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AT A GLANCE

MOVING FORWARD TOGETHER

In these incredibly challenging times, the IBL Group is actively building a better future for its country and community. As one of Mauritius' – and the wider region's – largest and most diversified business groups, we recognise that we have a responsibility to help address the economic, social and environmental challenges that we all face. From our customers' expectations to the context in which we do business, the world around us is changing fast. It's never been more important for us to come together and transform our Group and how we do business, to better meet the needs of our clients, team members, community and other stakeholders.

A MAJOR DIVERSIFIED GROUP

Shareholders

12,537

FY 2020: 12,563

Clusters



- Agro & Energy
- Building & Engineering
- Commercial & Distribution
- Financial Services
- Hospitality & Services
- Life & Technology
- Logistics
- Seafood
- Property
- CSR

Companies

287

256

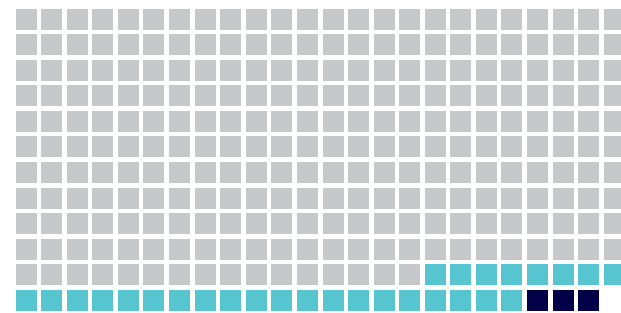
Subsidiaries

28

Associates

3

Joint ventures



7

companies listed on the Mauritian Stock Exchange (of which IBL Ltd)

FINANCIAL PERFORMANCE

Group Revenue (Rs)



35.86bn

FY 2020: 36.54bn

Group profit before tax (Rs)



292.9m

FY 2020: (1.20bn)

Group profit after tax (Rs)



74.9m

FY 2020: (1.43bn)

Market capitalisation (Rs)



32.31bn

FY 2020: 33.33bn

STRATEGIC HIGHLIGHTS

A Mauritian heart



86%

Group revenue generated in Mauritius

227

Companies in Mauritius

2,68bn

Taxes, Duties & Levies (excluding VAT)(Rs)

163,212

wiiv, award-winning loyalty programme members

A regional presence



1

Regional office in Nairobi, Kenya

38

Number of companies in the region

International expansion anchored in world-class professional expertise



16

Number of companies operating/investing internationally

8

Number of new management contracts/hotels opened by The Lux Collective

AT A GLANCE

STRATEGIC HIGHLIGHTS (CONTINUED)

A transformative human capital strategy

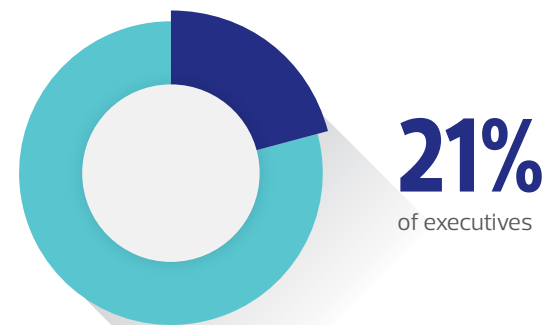
Team members across the Group*

24,404

68% Men **32%** Women

FY 2020: **25,205** (67% men, 33% women)

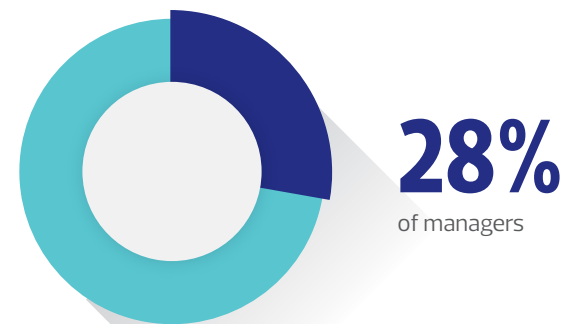
Women make up**



Investment in learning & development (Rs)**

14m

FY 2020: **32m**



Investment in safety & health (Rs)**

29.6m

FY 2020: **32.5m**

FY 2020: **16%** and **28%** respectively

*IBL Operations, subsidiaries, associates and joint ventures

** IBL Operations and Corporate Centre

A commitment to sustainability

Participation

**PARTICIPANT IN THE
UN GLOBAL COMPACT
SINCE 2017**

Companies listed on the SEM Sustainability Index

2

FY 2020: **3**

Taxes, Duties & Levies paid (excluding VAT)(Rs)

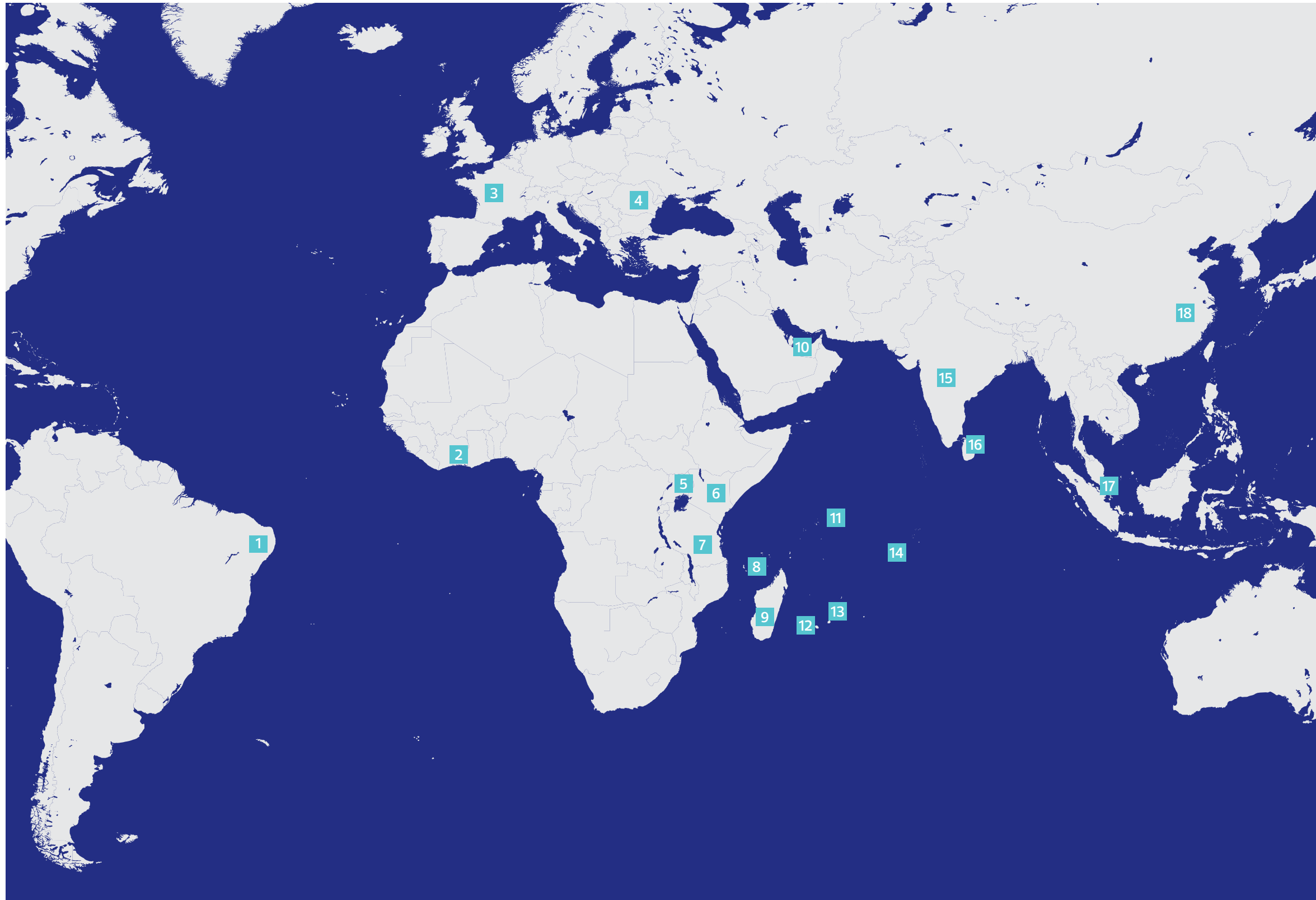
2.68bn

FY 2020: **Rs 2.73bn**

Support provided by national
COVID-19 vaccination campaign (Rs)

460,000

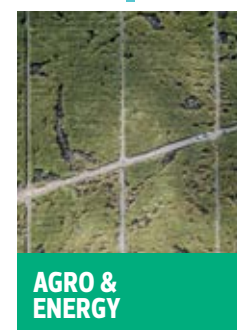
INTERNATIONAL PRESENCE



IBL IS PRESENT IN 18 COUNTRIES

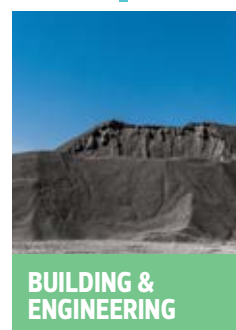
- | | |
|----------------|----------------|
| 1. Brazil | 10. Dubai |
| 2. Ivory Coast | 11. Seychelles |
| 3. France | 12. Reunion |
| 4. Romania | 13. Mauritius |
| 5. Uganda | 14. Maldives |
| 6. Kenya | 15. India |
| 7. Tanzania | 16. Sri Lanka |
| 8. Comoros | 17. Singapore |
| 9. Madagascar | 18. China |

GROUP STRUCTURE



IBL Energy
100% S

Alteo
27.64% A



Manser Saxon
99.97% S

CNOI
63.83% S

UBP
33.14% S



BrandActiv
100% O

HealthActiv
100% O

Blychem
100% S

CMH
100% S

Intergraph
100% S

Scomat
100% S

Winner's
100% S

Phoenix Bev
23.28% S



DTOS
100% S

LCF Holdings
100% S

LCF Securities
77% S

Eagle Insurance
60% S

The Bee Equity Partners
34.95% S

City Brokers
50% JV

EilGeo Re
100% S

AfrAsia Bank
30.29% A

Ekada Capital
51.97% S



Arcadia Travel
100% S

Alentaris
85% S

Lux Island Resorts
56.47% S

The Lux Collective
56.37% S



IBL Life
100% S

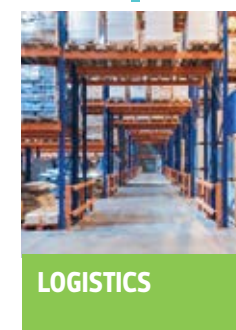
IBL Link
100% S

CIDP
90% S

GWS Technologies
80% S

Universal Media
55% S

QuantiLab Holding
50% A



IBL Aviation
100% O

IBL Shipping
100% O

Ground2Air
100% S

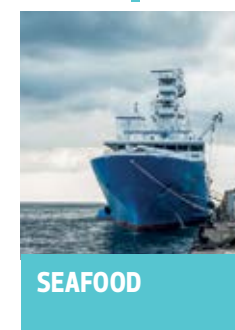
Logidis
100% S

Reefer Operations
100% S

Somatrans
75% S

Australair
50% S

G2ACamas
50% S



Cervonic
85% S

Seafood Hub
85% S

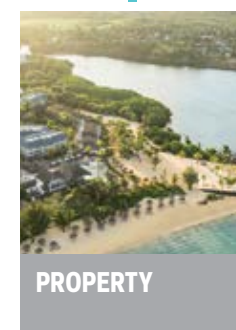
Froid des Mascareignes
59.50% S

Marine Biotechnology Products
56.95% S

Marine Biotechnology Products Côte d'Ivoire
43.35% S

Mer des Mascareignes
42.50% A

Princes Tuna (Mauritius)
40.64% A



Bloomage
100% S

BlueLife
57.41% S



Chemin Rail & Amaury Housing Co Ltd
S

Fondation Joseph Lagesse
S

Les Cuisines Solidaires
S

Nou Zenfan Bois Marchand
S

Small Step Matters
S

(A) Associate | (JV) Joint venture | (S) Subsidiary | (O) Operation

OUR COVID-19 RESPONSE

In this extraordinarily difficult time, IBL remains committed to supporting our stakeholders and **Moving Forward Together**. With COVID-19 continuing to have a major impact on our country, clients, colleagues and community, we are determined to help Mauritius recover and to build a more sustainable and resilient society and economy.



SAFEGUARDING OUR GROUP

As a major employer and driver of economic growth in Mauritius, IBL has an important role to play in moving the country and wider region forward.

Our group therefore continues to assess and manage the pandemic's impact on our Operations, with the Group Crisis Committee meeting on a regular basis to ensure fast, collaborative decision-making. IBL has also maintained strict cash flow measures in place where necessary. These include a group Forex conversion policy overseen by the Corporate Centre, the suspension of all unnecessary capital expenditure and the careful management of operational budgets.

IBL is also pursuing the strategy that we defined in 2016, while creating new strategies for growth in key industries such as renewable energy and healthcare. We're also deepening our presence on the African continent to harness growth opportunities in new markets.

Alongside this, we're harmonising our digital capabilities across the group, allowing us to engage with colleagues, customers, suppliers and partners remotely, innovate on products and services, and improve our business performance while managing cybersecurity risk.



KEEPING OUR COLLEAGUES SAFE

IBL is committed to keeping our business running while ensuring that our colleagues stay as safe as possible. Enhanced safety & health protocols – including temperature checks, social distancing and hygiene measures – remain in place across the group, and we continue to provide wellness-related support (including the services of a psychologist until June 2021) to our teams.

IBL also launched a free vaccination programme for frontline staff members in February 2021, widening access to all other members of staff in March. Alongside this, we ran a series of Q&A and awareness-raising sessions about the benefits of vaccination. To date, over 90% of the team members in our head office and almost 80% of those in our Operations have been vaccinated.

Following the second Mauritian lockdown in March 2021, IBL introduced a shift system for its Corporate Centre teams. Half of our staff now work from home at any one time, supported by accelerated investment in digital capabilities. Internal communications, such as a "Lockdown Updates" Microsoft Teams channel created by the IBL Corporate Centre to share reliable information about COVID-19, have played a key role in supporting and connecting our teams as they work remotely.



SUPPORTING OUR CUSTOMERS

The past year has had a major impact on many of our clients and customers. Finding ways to continue to serve them while keeping everyone safe remains one of IBL's top priorities. In addition to safety protocols such as temperature checks and the installation of Plexiglas cashier shields in our retail spaces, IBL Operations have pivoted their business models to use digital channels and platforms to engage with and communicate with our customers.



GIVING BACK TO OUR COMMUNITY

IBL is aware that the COVID-19 has hit the poorest hardest. We've therefore mobilised to support vulnerable families in our community. Working closely with IBL Seafood and Winner's, Fondation Joseph Lagesse implemented a rapid response plan to quickly distribute food packs during the second Mauritian lockdown. Dozens of disadvantaged families from Bois Marchand, Chemin Rail, Batterie Cassée and Baie du Tombeau received a month's worth of basic items.

IBL also continues to take part in national forums and committees to help shape Mauritius' COVID-19 policy response, contribute to community support initiatives and quickly respond to evolving guidelines and regulations.