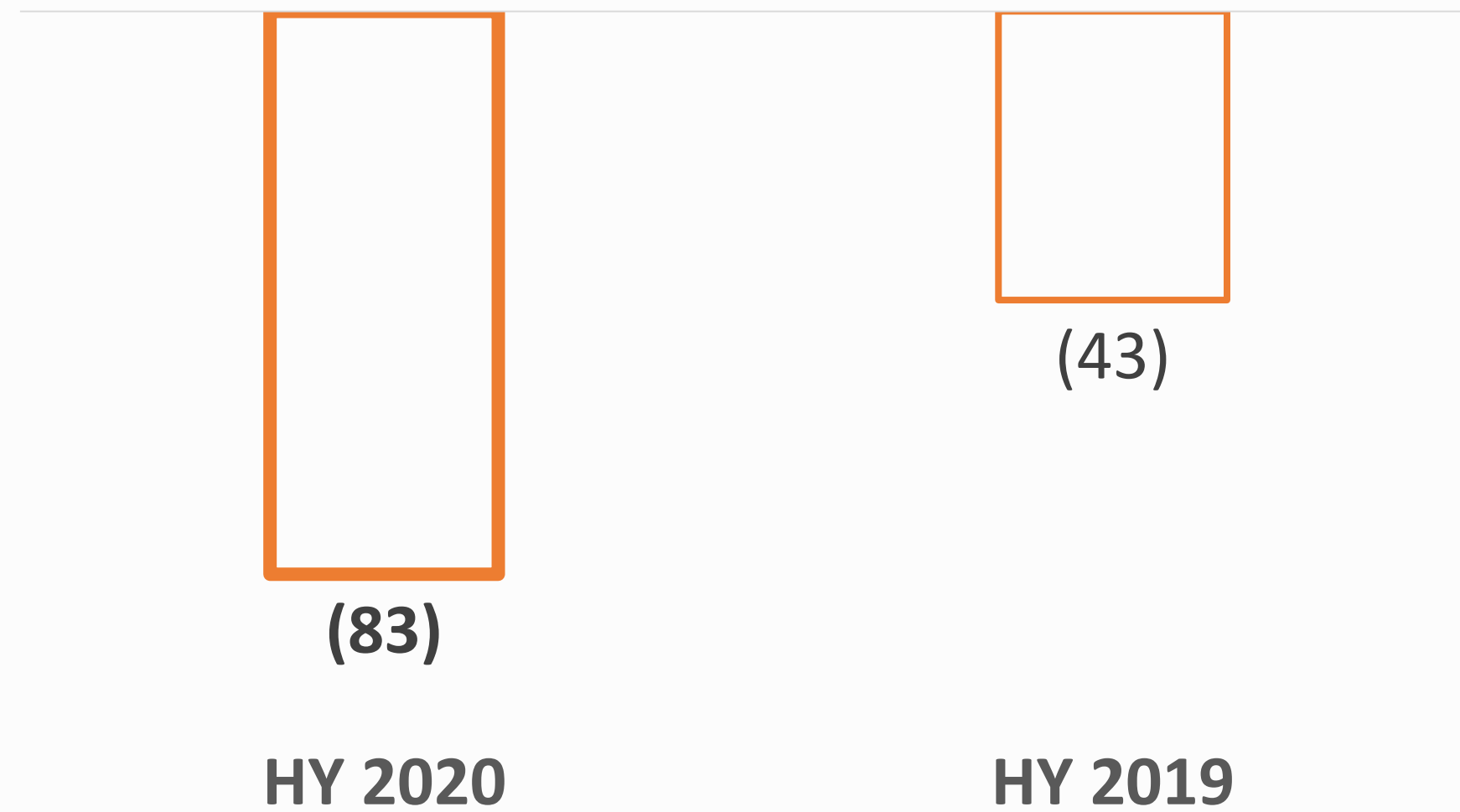
## Key investments

Swan

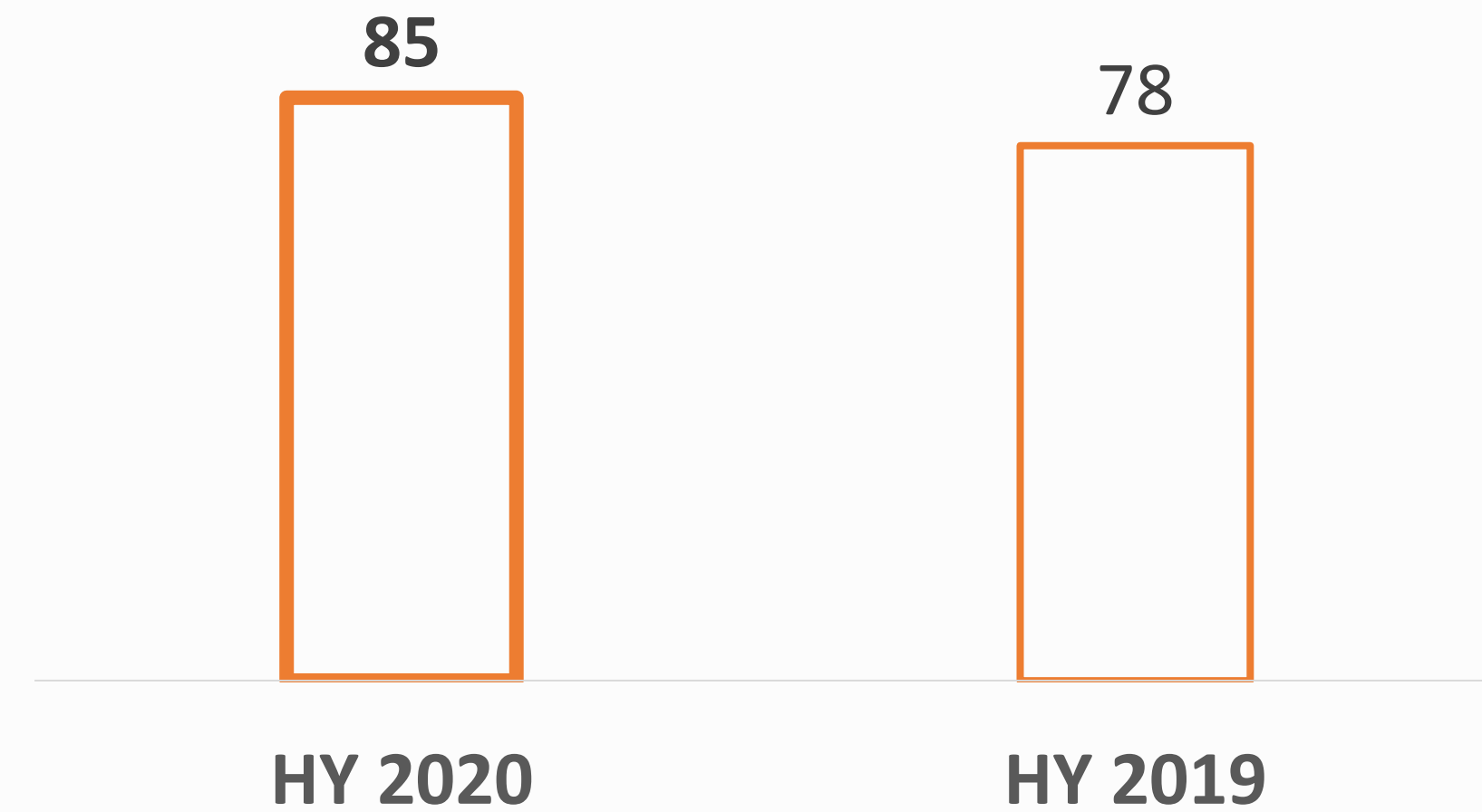


## Fintech

Rogers Capital loss (in Rs'm)



Share of associate - Swan (in Rs'm)



- Increase in volumes of hire purchase and leasing
- Increased losses due to:
  - Increased provisioning under IFRS 9
  - Additional staff, marketing costs, and FX loss on USD loans

- **Swan** is the leading financial solutions provider in Mauritius



## Outlook

### Corporate services

- Develop wealth management and accounting outsourcing services
- Consolidate corporate and trust portfolio by increasing presence and visibility

### Financial services

- Continue to grow the consumer finance business whilst focusing on reducing operational costs
- Increase visibility with opening of new outlets

### Technology services

- Implement new digital projects
- Pursue commercial development on newly introduced Information Security Advisory capability



### Sectors

Freight forwarding  
Courier services  
Warehousing

### Companies

Velogic  
Rennel



## Logistics

Revenue  
in HY 2020

Rs **1.8bn**

HY 2019: Rs 1.9bn

Profit after taxation  
in HY 2020

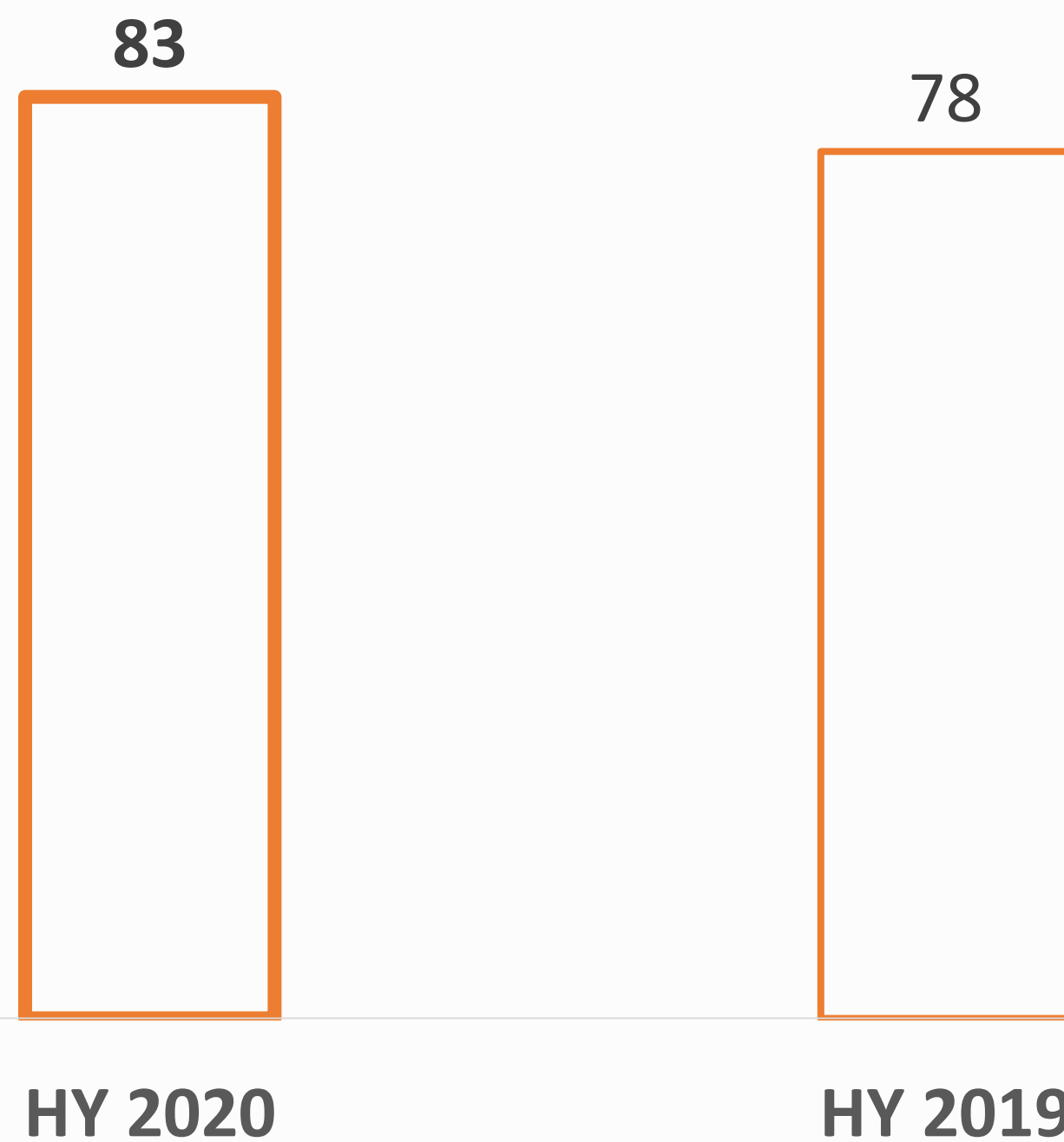
Rs **83m**

HY 2019: Rs 78m



## Logistics

Profit after taxation (in Rs'm)



- Good performance of **port services**
  - Higher number of containers handled
- **Kenyan activities** positively impacted by new distribution activities and increase in transport prices
- Results affected by **France activities**



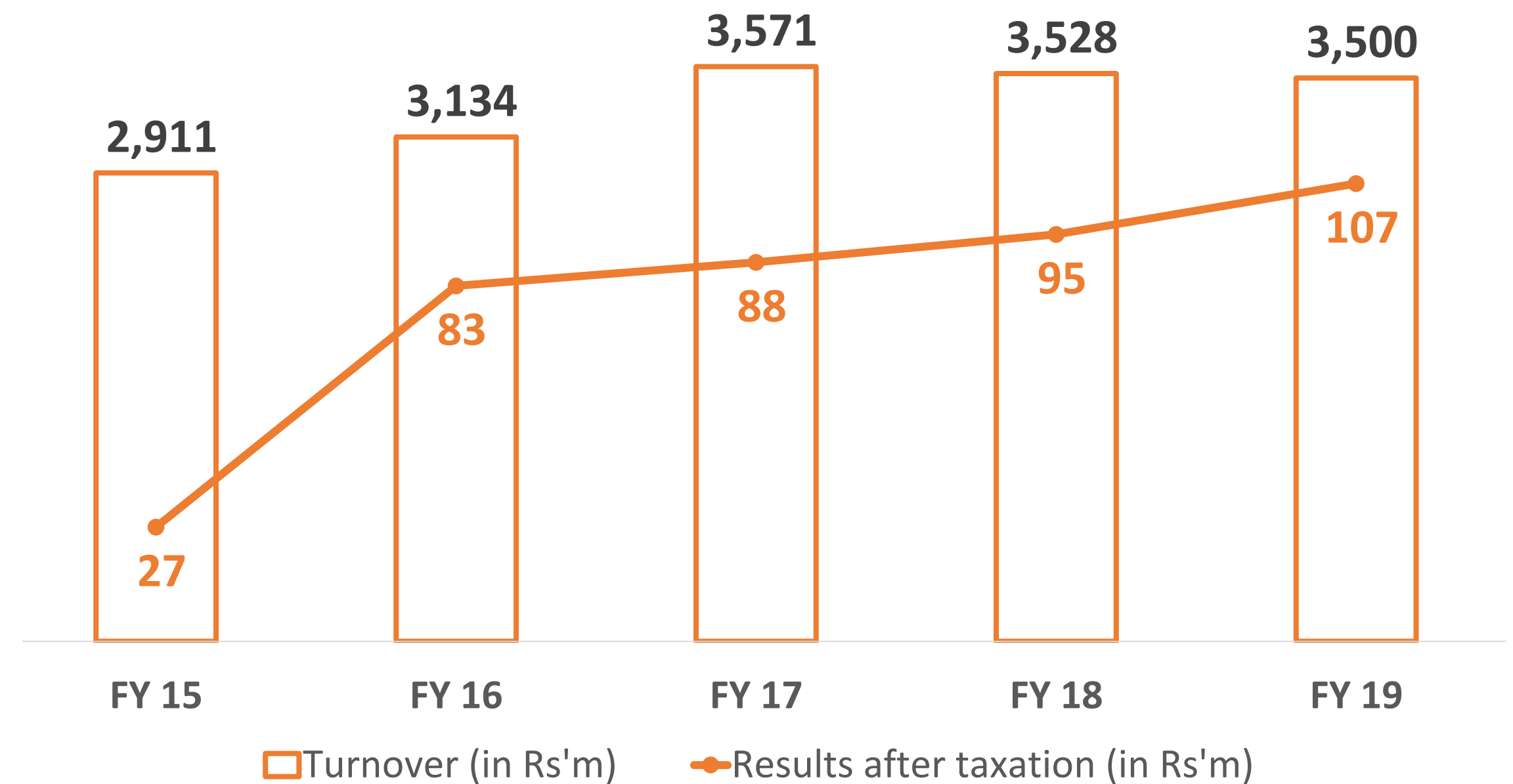


## Outlook

Performance expected to improve on the back of:

- Development of new lines of services in Kenya
- Development of the regional courier business
- Measures taken to turnaround France operations

Turnover and results after tax evolution





## Real estate

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### Sectors

Moka Smart City  
Residential  
Business parks  
Shopping malls  
Property funds  
Services

### Companies

ENL Property  
Moka City  
Ascencia/Enatt  
Heritage Villas Valriche  
Oficea  
EnVolt

### Key investments

B.C.E  
Semaris

Revenue  
in HY 2020

Rs **1.6bn**

HY 2019: Rs 1.2bn

Profit after taxation  
in HY 2020

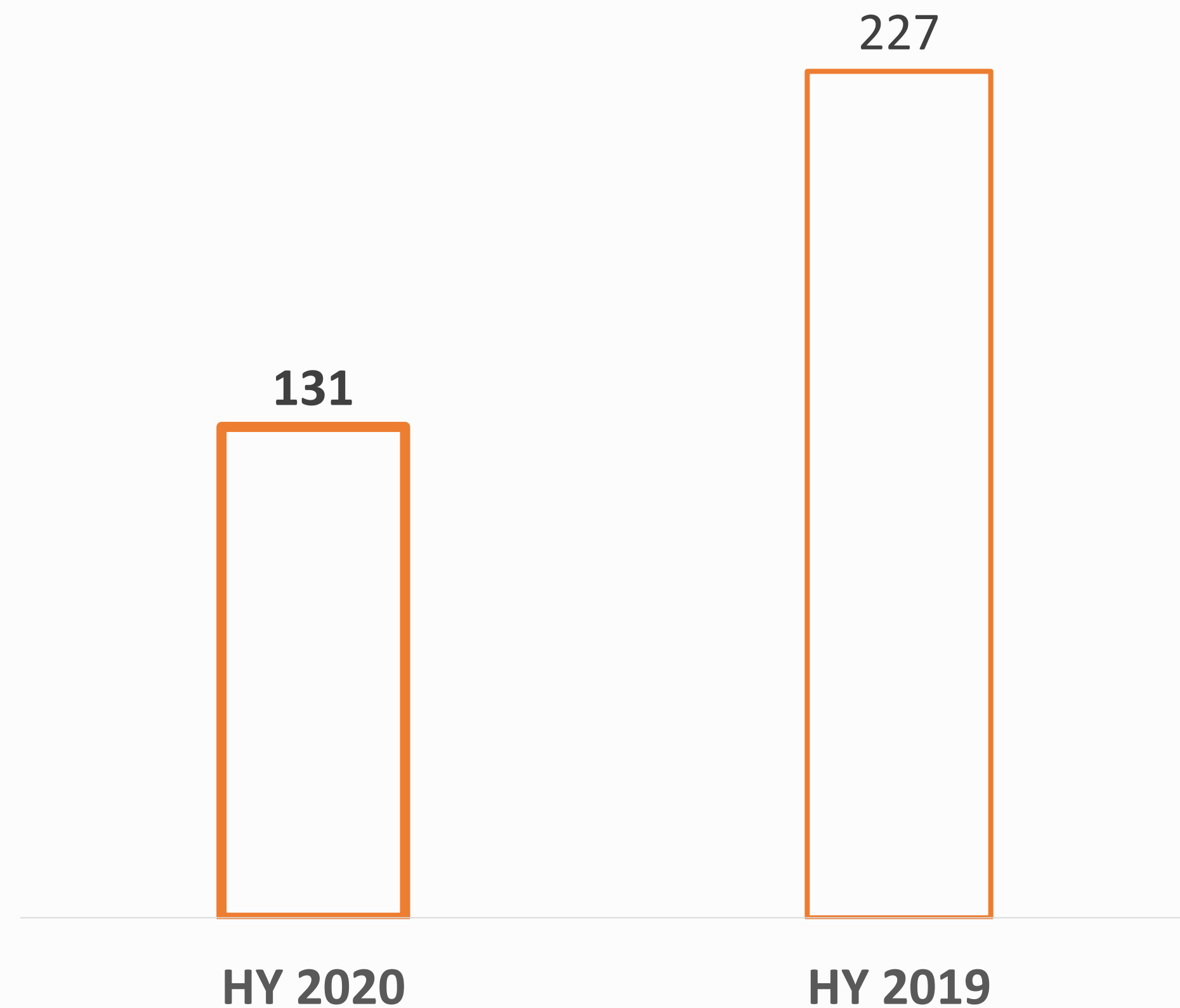
Rs **131m**

HY 2019: Rs 227m



## Real estate

### Profit after taxation (in Rs'm)

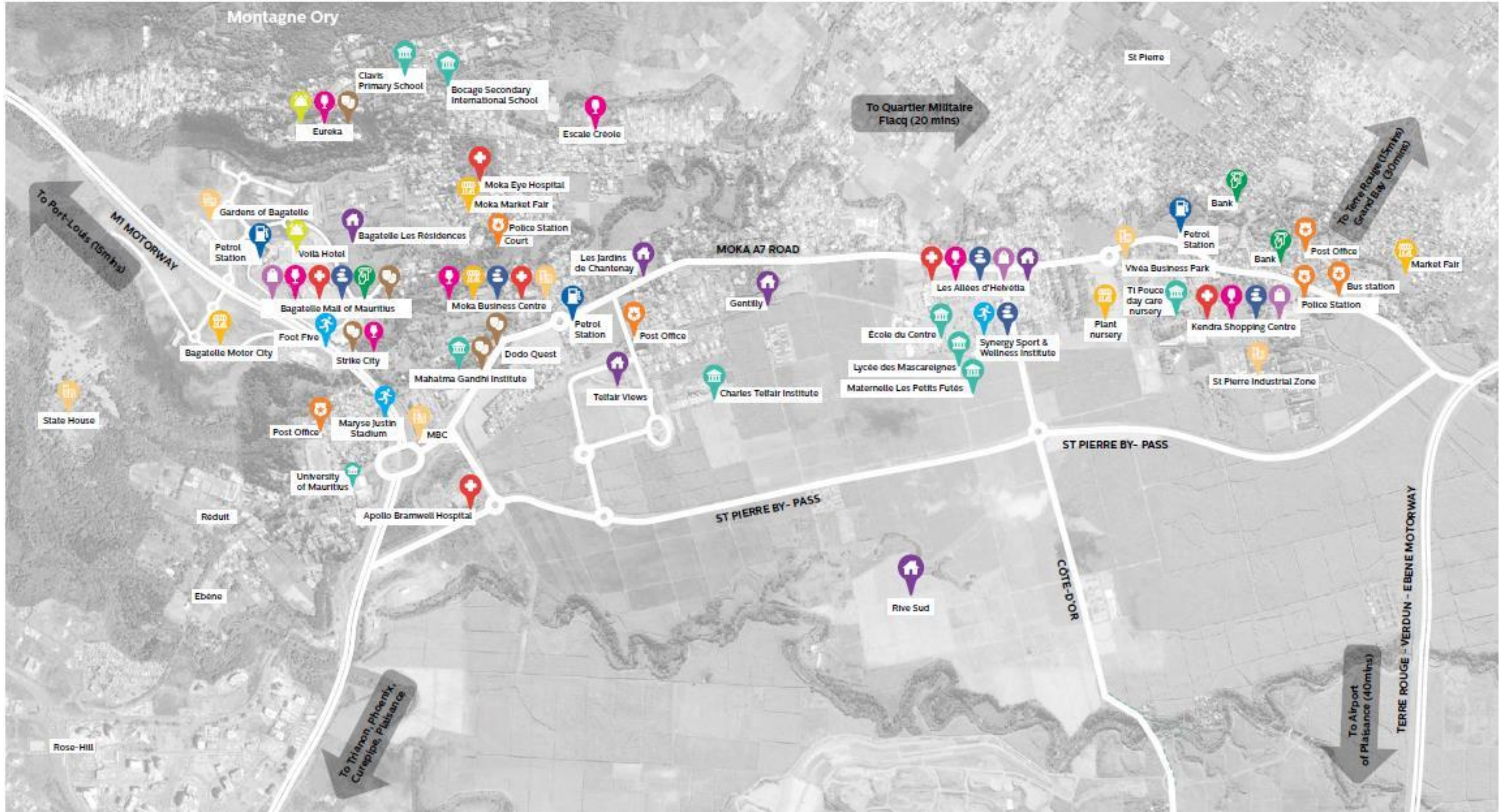


- **Ascencia** (PAT Rs 248m vs Rs 263m)
  - Better trading densities, lower rent-to-turnover ratios and vacancies
  - Reduced PAT due to straight-lining of rental income Rs 2m (negative) vs Rs 42m (positive)
- **Office fund** (PAT Rs 35m vs Rs 21m)
  - Office rental space in Vivea Business Park and Bagatelle Office park fully let
- **Villas Valriche** loss of Rs 56m vs Rs 40m
  - IRS market remains challenging
- Last year results include **deemed profit on disposal of Cogir** for Rs 70m

# Moka City, 12 years ago



# Moka City, today



# Moka city - update

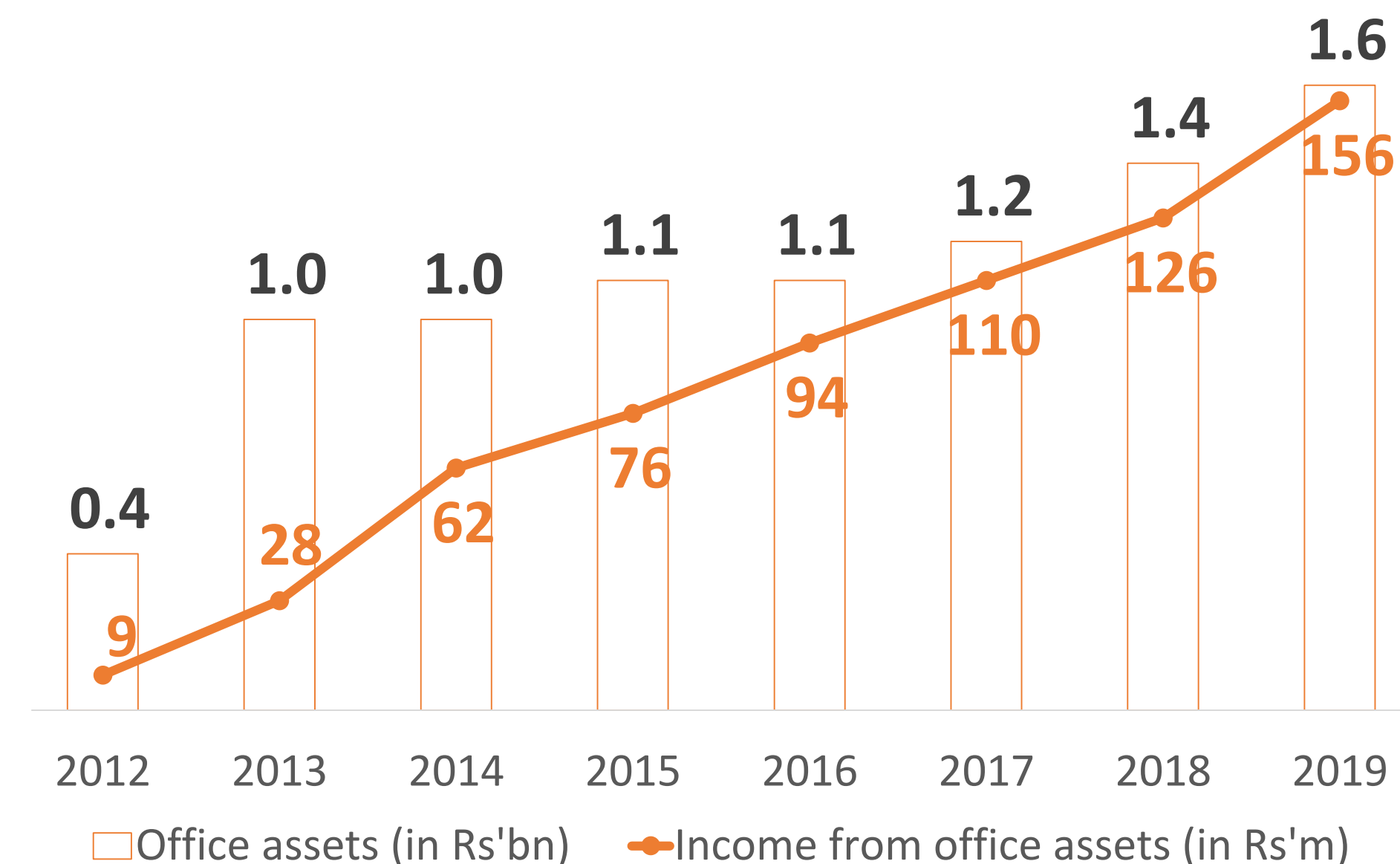
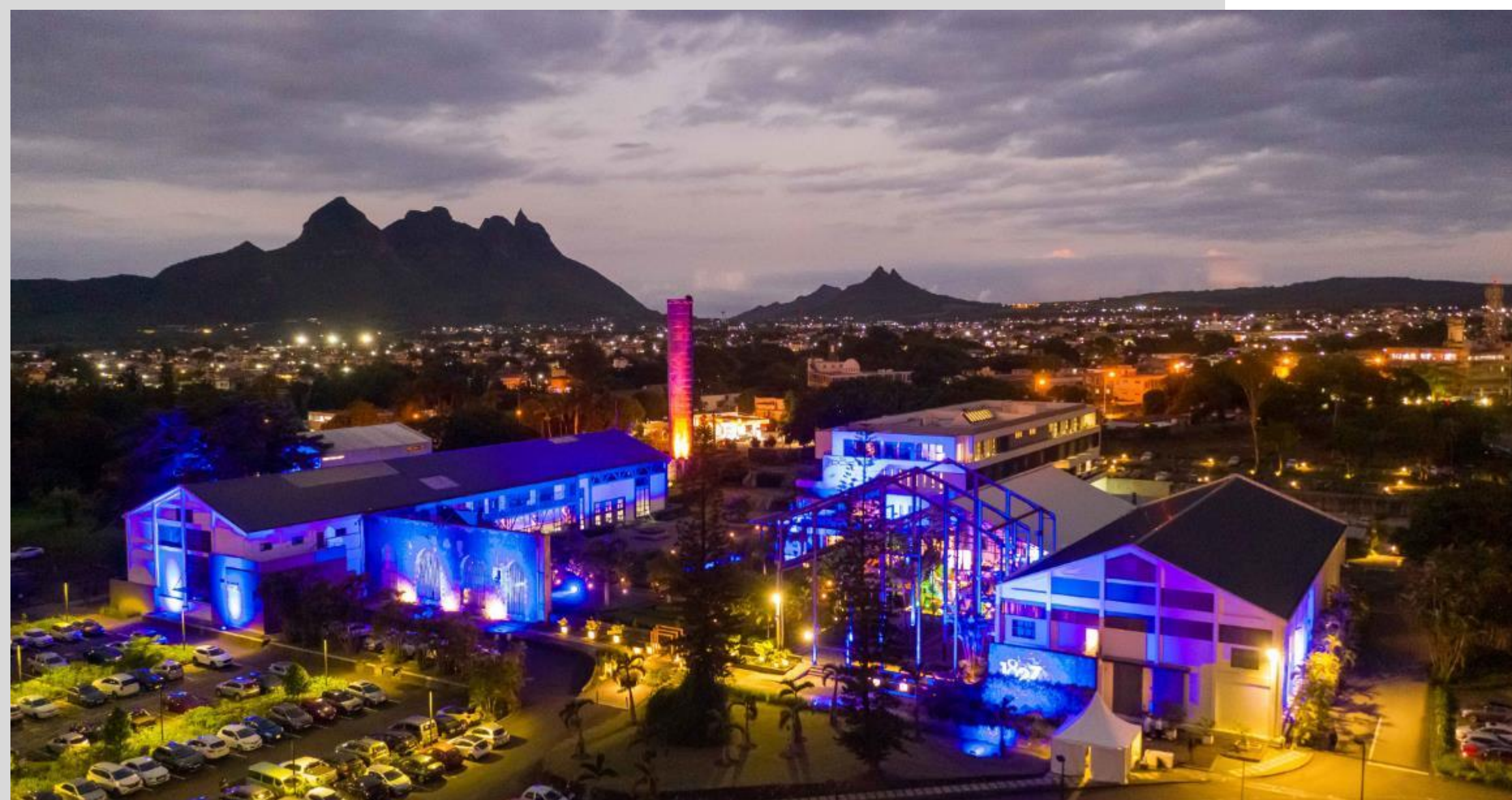
- Letter of intent for 1,600 arpents
  - Smart city certificate for 454 arpents
  - Transfer of the 534 arpents for the 2nd phase of Moka City nearly completed
- Some Rs 3.5bn from outside equity partners secured to develop an array of amenities and accelerate the implementation of several projects
- **Les Promenades d'Helvetia – Apartments**
  - Delivery of Phase 1 (86 units)
  - Phase 2 (102 units) on-going
  - New phase of 33 units launched in Feb-2020 (15 units reserved)

## Overall masterplan





# Office fund



- **Grade A** office buildings
- **3** business precincts
- **2,000** employees working within its precincts
- **30,000m<sup>2</sup>** GLA
- **Rs 1.6bn** assets under management
- **100%** occupancy rate



- Rebranded Oficea in January 2020
- Fund raising exercise completed
- Targeting to double office portfolio and capture 10% of market share in the next 3 years
  - **Vivea:** New phase of 17,000m<sup>2</sup>
    - Construction of 9,000m<sup>2</sup> started in February 2020
  - **Telfair:** Construction of 21,000m<sup>2</sup> of offices expected to start in July 2020

# Retail



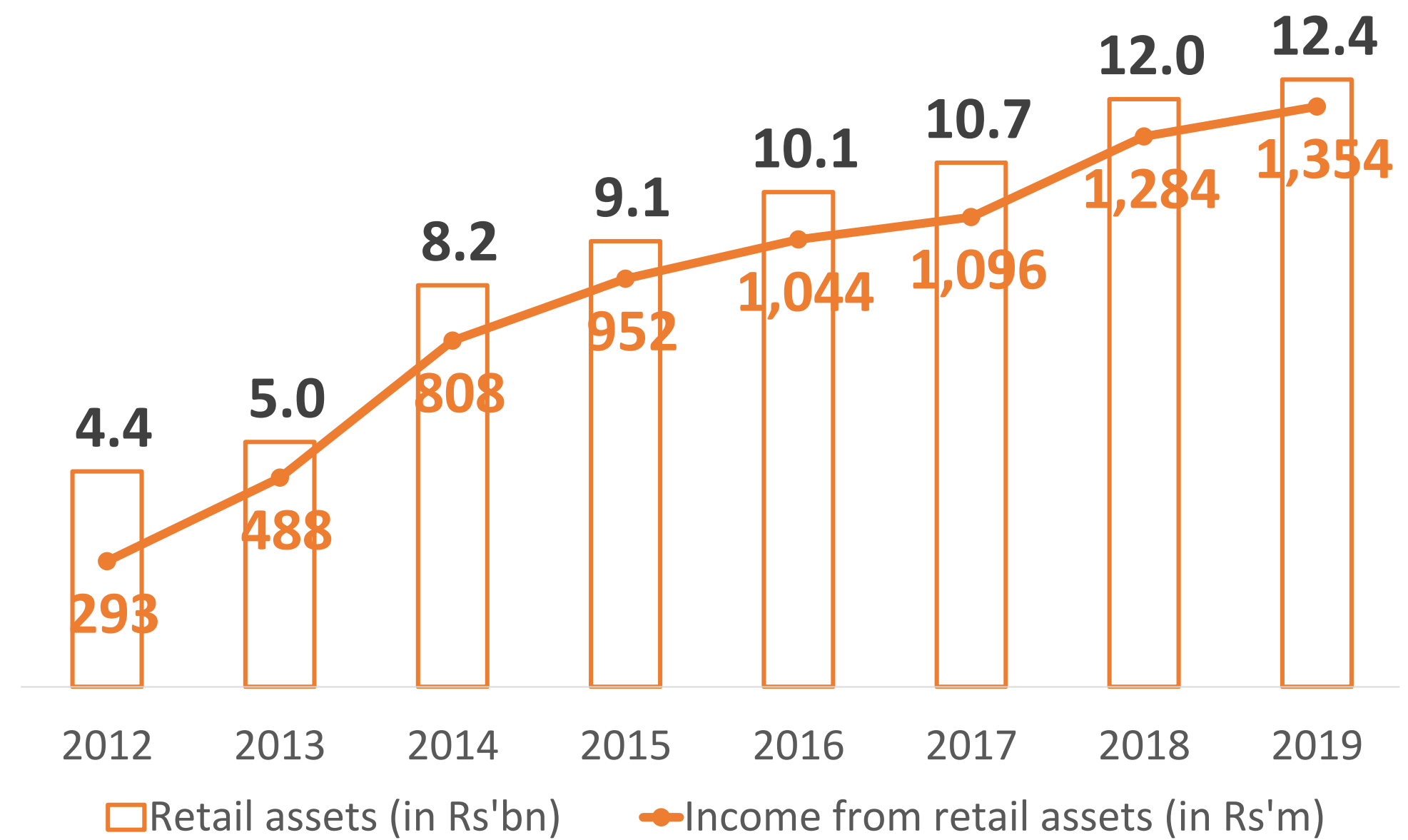
# Real estate



- 7 shopping malls
- 125,000m<sup>2</sup> GLA
- 98% occupancy rate
- 250+ shops
- 22m+ visits annually



Ascencia illustrates our ability to create cash generating assets that deliver strong performance over time



- **Phoenix Mall**
  - New accesses to be completed by Mid-March 2020
- **Extension of Bagatelle Mall** well on track
  - Planned opening of Decathlon in November 2020





# Group overview

# Segmental results

Six months ended December 31 (in Rs'm)	2019	2018
<b>Revenue</b>		
Agro-industry	581	590
Commerce & industry	2,166	1,833
Hospitality	2,144	2,023
Land and investment	15	13
Fintech	408	467
Logistics	1,787	1,852
Real estate	1,561	1,206
Corporate office	7	1
	<b>8,670</b>	<b>7,984</b>
<b>Results after taxation</b>		
Agro-industry	60	24
Commerce & industry	84	61
Hospitality	319	252
Land and investment	(246)	(242)
Fintech	2	36
Logistics	83	78
Real estate	131	227
Corporate office	(19)	(11)
	<b>415</b>	<b>424</b>

## Key highlights



9%

Turnover  
in HY 2020  
Rs **8.7bn**  
HY 2019: Rs 8bn



5%

Total assets  
at Dec 2019  
Rs **71bn**  
June 2019: Rs 68bn



0.3%

Equity holders' interest  
at Dec 2019  
Rs **25.3bn**  
June 2019: Rs 25.2bn



2%

Operating profit  
in HY 2019  
Rs **762m**  
HY 2019: Rs 776m



0.2ppt

Gearing at Dec 2019 \*  
**36.2%**  
June 2019: 36.0%  
*\* Excluding Rogers Capital finance*



>100%

Adjusted net cash flow from  
operations in HY 2020\*  
Rs **944m**  
HY 2019: Rs 348m  
*\* Before net investments in finance  
leases by Rogers Capital*



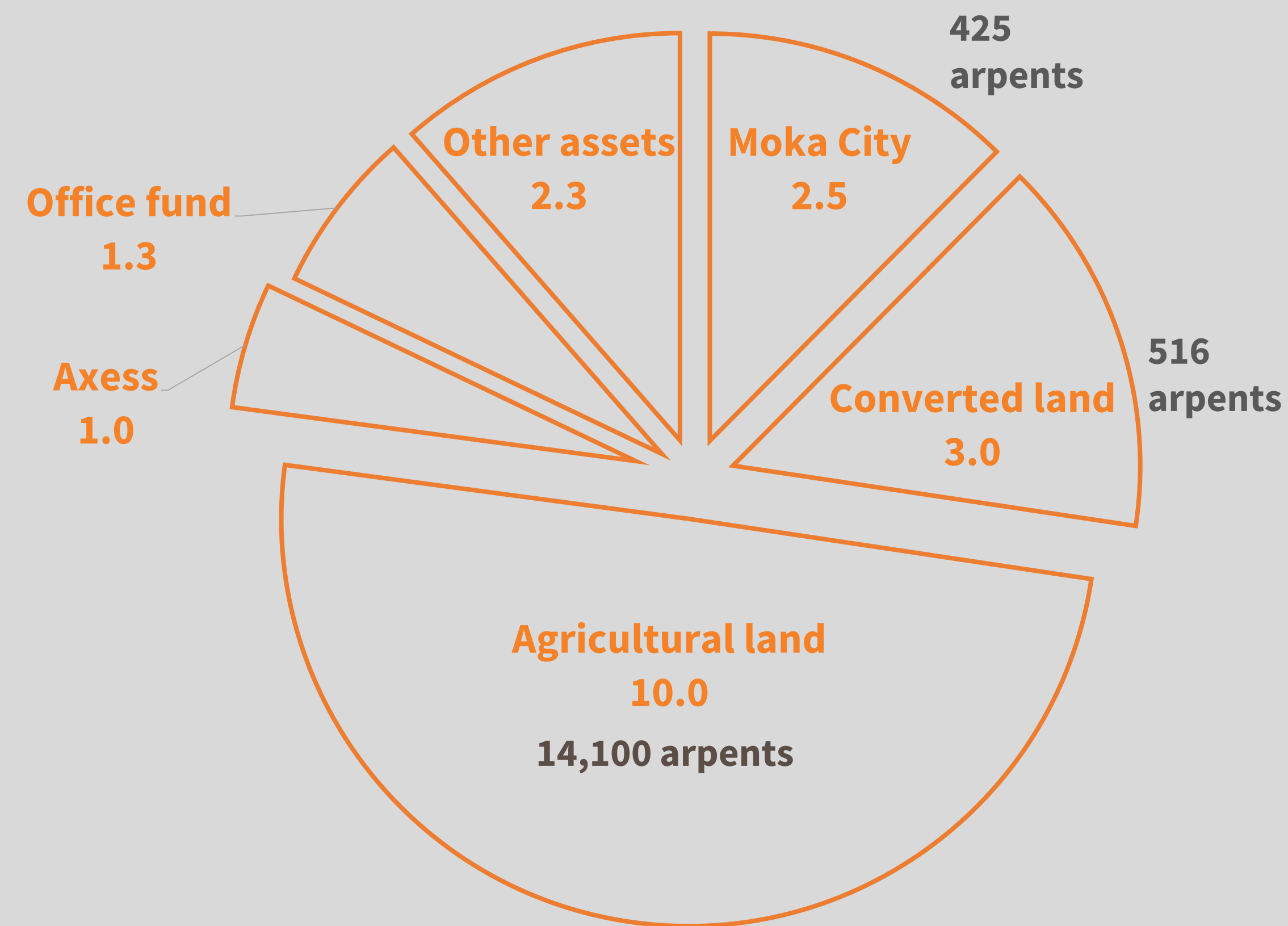
2%

Profit after tax  
in HY 2020  
Rs **415m**  
HY 2019: Rs 424m

# Potential for enhanced market capitalisation

At end Dec 2019	Total value (in Rs'm)	Value per ENL share (in Rs)
Rogers	5,357	14.28
NMH	1,170	3.12
Semaris	176	0.47
Tropical Paradise	118	0.32
Ascencia – Class A	2,541	6.78
<b>Value of quoted investments</b>	<b>9,361</b>	<b>24.96</b>
<b>Value of other assets</b>	<b>13,500</b>	<b>36.00</b>
<b>Total per valuation</b>	<b>22,861</b>	<b>60.96</b>
<b>ENL market capitalisation</b>	<b>9,750</b>	<b>26.00</b>

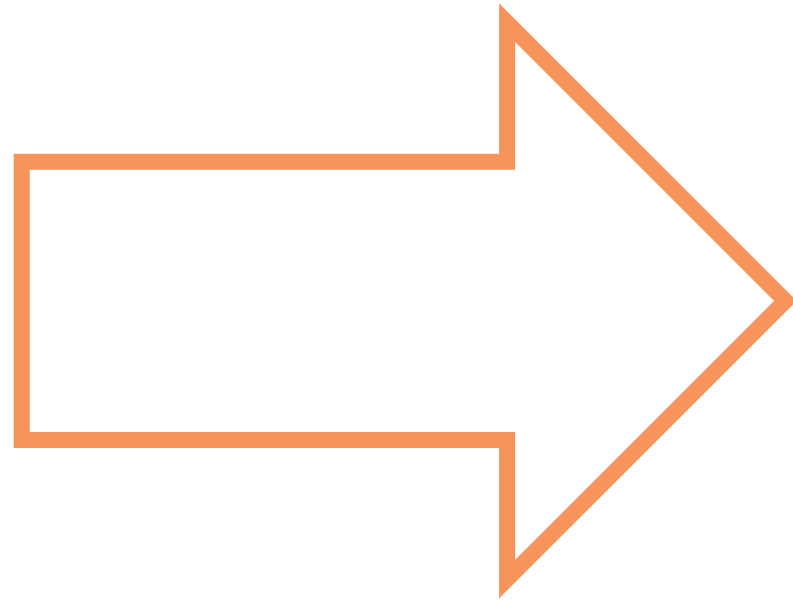
## Value of other assets of Rs 20.1 bn



**Less debt in ENL Limited entity of Rs 6.6bn**  
**Translates into value of Rs 13.5bn, Rs 36.00 per share**



**From Vision 2020 to Cap 23**



# To sum up

- Group operations should continue on same trend for 2<sup>nd</sup> semester
- Improved profits expected for the full year
- We are actively developing our soft assets to drive our businesses
- We are gearing up for our next 3 year strategic plan; Cap 23

*thank  
you*

**Get in touch with us**

 Visit our website: [www.enl.mu](http://www.enl.mu)

 Email us on [investors@enl.mu](mailto:investors@enl.mu)

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