

FINANCIAL YEAR 2024

SUN LIMITED

ANALYST MEETING

13 SEPTEMBER 2024



AGENDA | 13 SEPTEMBER 2024

Programme	Presenter
1. Welcoming of Participants	
2. CEO Review of FY24	Francois Eynaud
2.1 Industry Environment	
2.2 FY24 Key Achievements & Awards	
3. FY24 Financial Highlights	Tommy Wong
3.1 Sun Limited Group	
3.2 Sunlife Group – continuing operations	
3.3 Riveo Group – discontinued operations	
4. Update on Corporate Restructuring	Francois Eynaud & Tommy Wong
5. Future Outlook	Francois Eynaud
6. Questions & Answers	



INDUSTRY ENVIRONMENT

















Industry Environment

- Market becoming more volatile, soft, and price sensitive (revenge travel slowing down)
- South Asia (Thailand, Vietnam, Indonesia, Sri-Lanka, etc) now fully opened and attractive
- FY2024: 2000 rooms closed for renovation during low season
- Air service:
 - Air Mauritius technical issues
 - Mauritius attractive for airlines (Ibero Jet charter from Madrid, TUI charter from Poland, Indigo from Bangalore, more flights Saudi Airlines and SAA - Aeroflot October-April TBC – MK Rome cancelled
 - Chinese market not yet reconnected
- Tourist arrivals FY2024: +9% v/s FY2023
 Jan July 2024: +8%
 Forecast 1.4m in 2024 v/s 1.3m in 2023
- Rentals / Parahoteliers / Airbnb up since January
- Booking patterns and length of stay coming back to pre-Covid levels
- Lack of skilled staff in hotels is stabilising / foreign workers quotas allocated
- Acceleration of digitalisation and AI in tourism
- Beach erosion and climate change challenges

Industry Environment | FY24 Tourist Arrivals by Market

Tourist Arrivals, July to June 23-24 VS 22-23							
Mauritius							
Selected Markets	FY 22_23	FY 23_24	% CHG 23_24 V/S 22_23				
France	292,153	327,761	12.2%				
ик	151,285	152,358	0.7%				
Reunion	119,285	135,939	14.0%				
Germany	107,274	111,049	3.5%				
South Africa	99,628	105,166	5.6%				
India	49,159	54,916	11.7%				
Eastern Europe	48,423	48,449	0.1%				
Switzerland	32,992	34,685	5.1%				
Italy	28,793	29,686	3.1%				
Scandinavia	27,394	25,108	-8.3%				
Saudi Arabia	24,794	21,312	-14.0%				
Belgium	19,634	19,187	-2.3%				
Austria	19,075	18,475	-3.1%				
United Arab Emirates	17,948	12,471	-30.5%				
Spain	13,159	13,188	0.2%				
Australia	12,988	20,632	58.9%				
Russia	12,432	26,193	110.7%				
Netherlands	10,944	10,586	-3.3%				
Portugal	4,936	5,318	7.7%				
China	3,715	10,741	189.1%				
Others	108,147	128,056	18.4%				
ALL MARKET	1,204,158	1,311,276	9.0%				



FY24 KEY
ACHIEVEMENTS &
AWARDS

















FY24 Key Achievements

- Excellent **financial** performance
- Sunlife recognised as national hotel group leader in sustainability
- HR Transformation journey / improved KPIs / stabilised work force/ EVP launch / Great Place to Work engagement score: 65% (2023) → 73% (2024)

Product enhancements:

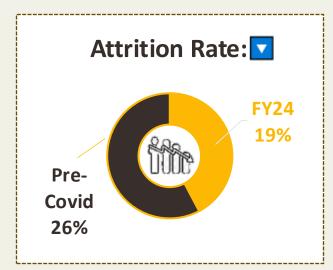
- > Ambre: Soft room renovation completed
- ➤ Long Beach: Le Marché Restaurant improvement, new water infrastructure, padel court coming this year
- Shangri-La Touessrok: Renovation
- Build-up of Sommelier team

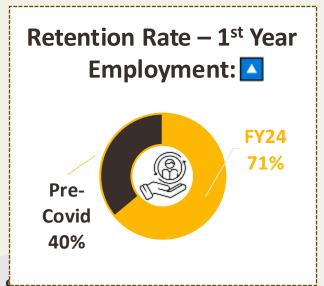
FY24 Key Achievements

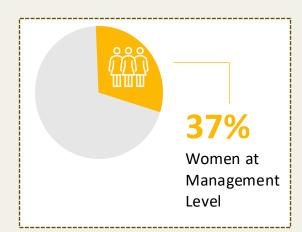
Digitalisation journey:

- Move to Opera/Oracle cloud
- ➤ AI Chatbot / Digital Concierge / New CRM selected
- ➤ Mobile App V2
- Improved operations digital adoption (TNG Go / Eat App / TNG Golf/ Assisted check-in)
- Employees Digital journey
- Improved Customer Satisfaction
- La Pirogue Residences construction started in June 2024

MAIN HR ACHIEVEMENTS









Employee Experience Highlights

Employee Digital Experience:

88%



Adoption Rate

Mobile Application (Roster/ Leave Management, Payslip)



HR AI BOT Launched

Employee Value Proposition (EVP) :





ACHIEVEMENTS 2023/24



sunlife
Sustainability
Report 2023







Long Beach

Best Sustainable Hotel Gold Distinction

Sunlife

Top Sustainable Excellence Award





Marine

Conservation Award

Catalysing Action for our Ocean & Climate

The establishment of the Marine Conservation Award and the successful engagement of over 250 schools in conservation efforts have solidified Sunlife's role as a leader in marine biodiversity protection.



Carbon Footprint Reduction: Completed a comprehensive carbon accounting exercise and the introduction of plant-based menus, Sunlife looking forward to reduced its environmental impact





2024 - Foundation Building

Objective: Establish a robust Integrated Reporting (IR) framework.

Actions: Perform a gap analysis, conduct a materiality workshop, and set up an IR management system.

Outcome: A strong foundation for comprehensive and transparent sustainability reporting.



Raise and invest more than 4 million in 2023



FY24 FINANCIAL HIGHLIGHTS - SUN LIMITED GROUP

















FY24 Financial Highlights | Explanatory Note

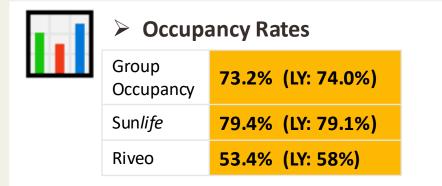
- ➤ Following the proposed split of the Group into two distinct listed companies **Sun** and **Riveo**, the financial statements for the year ended 30 June 2024 disclose the results as follows:
 - Sunlife Group (consisting of Sunlife resorts and Services BU) as Continuing Operations
 - * Riveo Group (consisting of Anahita Hotel Limited (Four Seasons), SRL Touessrok Hotel Ltd (Shangri-La) and Loisirs des Iles Ltee (Ile Aux Cerfs) as <u>Discontinued Operations</u>
- ➤ The presentation slides reflect, where most appropriate the above in respect of actual and last year results

FY24 Financial Highlights | SUN Group



Record PAT **Achievement**

Rs 2.0 bn | Rs 1.5 bn **FY24** | FY23





Cash Balance

Rs 1.5 bn

As of June 20, 2024



Property Updates

- Shangri-La Touessrok: Closed for renovation as of June 24
- Ambre: Successful renegotiation of long-term rental agreement; planning for renovation



Inflation Impact

Food	+12.3%
Beverage	+7.6%
Transport	+25.3%
Diesel	+12.9%
Electricity	+14.3%



Dividend Distribution

 Dividend/Share Rs 2.50 paid in July 2024

Total Amount Rs 435 million



Revenue Growth

8% growth in EURO terms (+14% in Rs)



Financial Ratios

Gearing Ratio I

Net Debts **I**

16.7% | 22.6%

FY24 | FY23

Rs 0.8 bn



Shareholder Approval

Scheme of Arrangement:

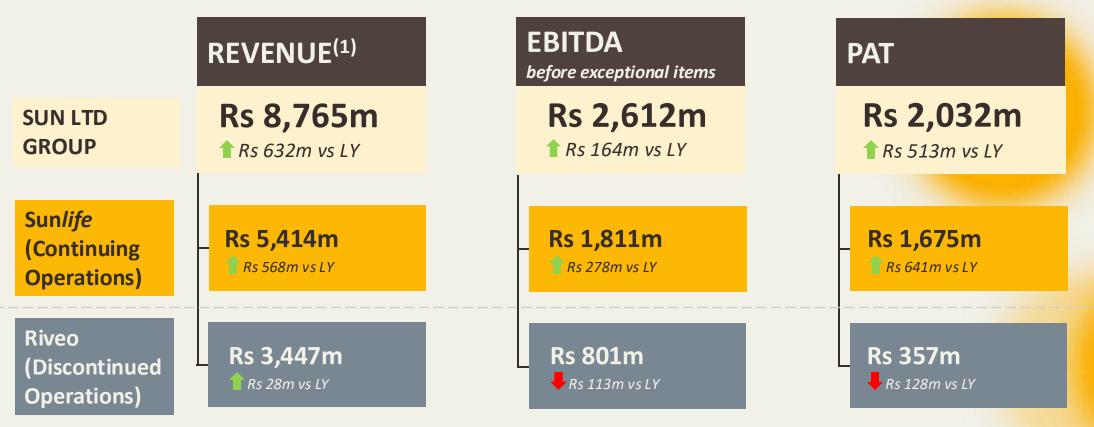
Approved on August 19, 2024

Votes: Over 99%

FY24 Financial Highlights | SUN Group

Record Profit achieved in FY24

YEAR ENDED 30 JUNE 2024 (AUDITED)



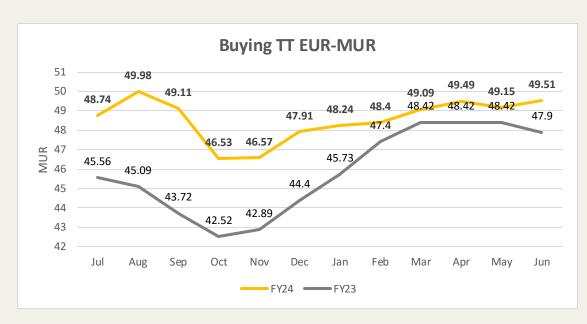
⁽¹⁾The Sun Ltd Group Revenue is the consolidated figure.

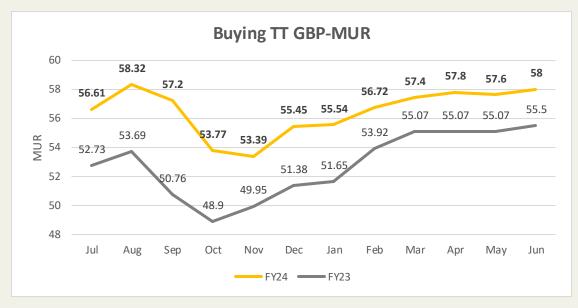
FY24 Financial Highlights | P&L SUN Limited Group

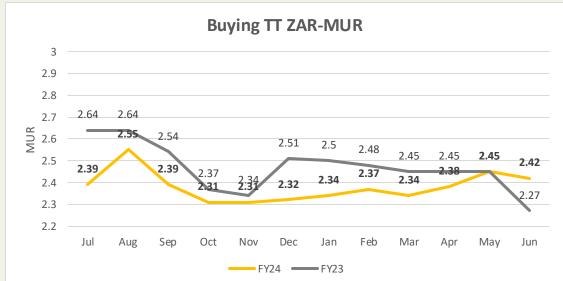
Consolidated statement of profit or loss*	FY24 Rs'm	FY23 Rs'm	Var %
Revenue	8,765	8,133	7.8%
Operating expenses	(6,152)	(5,685)	8.2%
Earnings before interest tax, depreciation and amortisation			
and impairment (charge)/reversals	2,612	2,448	6.7%
Impairment (charge)/ reversals	(10)	10	-206.0%
Earnings before interest tax, depreciation and amortisation	2,602	2,457	5.9%
Depreciation and amortisation	(551)	(527)	4.6%
Operating profit	2,051	1,930	6.2%
Net finance costs	(184)	(175)	5.0%
Share of result of joint venture	35	25	40.8%
Share of result of associate	265	-	-
Impairment reversals of investment in associate	107	-	-
Profit before tax	2,274	1,780	27.7%
Income tax charge	(242)	(261)	-7.6%
Profit for the year	2,032	1,519	33.8%

^{*}This P&L format combines continuing and discontinued operations

FY24 Financial Highlights | FX Movements

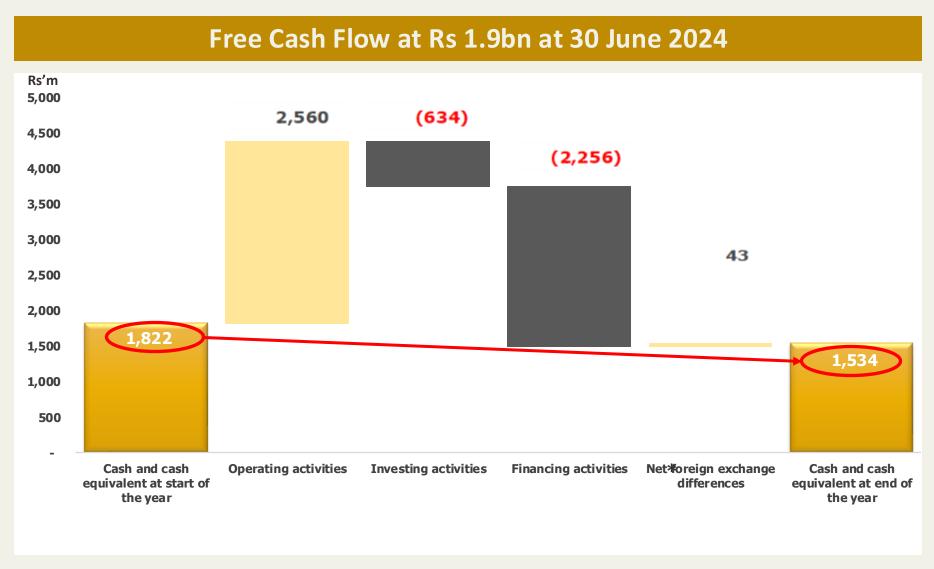






On average FX EUR and GBP to MUR appreciated by **5.8%** and **7.0%** respectively while FX ZAR to MUR depreciated by **3.6%**

FY24 SUN Group | Cash flow statement



^{*} Financing activities include net debt repayment of Rs 1.3bn, dividend payment of Rs 0.4bn, interest paid of Rs 0.5bn for the year

FY24 SUN Group | Financial Ratios

Improvement in financial ratios

	SUN	LIFE GROUP	LIFE GROUP RIVEO GROUP		SUN LIM ITED (GROUP)		UP)		
	FY24	FY23	Var	FY24	FY 23	Var	FY24	FY23	Var
Group NAV pershare	28 34	21.91	29%	4690	45.59	3%	75 24	67.50	11%
Share Price (lastpublished 11/09)							5125	38.50	33%
D iscount to NAV							468%	75.3%	-38%
Netdebt ⁽¹⁾ -Rsm	1,518	2 , 183	-30%	1,104	1,257	-12%	2,622	3 A 4 0	-24%
Cash and cash equivalents -Rsm	1,067	1 , 194	-11%	467	628	-26%	1,534	1,822	-16%
Gearing %	23 5%	36.4%	-35%	11.9%	13.7%	<i>-13</i> %	16 .7%	22.6%	-26%
$N \text{etdebt}^{(\!1\!)} \text{to EB IID A}$	084	1.42	<i>−4</i> 1%	138	138	0 %	100	1.41	-29%
Totalliabilities to totalequity	134%	190%	-29%	47 %	53%	-11%	80%	97%	-18 %
Current ratio	0.70	0.72	<i>-4</i> %	9 . 0	0.94	-29%	0.69	0.78	<i>-12</i> %
EBIDA margin	33 4 %	31.6%	6%	23 2%	26.7%	-13%	29 8%	30 1%	-1%
Retum on capitalem pbyed	24 . 7 %	19.3%	28%	5.6 %	7 2%	-22%	13 3%	12 2%	98
Retum on equity $^{\varrho_0}$	29.7%	33.9%	<i>-</i> 12%	4 4 %	6.3%	-29%	13 3%	14 1%	-5%

⁽¹⁾ Net debt excludes accrued interest and lease liabilities

⁽²⁾ROE is based on normalised PAT for FY24 which excludes share of result of associate and impairment reversal of investment in associate



SUNLIFE GROUP CONTINUING OPERATIONS

















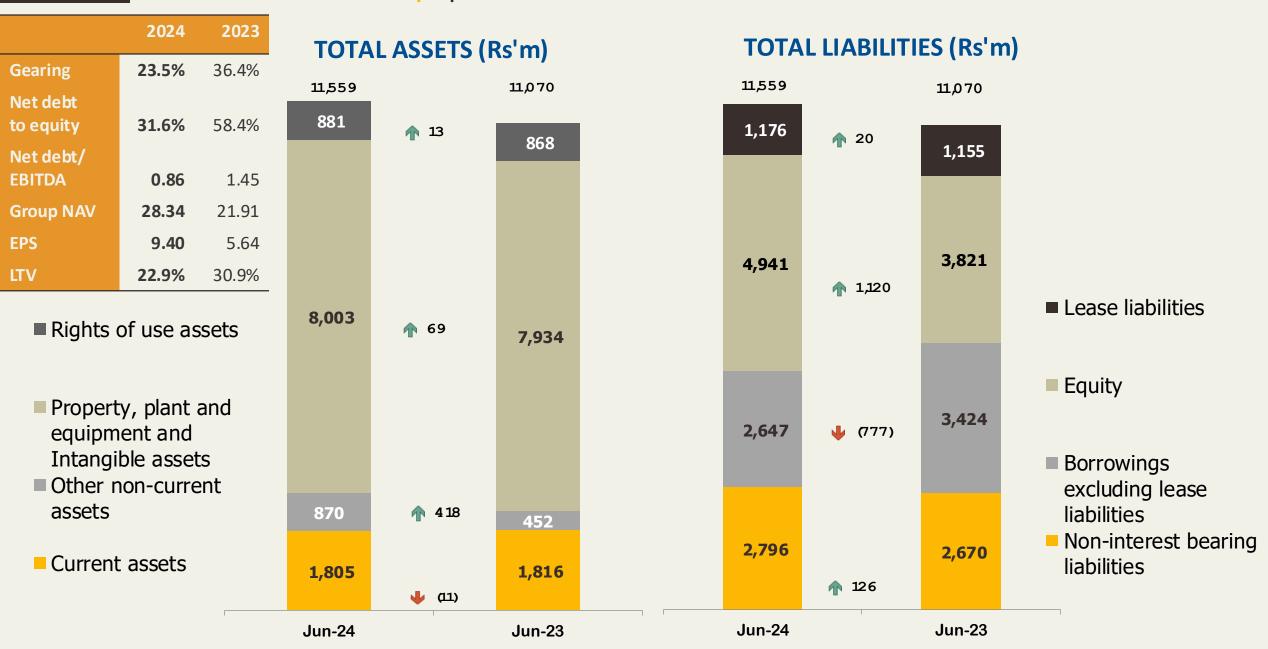
FY24 Sunlife Group | P&L

SUN life (Rs m)	FY 2024	FY 2023	Var
CONTINUING OPERATIONS			
Totalrevenue	5 <i>A</i> 14	4 , 846	568
Operating expenses	(8,603)	(3,313)	(291)
EBITDA before exceptionalitems	1,811	1,533	278
O perating profit	1,537	1271	267
Profit for the year	1,675	1,034	641
Nom alised ProfitA fterTax	1,303	1,034	270
K P Is			
Occupancy (%)	79 <i>4</i> %	79 1%	0.3%
ADR (Rs)	10,929	9 , 271	1,659
TRevPAR (Rs)	13 ,180	11 , 566	1 , 614

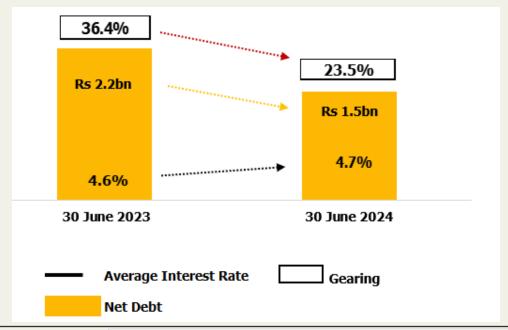
FY24 Sunlife Group | P&L in Euro

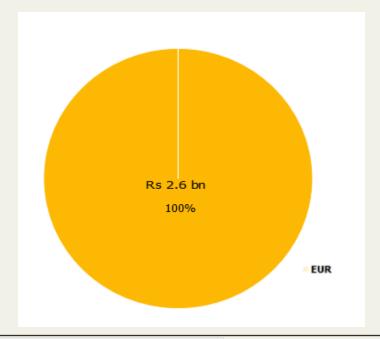
Sun <u>if</u> Performance		E	lumo M illio	n	
Continuing Operations	FY2024	FY 2023	FY 2019	VsFY23	VsFY19
A verage Exchange Rate	484	45 . 7	38.9	2 . 7	9.5
				6%	25%
TotalRevenue	111.5	10 5 . 6	93.8	5.9	17.7
% Inc				6%	19%
TotalOperating Expenses	(74.2)	(72.2)	(71.4)	(2,0)	(2.8)
% Inc				3%	4 %
TotalNom alised EBITDA	37.3	33 <i>.</i> 4	22.4	3.9	14 9
% Inc				12%	66%
TotalNom alised Operating profit	31.7	27 . 7	15.3	4 🔎	16.3
% Inc				14 %	106%
Nomalised Profit Aftertax	26.8	22.5	5.6	4.3	212
% Inc				19%	379%

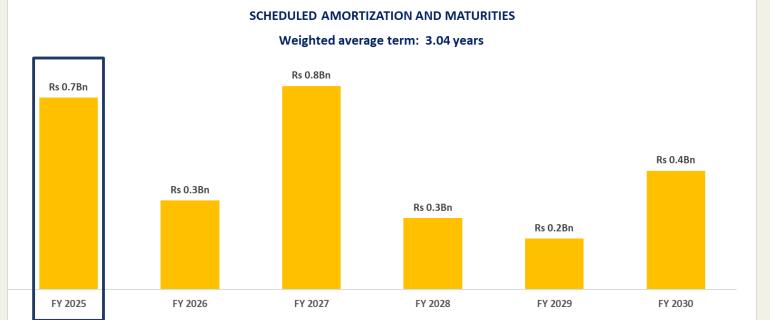
FY24 Sunlife Group | Balance Sheet at 30 June 2024



FY24 Sunlife Group | Debt Analysis







Note: All debts already on the Sunlife resorts operating Companies



RIVEO GROUP DISCONTINUED OPERATIONS

















RIVEO

• Iconic Destinations



• Sustainable Experience



• Mauritian Savoir-Faire



World Class Luxury



Guided by our brand pillars, we conceptualised the name "Riveo".

Inspired by the word 'Rive' in French, evoking a touch of class 'à la française' the word breathes serenity and elegance all through.

The 'Rive' also serves as a steadfast companion, always by your side and symbolises resilience and adaptability.

Easy to pronounce in all languages, it feels modern and refined.

Riveo Group | Business Model

Strategy

Real Estate Development with renovation to Enhance Value

Property Today

Business Plan



- No major renovation since opening in 2008
- Limited renovation in 2015
- Reposition Four Seasons as the leading luxury hotel in Mauritius
- Redesign all suites and villas, enhance F&B concepts
- Provisional Capex of c. MUR 1.2bn expected to be completed in 2025
- ADR and occupancy rates expected to improve GOP and EBITDA margins post renovation



- Opened in 1978
- Latest major renovation in 2015
- A renovation programme of **MUR 900m** to be completed in October 2024, in time for high/peak season
- Uplifting of all existing F&B concepts
- Selected room refresh and suites conversion
- RevPAR improvement projected
- Development of branded residences



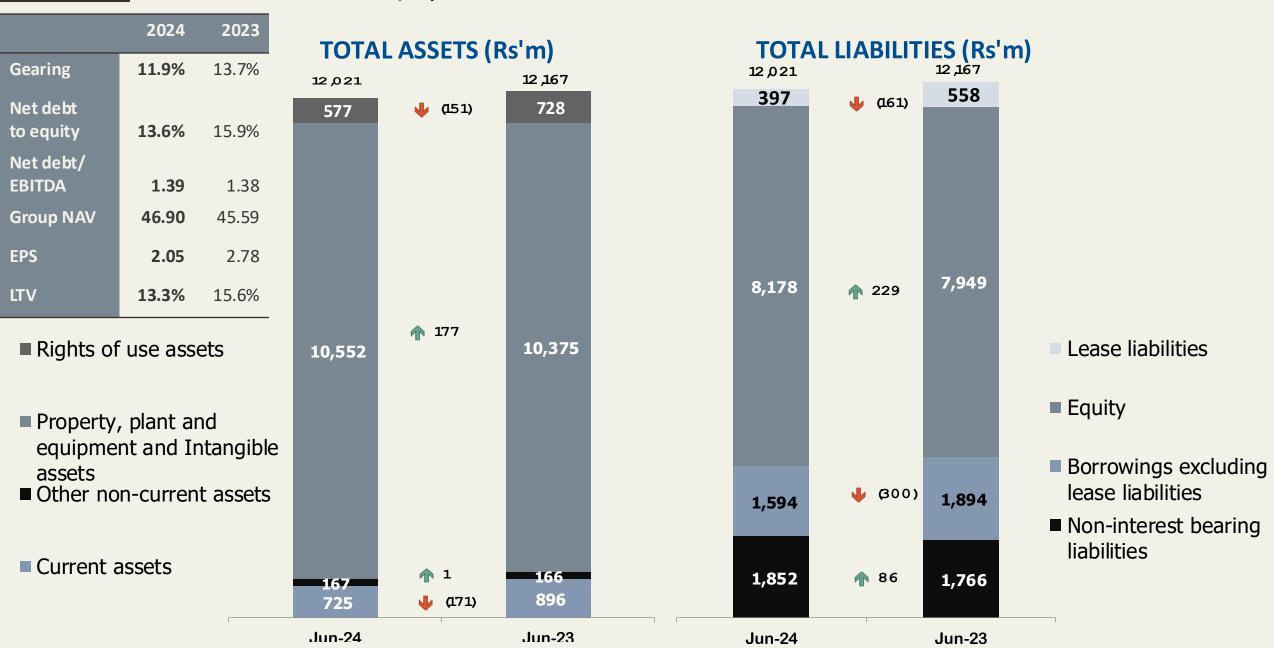
- Ile aux Cerfs enhances the product offerings of both Four Seasons and Shangri-La
- Unique and unrivalled golf experience / destination
- Sustainable development projects in progress
- Extension of existing bubblelodges

FY24 Riveo Group | Financial Highlights

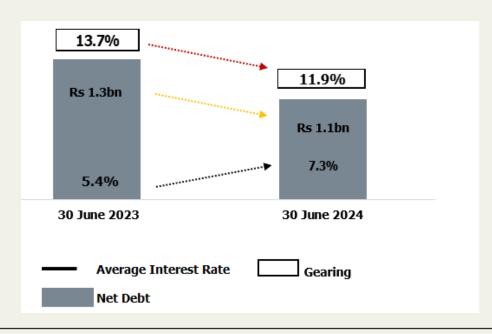
RIVEO	FY2024	FY 2023	VsLY
Totalrevenue	3 4 4 7	3 , 4 19	28
Operating expenses	(2,646)	(2,504)	(14 1)
EBITDA before exceptionalitems	801	914	(113)
Operatingprofit	514	660	(146)
Profit for the year	357	485	(128)
KPIs			
Occupancy (%)	53 4 %	58.0%	(7.8%)
ADR (Rs)	33,887	30 , 885	3,001
TRevPAR (Rs)	27,190	26 , 636	554

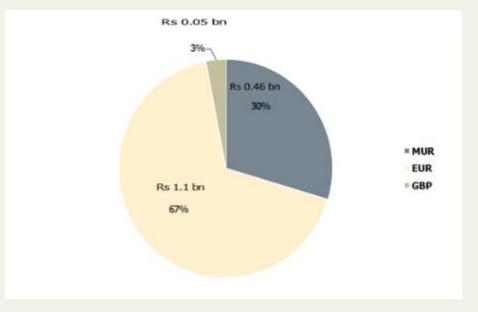
[■] The impact of Shangri-La's renovation and closure as from June 24 has resulted in a lower performance in FY24 vs FY23

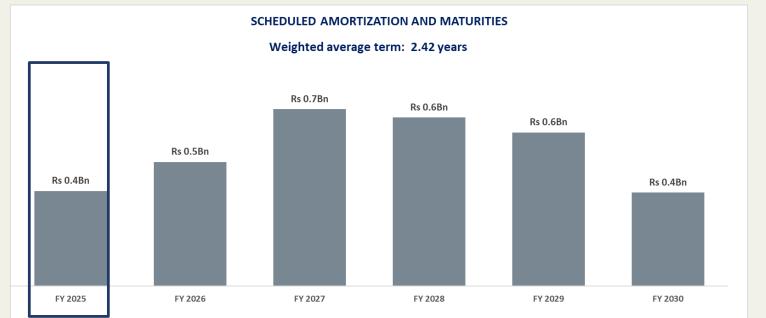
FY24 Riveo Group | Balance Sheet at 30 June 2024



FY24 Riveo Group | Debt Analysis







Note: All debts already on the Riveo's operating Companies



UPDATE ON CORPORATE RESTRUCTURING









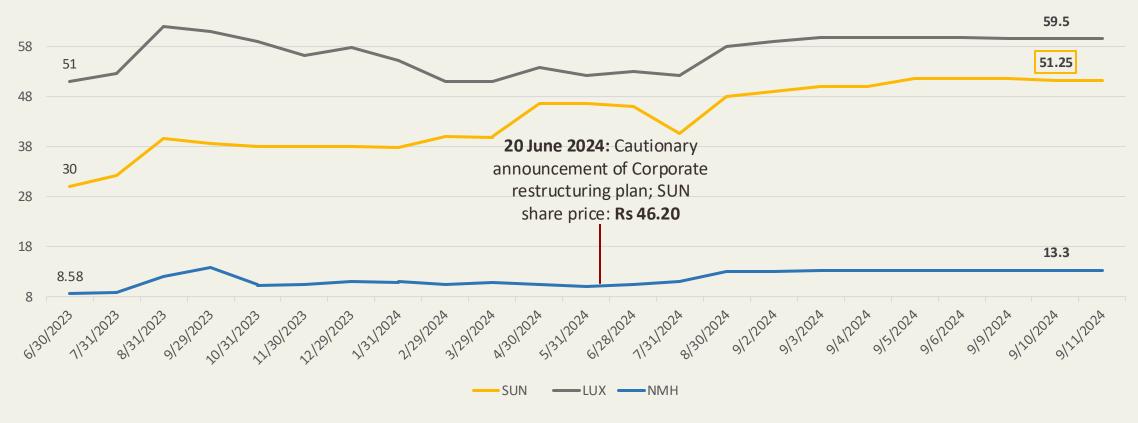








FY24 Sun Limited | SUN Share Price Evolution vs Competitors



	11/09/2024	11/09/2023	Var
Share Price	Rs.	Rs.	용
SUN	5125	38.50	33.1%
LUX	59 50	00 ،00	-0.8%
NM H	13 30	11.00	20.9%
SEM DEX	2 295 .64	2 , 070 . 78	10.9%

 Sun Limited has witnessed a significant growth in its share price on an annual basis, outperforming direct competitors and SEMDEX.

Timeline

12 Sept

Court sanctioned the Scheme

Court order filed with Registrar of Companies

18 October

Reduction of Capital filed with Registrar of Companies

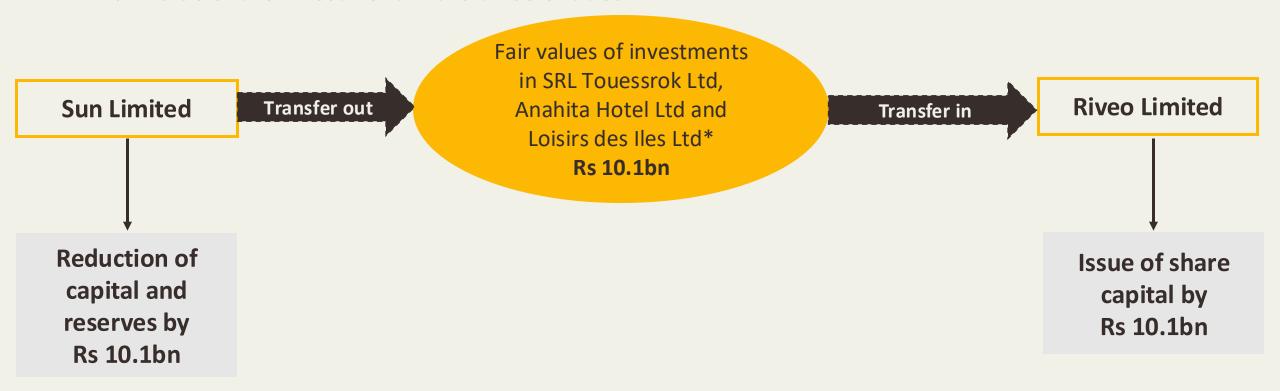
25 October

Distribution of the Shares of Riveo to SUN Shareholders; subject to SEM Approval

Riveo First Day of Trading

Sun Limited | Accounting Implication of Scheme

- SUN shall derecognise the fair value of investments in the three entities, i.e., SRL Touessrok Hotel Ltd, Anahita Hotel Ltd and Loisirs des Iles Ltee and correspondingly reduce its capital and reserves by Rs 10.1 billion
- RIVEO shall issue share capital for distribution to the shareholders and correspondingly recognise the fair value of the investment in the three entities.





FUTURE OUTLOOK

















Sunlife | Future Priorities FY25

- Customer Satisfaction
- New customer experiences (November 2024)
 - 9 new 'Come Alive' experiences
 - New wellness concept
- Mitigate cost inflation (particularly rising wage bill) to protect our margins through productivity and energy consumption optimisation + extra sales
- Digitalisation / Data
 - Modernise our financial and procurement system
 - ➤ CRM / Client data → PERSONALISATION
 - > Tour Operator connectivity
 - > Online check-in

Sunlife | Future Proirities FY25

- Sustainability Roadmap / carbon footprint reduction
- Renovations:
 - Prepare Ambre and Long Beach concept / identity / renovation briefs .. Future Growth potential in FY26 and FY27
- Human Resources: EVP roll out in August 2024/ foreign workers integration
- **Projects:** Accelerate our property development on SRL Property
- Sales & Marketing: Direct business and market diversification
- The future of hospitality:
 - Technology
 - > Sustainability
 - Personalisation (clients / employees)

Riveo | Future Priorities FY25

Renovations:

- > Successfully complete the renovation of Shangri-La and relaunch in October 24
- ➤ Four Seasons renovation scope and timing for 2025
- Ile-Aux-Cerfs ("IAC"): IAC Business Model and top line improvement
- Projects: Accelerate our property developments at Shangri-La branded Villas

• Fair Value:

- Four Seasons and Shangri-La remain prized Trophy Assets which are valued at **Rs 10bn** pre-renovation
- ➤ Post-renovation and repositioning, the 2 Luxury resorts should show significant growth in EBITDA

5-Year Plan | Key Projects Overview

Sunlife:

- Ambre renovation planned for May 2026
- Long Beach renovation to be considered for May 2027
- La Pirogue:
 - + Opening of La Pirogue Residences planned December 2026 => cash inflow and increased inventory
 - + Hotel Renovation to be considered for May 2028
- All renovations have been planned in our 5-Year plan cash flow
- Long Beach Property Development in progress.

Riveo

- Shangri-La Le Touessrok under renovation with reopening mid-October 2024
- Four Seasons planned renovation for April 2025 7 months closure
- IAC Master Plan drawn and intended implementation in 2025
- Shangri-La Branded Villas project has been kicked off and is in progress -> significant cash inflow opportunity



QUESTIONS & ANSWERS

















This presentation is intended exclusively for the Analyst Meeting on 13 September 2024 pertaining to Sun Limited ('SUN' or the 'Group').

Certain information set forth in this presentation, which constitutes summary information only and does not purport to be comprehensive, contains forward-looking statements. The forward-looking statements may be recognised by words such as "anticipate", "estimate", "expect", "plan", "project", "believe", "forecast" or "will". Such forward-looking statements involve known and unknown risks, uncertainties, are subject to a number of factors and are based on assumptions made by and information presently available to the Group's management. They therefore constitute the management's present expectation and assumption of future events.

Given the factors and uncertainties to which the forward-looking statements are subject to, actual results may differ materially from any future results, performance or achievements expressed or implied in such forward-looking statements. There can be no guarantee that these forward-looking statements will prove to be accurate and undue reliance should not be placed on them.

These forward-looking statements speak only as of the date of this presentation and SUN does not undertake any obligation to update or alter any forward-looking statement to reflect future events or circumstances or the occurrence of unanticipated events.

Thank You!