PERFORMANCE

GROUP CHIEF FINANCE OFFICER'S REPORT

GROUP PERFORMANCE BOUNCES BACK AFTER TWO CHALLENGING YEARS.

Background

The world has faced numerous challenges since the beginning of 2020, which affected people, economies and companies in profound ways we would not have expected a few years ago.

The COVID-19 outbreak first hit us as we approached the last quarter of the financial year ended FY2020 (year ended 30 June 2020). This threw the whole world, Mauritius and our group into sudden lockdowns, with restricted movement and halting foreign travel through border closures. These put significant pressure on logistics, sourcing of essential products including food, medications and spare parts for equipment and machinery. Hotels were closed off to foreign tourism, which put pressure on jobs and resulted in a shortage of foreign currency on the market for imports.

This largely persevered in the following financial year, FY2021, which for the purpose of this report is also referred to as "last year". Borders remained closed to foreign tourism, exacerbating the pressure on jobs, small businesses and the limited availability of foreign currency on the market. This in turn resulted in a further depreciation of the Mauritian Rupee (MUR) and an increase in overall household costs. People in non-essential services largely continued to work from home until the rate of infection got under control. Gradually in FY2021, local activity opened up and a sense of normality was restored in daily life, except for borders which were still closed. The vaccination programme came into force during the second half of FY2021 and there was a rapid take-up in the population.

In FY2021, Mauritius was included on the EU Black List off the back of the FATF Grey List, which had largely been addressed. This put Mauritius under the wrong focal lights and piled additional pressure on resources at Government level and main institutional levels.

With a vaccination programme in full swing, we started the current year FY2022 (year ended 30 June 2022) with no local lockdown, some operating restrictions in force, but borders still closed. There was a sense of optimism, however, that borders would re-open imminently, as could be observed in many European countries, UAE and some corridors in Asia.

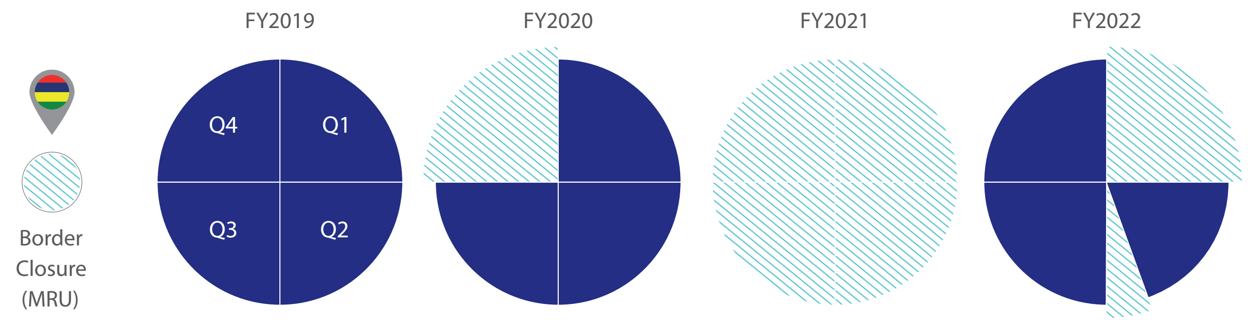
The Maldives and Reunion had eased travel restrictions earlier. In Mauritius, borders finally re-opened in October 2021 to foreign tourism and our hotels were back to near full occupancy only to be temporarily halted once again by the Omicron crisis in December 2021, which saw a lot of bookings during the peak tourism season in Mauritius get cancelled. The Omicron scare was short-lived, however, and the second half of FY2022 saw high demand for hotel bookings.

With concerted effort from all parties, Mauritius was removed from the FATF Grey List and EU Black List in early FY2022, much to the relief of the financial sector and industry at large.

The second half of the current year, however, saw the start of the war in Ukraine, which has since escalated into a human and commodity crisis. Sanctions against Russia and the war inside Ukraine itself have resulted in a shortage of key commodities typically sourced from both countries, which in turn have pushed up fuel and food prices and added to inflation. In response, many central banks have raised their benchmark interest rates which will have a profound impact on the economies around the world and people.

Performance of the group

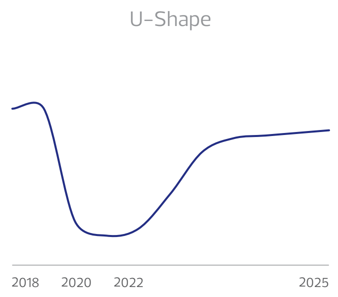
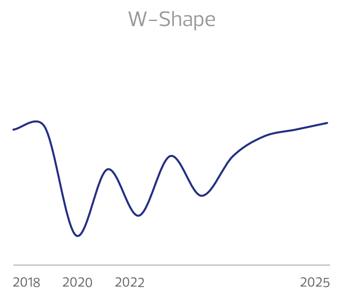
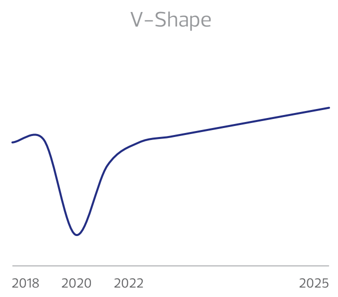
Given the above context, in commenting on our performance for the current year FY2022, I will analyse our results against two periods: (i) versus last year FY2021 – which as explained above, was a full financial year substantially impacted by COVID-19 and border closures and (ii) versus the full year results of FY2019, three financial years ago, which represents the last full financial year before the pandemic. The pandemic broke out as we approached the final quarter of FY2020, carried through FY2021 and faded in the first half of FY2022.



CFO'S REPORT

Also, in commenting on our results, I will use the same approach as I used in the last two years, by analysing businesses that we classified as "Highly Impacted by COVID-19" and those we classified as "Low to Medium Impact" separately.

To recap, in FY2020 and FY2021, we used the table below to show what we thought would happen across our business segments when we entered the pandemic, which ultimately transpired to be reflective of what actually happened as we moved through the pandemic and emerged on the other side of it. The table is as relevant for FY2022 as it was in FY2020 and FY2021.

Industry sector	Impact level	IBL's view of potential recovery scenarios	
· Hospitality - Hotels, Tourism & Associated Services · Property - Sales, Development, Contracting and Supplies · Logistics - Aviation	High		Businesses are projected to face significant slowdowns and challenges for as along as the pandemic lasts on a global scale and a remedy for COVID-19 has not been found.
· Financial Services - Banking, Insurance and Global Business · Property - Rental	Medium		Businesses or certain product lines expected to experience a bumpy ride in the medium term (e.g. resulting from default on loans or other challenges and uncertainties) until a new baseline is found.
· Agro · Energy · Wholesale consumer goods · Healthcare · Logistics - Warehousing, Shipping & Transport · Life Sciences · Technology · Seafood	Low		Businesses resumed relatively rapidly, though some now face doing business under new baseline conditions, e.g. rising import costs, reduced customer disposable income.

Group Profit and Loss

The summarised Profit and Loss below is an abridged version of the profit and loss in the financial statements. My analytical review will cover 4 key lines: Revenue, Profit from Operations, Share of results of associates and joint ventures, Profit before tax and an additional element which we have called "underlying profit" which is the profit before tax excluding the impact of non-recurring items which are reported in Other gains and losses in the group profit or loss.

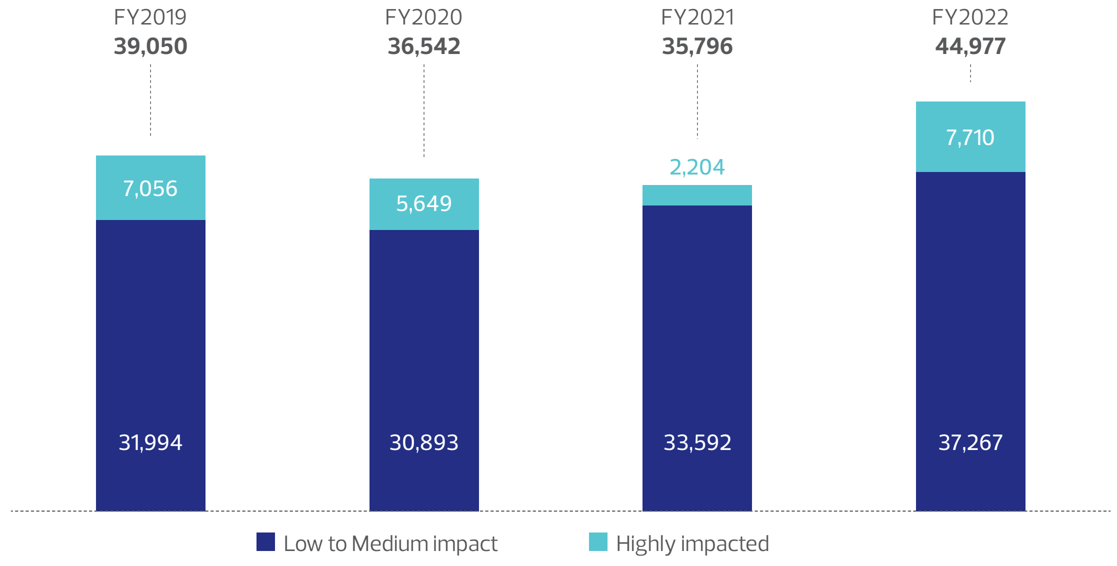
GROUP PERFORMANCE FOR FY2022

Summary of the published results of the Group

	THE GROUP	
	Audited	
	Year Ended 30.06.2022	Year Ended 30.06.2021
		Restated
	Rs000	Rs000
Revenue	**44,977,148**	35,796,136
Profit from operations	**3,359,951**	584,964
Share of results of associates and joint ventures	**905,556**	757,029
Other gains and losses	**(404,377)**	133,719
Net Finance costs	**(1,183,070)**	(1,108,104)
Profit before taxation	**2,678,060**	367,608
Taxation	**(736,366)**	(138,895)
Profit for the year from continuing operations	**1,941,694**	228,713
Discontinued operations		
Profit/(Loss) for the year from discontinued operations	**23,123**	(131,301)
Profit for the year	**1,964,817**	97,412
Other comprehensive income for the year	**392,407**	1,906,046
Total comprehensive income for the year	**2,357,224**	2,003,458

Group revenue

Group revenue for FY2022 increased by 26% compared to FY2021 and surpassed the overall revenue achieved prior to COVID-19 in FY2019 by 15%.



CFO'S REPORT

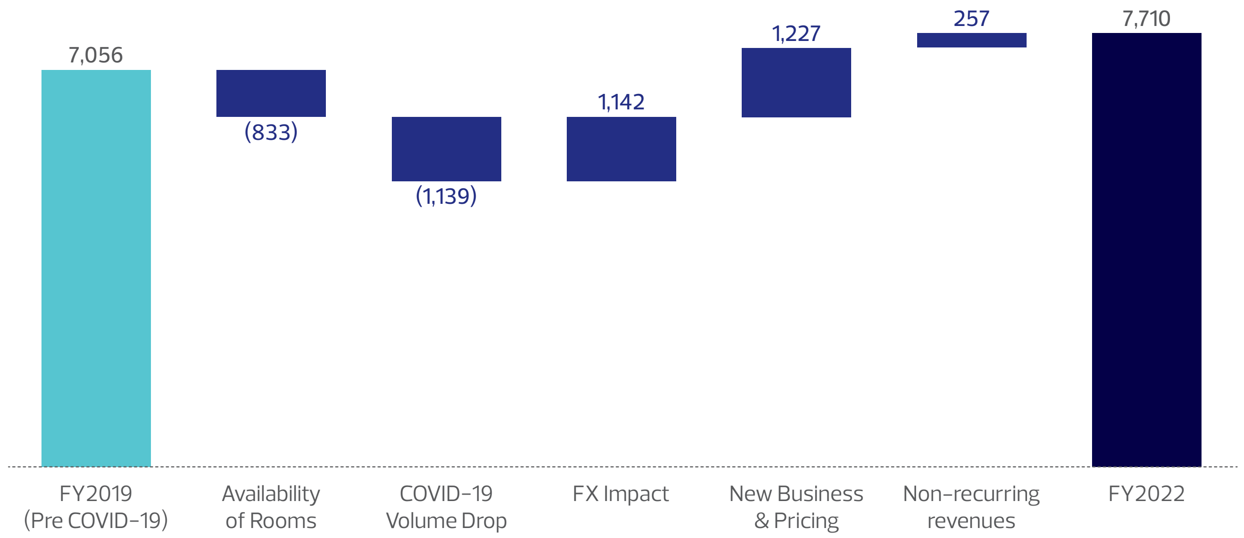
Analysis of Revenues for businesses classified as "Low to Medium Impact"

The revenues achieved by "Low to Medium Impact" sectors achieved a steady growth, with 11% growth delivered versus FY2021 and cumulative growth of 16% compared to FY2019, which represents a CAGR of 5% over the period. This top-line growth has been generated through the three factors below in reasonably even proportions:

- Exchange rates: The MUR has fallen versus major currencies since the onset of COVID-19, which means that businesses generating hard currency revenues such as DTOS, CNOI and the Seafood cluster report higher revenues in MUR upon conversion.
- Inflation: This phenomenon affects the cost of goods and services sourced both locally and abroad. It follows that businesses have to reprice in an attempt to maintain margins whilst remaining competitive. This in turn increases the price to the end customer and, at times, it changes buying behaviour.
- Organic growth: Our businesses are constantly looking for growth both locally and abroad. A number of initiatives have yielded growth across the various clusters.

Analysis of Revenues for businesses classified as "Highly Impacted by COVID-19"

It is clear that the revenue trajectory for sectors "Highly Impacted by COVID-19" has been bumpy from FY2019 to FY2022 for that very reason.



Analysis for how businesses "Highly Impacted by COVID-19" have evolved between FY2019 and FY2022 highlights the following:

Availability of rooms – LUX* seized the opportunity whilst borders were closed to revamp the portfolio of hotels. LIR sold one of the hotels in Reunion Island and closed Merville down to rebuild its new flagship hotel LUX* Grand Baie. The latter opened in the second quarter of the financial year despite the Omicron crisis in December 2021.

Volume Drop – this represents mainly the adverse impact of having had borders closed in Mauritius till October 2021. The Maldives and Reunion were not as severely affected as they had almost fully re-opened for business last year.

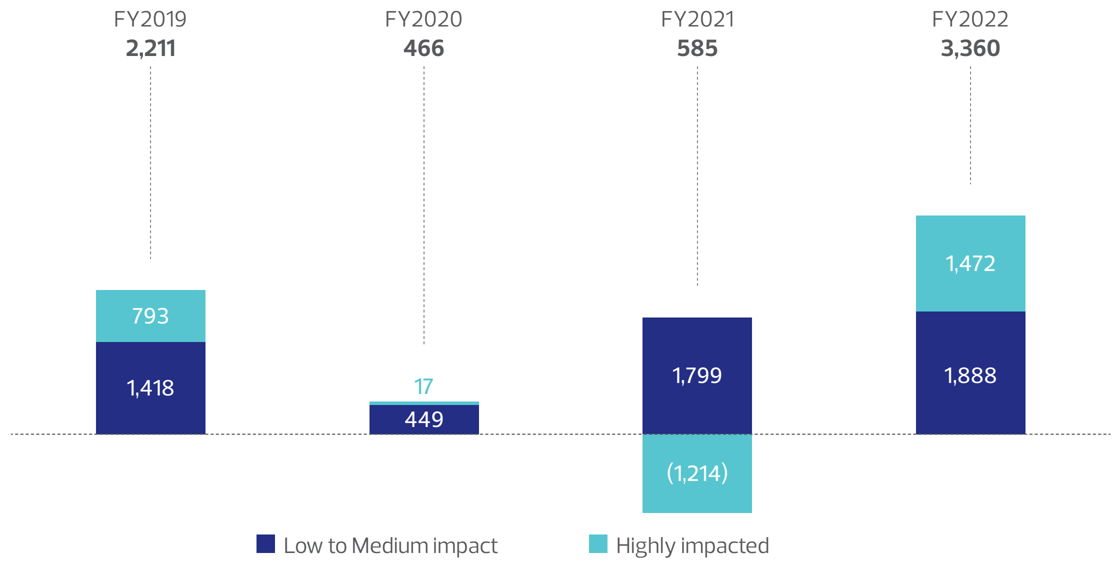
FX Impact – LUX* generates a significant share of its revenue in hard currencies, mainly USD, EUR and GBP. For the purposes of the analysis above, we have estimated the effect of MUR conversion rates for the relative share of revenue from each currency.

New Business and Pricing – represents the effect of optimising occupancy and pricing implementation since FY2019, catering to demand and also includes the impact of relaunching LUX* Grand Baie as a premium 5* resort.

Operating Profit

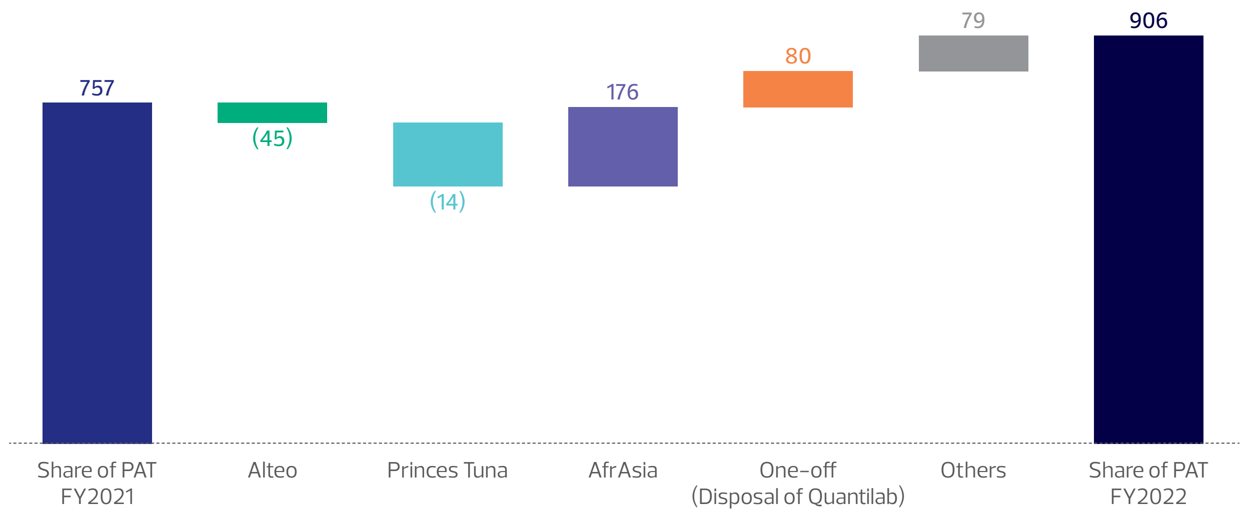
The group's operating profit for FY2022 has increased by nearly 6 times compared to last year and is higher than FY2019 (pre-COVID) by 52%.

For "Low to Medium Impact" companies operating profit is up 5% versus last year and 33% compared to FY2019, implying an average annual growth trend of 10%.



For businesses "Highly Impacted by COVID-19", the recovery post COVID-19 has yielded profits of nearly Rs 1.5 billion in FY2022, exceeding those of FY2019 by 86%, equivalent to an annual growth rate of 23%. This increase can be attributable to increased pricing of hotels, the launch of LUX* Grand Baie, exchange differences on revenues from the hotel sector and two major non-recurring items this year, namely revenues from the sale of villas at LUX* Grand Baie and a compensation for the cancellation of a management contract following a change in ownership of a hotel under TLC management, offset by the impact of closed borders for part of the current year due to COVID-19 and subsequently Omicron and the availability of rooms as shown on the previous chart.

Share of results of Associates and Joint Ventures



The performance of the group's associates was mixed compared to last year. Alteo and PTM have had lower share of profits reported, whilst AfrAsia's performance has improved as reported in the cluster performance section of this report.

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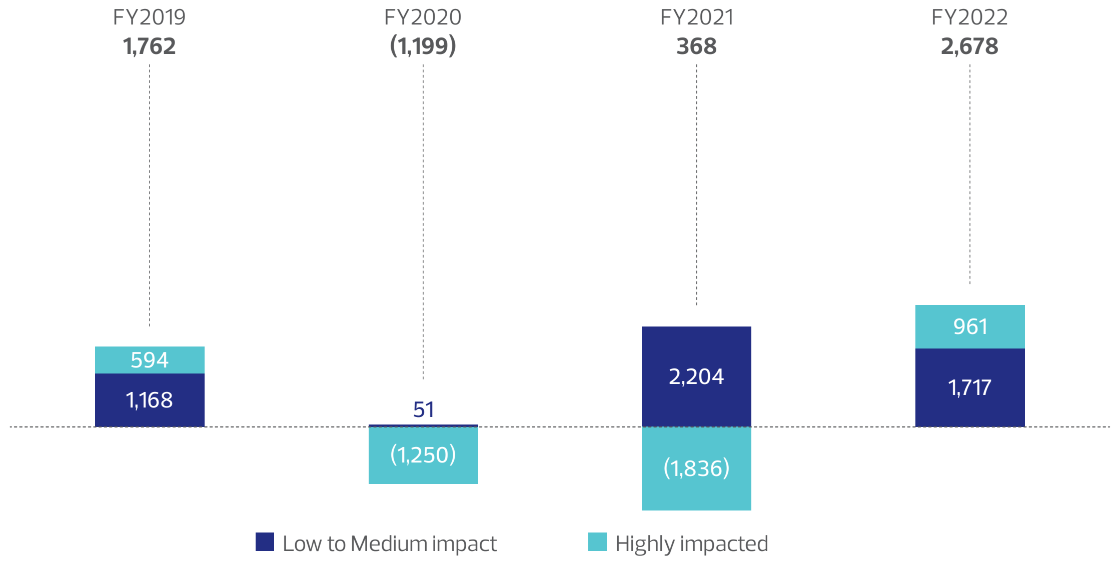
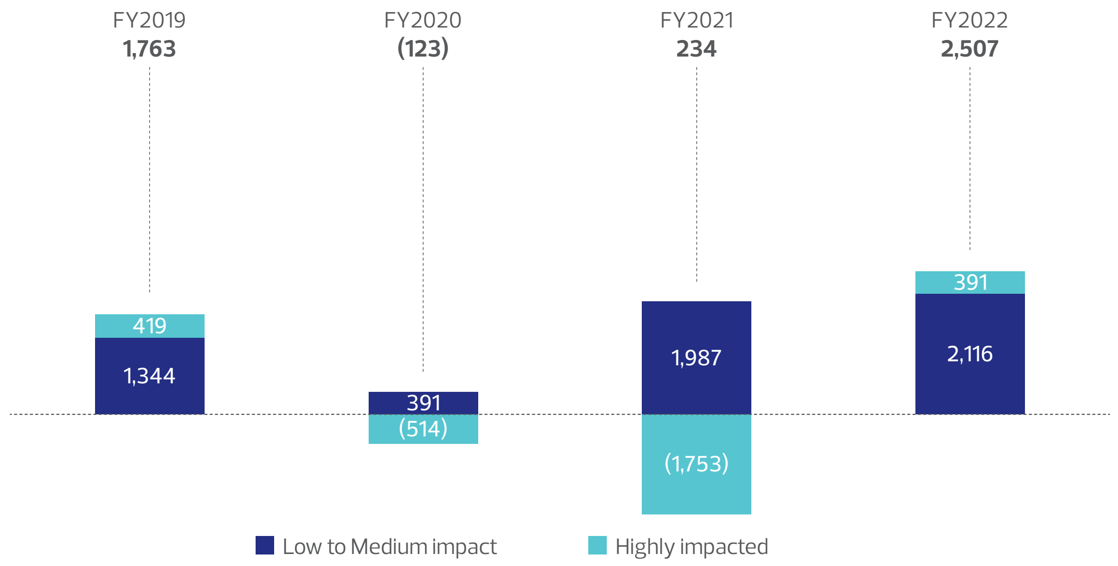
Profit before tax (PBT)



Whilst as expected, the performance of businesses "Highly Impacted by COVID-19" has improved year on year, as well as when compared to FY2019, the overall PBT of businesses classified as "Low to Medium Impact" has dropped compared to last year.

The main reason for this drop is the fact that the group has impaired the value of our associates in the balance sheet relating to PTM and MDM due lower performance than previous years, written down the value of goodwill relating to an acquisition by UBP and an impairment in the value of two assets held in LIR, namely in Mauritius and Reunion.

Underlying Profit



Underlying profit - defined as PBT excluding Other Gains and Losses and non-recurring items – was 11 times that of FY2021 and 42% above FY2019 (pre-COVID). This represents a Cumulative Annual Growth Rate (CAGR) of 12%.

For Low to Medium impacted businesses, underlying profit for FY2022 was 6% above that of FY2021 and 57% above that of FY2019 which represents a CAGR of 16%. This reflects the outcome of operational efficiency measures in the last few years.

For Highly impacted businesses, underlying profitability was back into positive zone but slightly lower than FY2019 mainly due to the hotel and border closures during the year and increase in operating and other costs.

CLUSTER PERFORMANCE:

Agro and Energy: Alteo's underlying profitability improved during the year on the back of better results for the sugar cluster in Kenya, Tanzania and Mauritius, and a higher contribution from the property segment in Mauritius through the sale of serviced plots. The spin-off of Alteo's overseas operations in Kenya and Tanzania into Miwa Sugar has been initiated. Miwa Sugar, which will be an associate to IBL Ltd, will continue to develop its regional footprint mainly in East Africa, while Alteo remains focused on the local cane activities, coupled with property development in Mauritius.

Building and Engineering: The segment's results fell this year. Manser Saxon, the contracting business, suffered from delays on construction sites in the early part of the financial year due to a resurgence of COVID cases in Mauritius at the time. UBP's year on year performance dropped due to rising costs of raw materials in the period under review but also due to the fact that in FY2021 the company benefitted from a backlog of projects which were delayed when COVID first emerged in FY2020. Activities at the shipyard, CNOI, ramped up significantly during the year with its increased capacity after investments in the shipyard.

Commercial and Distribution: Winners' strong performance drives cluster results. The supermarket chain successfully completed its rebranding and launched the Victoria Urban Terminal outlet. BrandActiv posted stable results despite pressure on margins resulting from increased import costs. HealthActiv recorded good top line growth, which translated into higher operating profits. PhoenixBev's sales volumes increased in both Mauritius and Reunion, but overall profits were adversely impacted by non-recurring expenses relating to M&A activities during the year.

Financial Services: The removal of Mauritius from the EU's blacklist benefitted the sector. The performance of DTOS was positively impacted by FX rates and lower debtor provisioning. Eagle Insurance encountered a lower claims ratio from the health segment in particular and recorded higher underwriting profits. Ellgeo-Re, the reinsurance broker, was consolidated as a subsidiary as from the current financial year and posted strong results. AfrAsia Bank recorded a strong performance after being impacted by significant Expected Credit Losses during COVID.

Hospitality and Services: This segment was the most highly impacted by the pandemic. Last year, borders were closed to foreign tourists. They were re-opened in October 2021 only to be temporarily closed again due to the Omicron crisis in the peak season of the year in December 2021. Nonetheless, LUX* delivered robust results despite not operating for the full year locally. Occupancy for Mauritius averaged 60% for the year but reached pre-COVID levels in Reunion and the Maldives. LUX* Grand Baie opened during the year and is a success. Results for the hospitality sector benefitted from non-recurring sale of villas at LUX* Grand Baie and a compensation for the cancellation of a contract in the Maldives following a change in ownership of a hotel under TLC Management. Post year end, a fire broke out at LUX* Belle Mare which will impact results for the cluster in the forthcoming year.

Life and Technologies: CIDP recorded better results thanks to its Romanian subsidiary and cost saving initiatives. The group disposed of Quantilab Ltd in order to invest in new ventures.

Logistics: The aviation sub-segment, also highly impacted by the pandemic, witnessed a recovery year and curbed its losses. All activities are continuously ramping up. Somatrans handled higher freight volumes at better prices whilst managing costs efficiently. Logidis' warehousing occupancy improved but performance was adversely impacted by higher overheads resulting from a volatile international environment. The shipping segment was affected by rising administrative expenses and profitability fell slightly compared to last year.

Property: Bloomage maintained high occupancy levels. BlueLife's main segments benefitted from the re-opening of borders with real estate buyers and tourists resuming visits to Mauritius. Hotel occupancy has improved and revenues from the sale of serviced plots at Azuri increased in the vein of the opening of the Nine golf course. BlueLife has obtained its Smart city certificate for Azuri and aims to complete several projects in the vicinity in the coming financial year.

Seafood: Whilst Marine Biotechnology Products processed lower volumes, results are at par with last year with improved margins. MBPCI in Ivory Coast recorded better results through increased volumes, enhanced margins and lower overheads. Cervonic posted better results thanks to higher yields. Princes Tuna, our main associate in this sector, was impacted by factory closures caused by the COVID outbreak at the start of the financial year and economic uncertainties in its main market, namely UK.

CFO'S REPORT

GROUP STATEMENT OF FINANCIAL POSITION

	THE GROUP	
	Audited	
	As at 30.06.2022	As at 30.06.21
		Restated
Assets	**Rs000**	Rs000
Property, plant and equipment	**30,163,221**	29,224,107
Investment properties	**3,356,188**	3,267,618
Intangible assets	**2,477,409**	2,456,225
Investments	**11,322,367**	11,273,701
Deferred tax assets	**287,942**	446,649
Right of use assets	**4,916,237**	4,829,342
Other assets	**88,961**	176,661
Non-current assets	**52,612,325**	51,674,303
Current assets	**22,663,088**	18,312,240
Assets classified as held for sale	**828,556**	838,519
Total Assets	**76,103,969**	70,825,062
Equity and Liabilities		
Equity attributable to owners of the parent	**15,943,453**	15,041,245
Other components of equity	**1,465,283**	749,083
Non-controlling interests	**12,180,393**	11,672,133
Total equity	**29,589,129**	27,462,461
Non-current liabilities	**25,866,149**	27,096,721
Current Liabilities	**20,194,110**	15,892,681
Liabilities associated with assets classified as held for sale	**454,581**	373,199
Total Equity and Liabilities	**76,103,969**	70,825,062

Total assets increased by over Rs 5.2 billion. Main increases relate to current assets from the Commercial & Distribution, Hospitality, and Building & Engineering clusters. Total equity increased mainly due to profits for the year. Rs 2 billion of long term debt is reported as due within 1 year of the balance sheet date, explaining the movement between non-current to current liabilities.

COMPANY PERFORMANCE FOR FY2022

Summary of the published results of the Company

	THE COMPANY	
	Audited	
	Year Ended 30.06.2022	Year Ended 30.06.2021
	Rs000	Rs000
Revenue	**5,445,467**	4,767,958
Dividend income	**825,709**	725,400
Total Revenue	**6,271,176**	5,493,358
Cost of sales	**(4,320,857)**	(3,779,105)
Gross Profit	**1,950,319**	1,714,253
Other income	**185,015**	204,711
Administrative expenses	**(1,518,400)**	(1,486,310)
Expected credit losses	**71,477**	(54,152)
Profit from operations	**688,411**	378,502
Other gains and losses	**-**	11,711
Net finance costs	**(432,289)**	(347,158)
Profit before taxation	**256,122**	43,055
Taxation	**(11,811)**	(31,975)
Profit for the year	**244,311**	11,080

Profit for the year for the Company increased by Rs 233 million mainly due to Rs 136 million from operational margins and an increase in dividends income by Rs 100 million.

The Company incurred higher costs due to a combination of inflation as well as costs relating to investment projects. The Company invested in Naivas, the largest retail chain of stores in Kenya, after the year end.

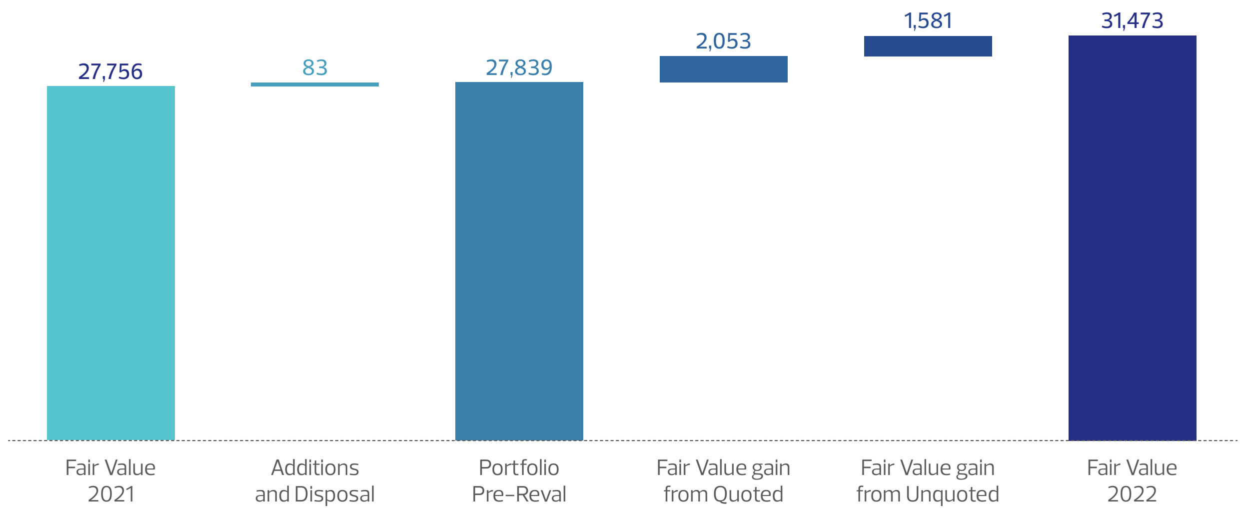
Expected credit losses were increased during FY2020 and FY2021 due to the heightened risks projected in those years associated with COVID-19. As we emerge out the pandemic, we have noted that we had been more prudent and have not incurred the losses we anticipated. We have therefore reversed some of the provisions we had made.

Net finance costs have increased in part due to interest rate hikes but also due to increase in borrowing. We have noted increases in interest rates after the year end, which will have an impact on the forthcoming year.

CFO'S REPORT

Company investment portfolio: Movement year on year (excluding other financial assets)

Figures in Rs millions



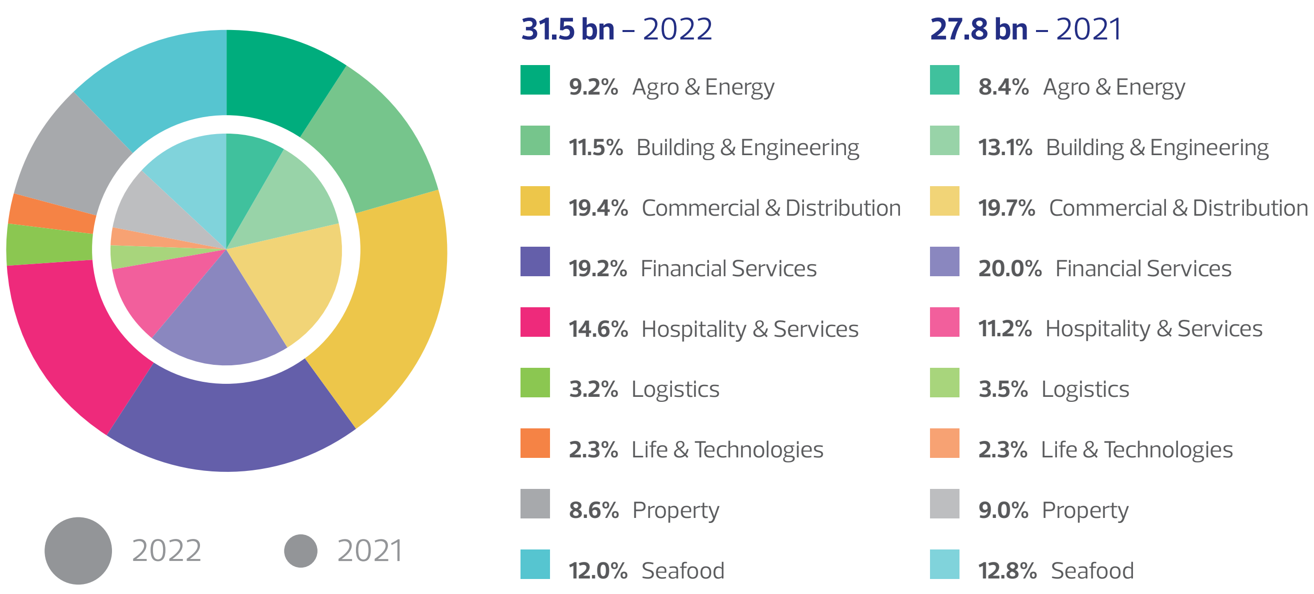
Overall, IBL's investments increased by 13% from Rs 27.8 billion last year to Rs 31.5 billion in June 2022.

The portfolio of non-listed businesses increased in value by 8% versus our listed portfolio which increased by 27% (table below). Highly impacted companies in the listed portfolio – LIR and BlueLife – saw their values increase by 49% after borders were re-opened, whereas other listed businesses overall yielded a fair value gain of 13%.

Figures in Rs millions

Movement in Value for Listed Investments	No of shares held (at June 2021)	Share price Jun-21 (Rs)	Share price Jun-22 (Rs)	Fair value 2021 (Rs M)	Additions (Rs M)	Total prior to revaluation (Rs M)	Fair value 2022 (Rs M)	Gain/ (Drop) in Portfolio (Rs M)	% Gain/ (loss) on quoted
LUX* (LIR)	77,425,389	33.00	51.25	2,555	-	2,555	3,968	1,413	55%
BlueLife	663,067,517	0.69	0.80	458	-	458	531	73	16%
Highly impacted companies				3,013	-	3,013	4,499	1,486	49%
Alteo	88,033,272	25.80	31.80	2,271	-	2,271	2,799	528	23%
UBP	8,785,100	144.75	139.00	1,272	-	1,272	1,221	(51)	(4%)
PICL	1,488,130	383.25	400.00	570	-	570	595	25	4%
PhoenixBev	527,659	600.00	600.00	317	-	317	317	0	0%
The Bee Equity	3,083,292	27.60	48.50	85	-	85	150	65	76%
Low to medium impact				4,515	-	4,515	5,082	567	13%
Total				**7,527**	**-**	**7,528**	**9,581**	**2,053**	**27%**

The movements above resulted in the following changes to the mix of IBL's overall portfolio:



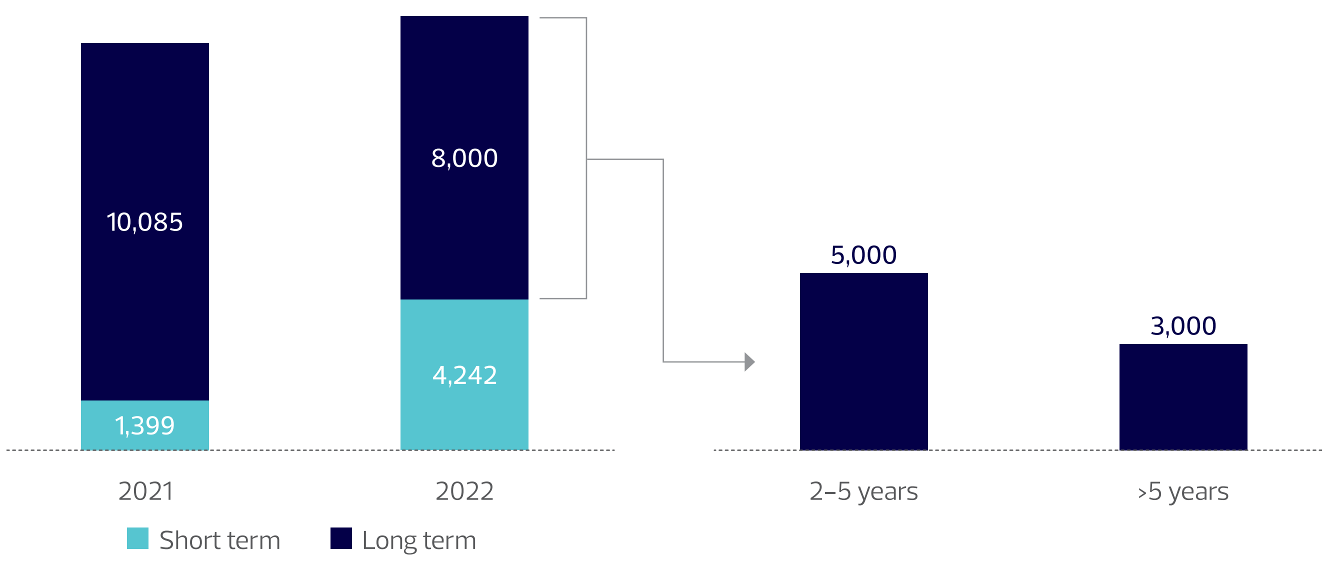
Borrowings

The Company issued Rs 3 billion of bonds in FY2021 mainly to refinance short-term debt to longer terms. As at 30 June 2022, the Company had Rs 2 billion of long term debt maturing within 1 year. At the time of writing, some of these have already been repaid.

The group's maturity profile as of 30 June 2022 is as follows.

Borrowing profile

Maturity Profile of Long-Term loans



CFO'S REPORT

Company shareholder information

Figures in Rs

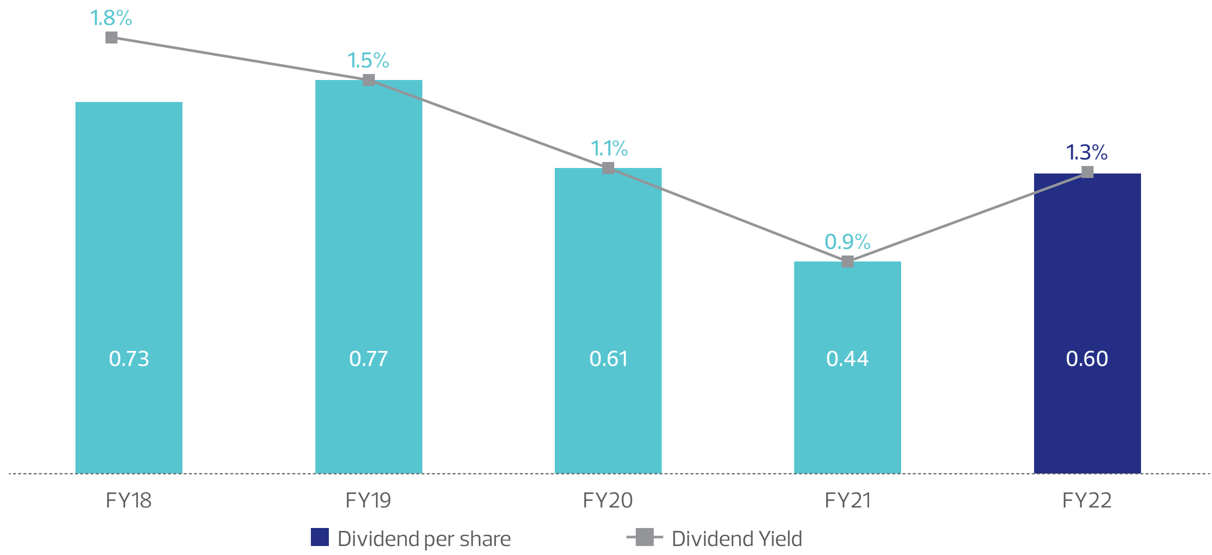
Share price evolution

Price	No of Shares	Capitalisation
52.00 30 JUNE 2022	**680,224,040**	**35.4bn**

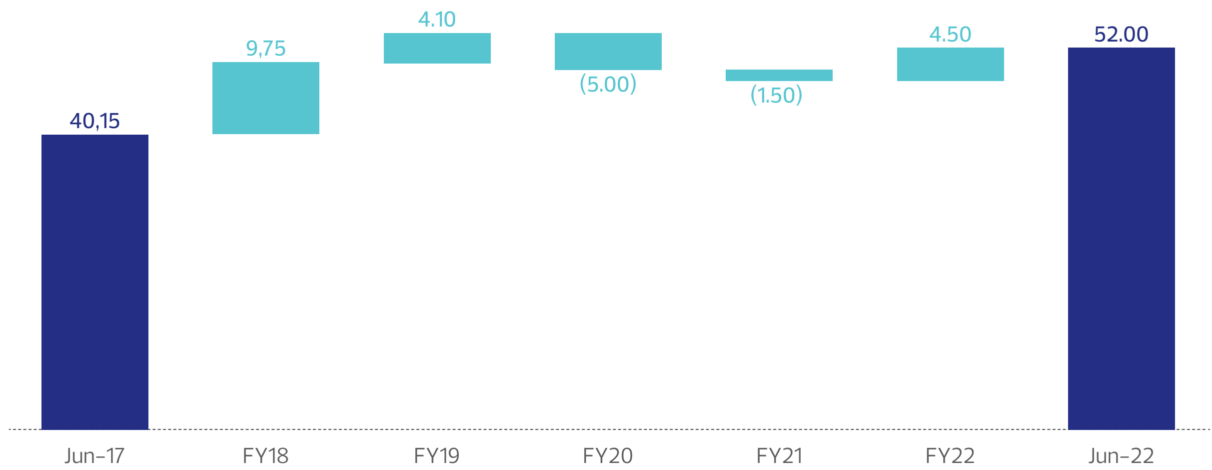
Financial Year 2022 Volume Traded Information			
	Highest Volume Traded on any day **799,801**	Total Shares Traded In FY2022 **7,913,038**	
	Average Daily Volume Traded **31,779**	Lowest **46.50**	Highest **57.00**

	FY2022	
Return to Shareholders:	**Rs**	**%**
Capital Appreciation	4.50	9.48%
Dividend Received	0.6	1.26%
Holding Period Return	**5.1**	**10.74%**

Return from Dividends



Return from Share Price



	Since Listing (14 July 16 to 30 Jun 22)	5 Yrs (01 July 17 to 30 Jun 22)	3 Yrs (01 July 19 to 30 Jun 22)	1 Yr (01 July 21 to 30 Jun 22)
Cummulative	108.4%	37.36%	(0.65)%	10.74%
Annualised	13.02%	6.55%	(0.22)%	

Investment x2 for shareholders holding shares since amalgamation

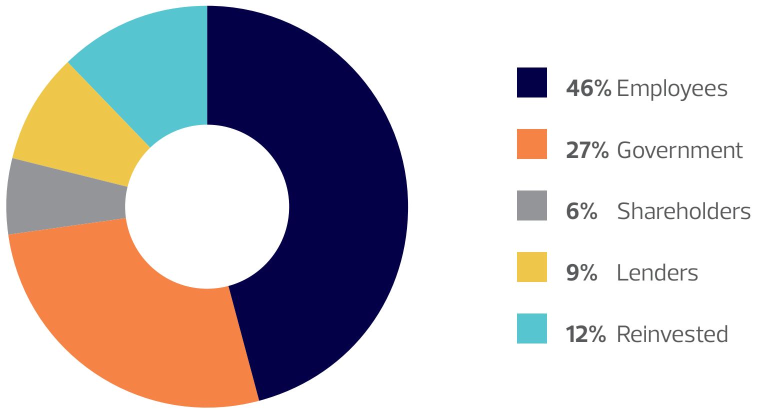
CFO'S REPORT

Value added statement — Group

	FY2022	FY2021
		Restated
Value Created through:		
Revenues	**44,977,148**	35,796,136
Other Income	**1,313,439**	1,251,952
Cost of sales and Operating Expenses	**(32,060,346)**	(26,344,894)
Amortisation and Depreciation	**(2,435,940)**	(2,284,488)
Share of results of Associates and Joint Ventures	**905,556**	757,029
Profit/(Loss) for the year from discontinued operations	**23,123**	(131,301)
Other gains and losses and impairments	**(404,377)**	133,719
	12,318,603	9,178,153
Other comprehensive income	**392,407**	1,906,046
Total Value Created	**12,711,010**	11,084,199
Value distributed to:		
Employees: as remuneration and pension	**5,785,540**	5,372,516
Government: as taxes and duties	**3,385,176**	2,600,121
Shareholders: as dividends	**786,066**	637,074
Lenders: as finance costs less interest income	**1,183,070**	1,108,104
Reinvested or revalued within the group	**1,571,158**	1,366,384
Total value distributed	**12,711,010**	11,084,199

Value distribution

Share (%) of value distributed



Total value created has increased by 15%, driven mainly by the increase in profitability for the group. Better financial performance for FY2022 also results into higher value distributed to Government through taxes and duties.

Overall outlook

Mauritius deployed its vaccination campaign in the second half of FY2021. Take up increased rapidly in FY2021 and accelerated in FY2022 so much so that a large part of the population is now vaccinated.

Overall life and productivity have gone back to normal pre-COVID times, except that we are seeing a lot more "work from home" now that it is seen as somewhat normal. People are travelling more freely and tourist arrivals at all our resort destinations have increased significantly once borders re-opened after Omicron.

Our results for FY2022 testify to our resilience and will serve as a launchpad for medium term.

We anticipate some challenges in respect of demand from some of our markets due to rising costs and interest rates. In July 2022, IBL acquired a significant stake in Naivas, a major retail chain in Kenya. We are confident this business will be a significant contributor to our results in the future and that it will reinforce the group and validate our strategic ambitions.

The group continues to work on numerous growth opportunities. IBL will continue to rigorously evaluate and test these opportunities to ensure that any investments generate the planned returns in a short time.

DIPAK CHUMMUN
Group Chief Finance Officer

AGRO & ENERGY

Performance overview

The cluster saw increased revenues across all three segments. Alteo went full steam ahead into its diversification into sugar by-products, organic vegetables and livestock-rearing, while also developing a clear strategy to valorise its land bank on the East Coast. IBL Energy, for its part, made major strides in expanding into Africa, while helping IBL companies transition to alternative sources of renewable energy. In December 2021, it introduced the world's first fully autonomous high-altitude wind energy system in Mauritius, intended to generate green energy for the national power grid.

Share of results of Associates

Rs **275**m

FY2021: Rs 320m

Sustainability initiatives/projects

- Alteo is committed to transitioning to 100% renewables, having adopted a zero-coal policy on all new projects in line with the National Energy Strategy.
- IBL Energy continues to explore business models and solutions that will revolutionise energy production. Several major projects are underway within IBL's businesses: the construction of a biogas plant, set to reduce the seafood processing plant's carbon emissions by 80%; waste-to-value projects; and more recently, the world's first commercial high-altitude wind power project.

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Sugar (through Alteo) · The sugar segment was a major contributor to the cluster's profitability. Locally, Mauritian operations benefited from improved sugar prices on the world markets (driving sales prices up from Rs 13,000 to Rs 16,765 per tonne for the 2021 crop), remuneration for bagasse (Rs 3,300), and a higher mix of special sugars that reached 77,000kT, far exceeding targets for the year. This commendable performance was achieved despite weeks of unfavourable weather conditions, which affected the extraction rate. · Sugar operations in Kenya and Tanzania both improved: – Kenyan operations returned to profitability as a result of better cane supply and a higher volume of sugar produced, coupled with improved operational efficiency in the factory. – Tanzania saw a boost in performance thanks to higher sugar prices on the domestic market and the devaluation of the Mauritian Rupee, which translated into Rs 4.3bn in revenues (up by Rs 553m). · Progressed well on its diversification strategy, with a focus on sustainable agriculture: – launched its intensive deer farming project and produced 1.2 tonnes of 100% grass-fed deer meat for the local market as at June 2022. – launched production for over 15 different varieties of hydroponic tomatoes, producing 9.7 tonnes in FY2022. Demand for the product has been extremely favourable so far.	In October 2021, the Board of Alteo announced its decision to restructure Alteo Group into two listed companies: Alteo Ltd will manage sugar, property and energy activities in Mauritius, while Miwa Sugar Ltd will bring together activities in Kenya and Tanzania. The restructuring, which is still subject to approval, aims to develop Alteo's diverse land bank on the East Coast and cement its position as a leading property developer locally, while expanding its cane footprint in East Africa. **Sugar** · Favourable sugar prices are expected to be maintained, benefitting local and African operations. · Set up the distillery in Tanzania, a project that was temporarily put on hold due to the pandemic.
Property (through Alteo) · The successful execution of Alteo's property development pipeline accounted for a significant portion of the group's turnover in FY2022. Even though the pandemic set back its ambitions to sell the remaining residential units by a few years, demand for Anahita villas remained strong. Nine serviced land plots and two off-plan villas were successfully sold within Anahita; alongside this, several reservations which were confirmed during the previous financial year were only finalised in December 2021. · Completed the development of the land parcelling projects, Mont Piton 2 and Balnea 2, with 81 and 84 deeds of sale already registered respectively. Following this success, the third phase of both morcellements has been initiated. · Resort and golf operations both improved with the reopening of borders in October 2021, upping resort occupancy at Anahita and considerably increasing green fees.	**Property** · Alteo's pipeline for high-end residences remains promising and Anahita IRS to be fully sold out within the next two years. · Continue diversifying destinations across geographics and market segments. · Resort and golf activities are expected to pursue their growth momentum as inbound travel continues to increase. However, we are closely monitoring the operating context, as mounting inflationary pressures are likely to impact discretionary spending in leisure activities by future travellers. · In September 2021, Alteo announced plans for a new smart city project, Anahita Beau Champ, in line with its ambition to extract maximum value from its non-agricultural land assets. It will be developed into an agri-hood, rooted in the principles of sustainable agriculture and wellness.

AGRO & ENERGY

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Energy (through Alteo and IBL Energy) · Alteo's energy production from bagasse and cane trash dropped by 15%, mainly due to the lower offtake from Alteo Refinery Limited, which stopped its operations in 2020. This resulted in lower total energy exported to the grid. To compensate for this decrease, coal energy production was ramped up to reach a total of 96.4GWh, thus improving revenue but lowering overall profits due to the increase in coal prices. · In line with its vision to explore alternatives to traditional wind power, IBL Energy installed an airborne kite system on the East Coast - the first of its kind in the Southern Hemisphere. This project will aid Mauritius in its vision to target a 40% share of renewables in its electricity mix by 2030. · IBL Energy is also addressing the needs of its Commercial & Industrial (C&I) customers in a differentiated way by exploring solutions beyond photovoltaic installations: energy efficiency, the waste value chain and refrigeration, amongst others. Experts in these fields were recruited to drive the implementation of several projects within IBL's BUs. Among these is Energie des Mascareignes, a waste-to-value plant created as a joint venture between IBL Energy and Green Create, specialist of green energy. The plant is in the final stage of commissioning and once operational, it will help to reduce emissions from the seafood processing plant by 80%. · Following a strategic review with McKinsey, IBL Energy's Board was strengthened with members having industry-specific expertise and country knowledge to facilitate its expansion into East Africa. Partnerships are being developed to deliver on IBL's Beyond Borders strategy.	**Energy** · Alteo has adopted a zero-coal policy for all its upcoming projects and aims to continue bidding for green energy projects. · IBL Energy aims to get all projects within IBL's BUs off the ground. It will also pursue its diversification into various energy sources, including waste-to-value initiatives, refrigeration, hydropower and immobility. · Potential acquisitions are being considered in East Africa to deliver on the Beyond Borders strategy.

Link to IBL Group risks

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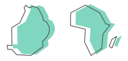
Link to IBL Group strategy



BUILDING & ENGINEERING

Performance overview

The cluster's improved profitability can be attributed to the noteworthy performances of CNOI and UBP, which both benefitted from a strong backlog of projects delayed by the pandemic. CNOI's ship-repair and shipbuilding activities picked up well, and it acquired the world's largest mobile boat hoist, cementing its position as a leading player in its industry. Despite increased finance and production costs, UBP consolidated Premix as a subsidiary, and announced a major acquisition in Reunion Island with the potential to significantly enhance its production capacity in the coming years. Manser Saxon, for its part, was directly impacted by higher operating costs and a subdued hospitality industry.

Key figures

Revenue

Rs **7,680**m

FY2021: Rs 7,020m

Operating profit

Rs **419**m

FY2021: Rs 581m

Sustainability initiatives/projects

- CNOI identified its biggest polluting sources and implemented measures to offset the negative impacts: set up a decanting system to collect paint chips and hull coatings, preventing them from landing in the ocean; it also invested in a wastewater treatment plant which filters out oily wastes, making it possible to reuse the treated water or discharge it safely into the ocean.
- UBP continuously improves its energy efficiency. During the year, it set up a Measurement and Verification protocol that will provide them with a framework to report on project energy savings transparently, reliably and consistently. Campaigns were also launched for two products: the Megablock, which can be reused unlimited times, in unlimited combinations; and the Big Bag, launched in 2022, which can be recycled at any Espace Maison outlet or reused for the fabrication of big bags to promote circularity.

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Engineering and contracting (through Manser Saxon) · Manser Saxon was impacted by the consequences of the pandemic: its pipeline of projects was delayed due to the 2021 lockdown; its biggest market, the hospitality segment, continued to limit spending in construction/renovation projects; and the combination of Forex losses and high freight costs severely affected its profitability. · Following the reopening of borders in October 2021, activities in the hospitality sector picked up and construction resumed for delayed projects: Energie des Mascareignes' methane plant in Riche Terre, set for completion in August 2022; the largest mall in the region, Tribeca, scheduled for opening in December 2022; Telfair Towers for ENL Properties scheduled for completion in Q4 2023. · The Manser Saxon Training Academy was strengthened with a new Training Manager, and additional courses were added, offering up to 3,000 hours of training. Alongside this, the Employee Assistance Programme was reinstated to support employees through their professional and personal challenges. The ENPS score for the year stood at 20, demonstrating high levels of employee engagement. · Restructured the Interiors division, returning the segment to profitability during the year under review.	**Engineering and contracting** · Build on the new structure of the Interiors division. · Recruit a Head of Business Development and Strategy to lead the diversification of the company. · Complete and deliver on projects in the pipeline: Energie Des Mascareignes methane plant, the renovation of LUX* Belle Mare, Tribeca Mall and the conversion of an existing building into dormitories to offer higher standards of living to expatriate workers. · Continue diversifying activities to reduce dependence on one segment. · At the time of writing, prices have stabilised and Manser Saxon has secured close to 95% of its targeted budget for FY 2023. Provided there are no further delays in projects, the business is expecting to return to profitability.
Shipyard (through CNOI) · CNOI had an exceptional year, with activities picking up even before the full reopening of borders on account of competing destinations in the region being closed, and vessels/customers opting for Mauritius as a result. · Having enlarged its site to accommodate a larger number of vessels, CNOI was well positioned to deliver on major projects: – carried out more repairs and maintenance on higher value-added vessels, especially for Spanish tuna purse seiners; – completed and delivered the construction of a double-ended ship (amphidrome), Le Malani, for Guyana despite operating in a Covid-dominated environment; – acquired the world's largest mobile boat hoist in November 2021. With a capacity of 1,500 tonnes, the lifting tool allows up to five ships to be dry-docked at the same time. This world-first event is expected to help CNOI capture new markets for careering and shipbuilding, and place it on the map as a world-leading player. · Won five major shipbuilding contracts: two amphidromes (Mayotte), one 50 metre long pontoon (Mayotte) and two skiffs (CFTO).	**Shipyard** · CNOI expects to pursue its growth trajectory in the coming year, driven by: – a promising outlook for the mobile boat hoist, with a recurring three-month visibility on planning; – a positive outlook for dry-dock, with the book order almost full for the next 30 months at the time of writing; – the construction of two double-ended ships for Mayotte; – a renewed commitment to training its human capital and ensuring employees have the skills to master their trades and deliver on the pipeline of projects. Training will be carried out by partnering with technical schools. – Step up efforts to create a work environment that attracts and retains female talent.

BUILDING & ENGINEERING

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Construction and building materials (through UBP) · Despite facing delays in construction projects, coupled with the impact of inflation and the rising cost of materials, UBP had an eventful year and delivered on several strategic objectives: – Increased stakes in Premix to 100% and in Drymix from 54.6% to 71.8%. These measures form part of UBP's strategy to increase synergies between its businesses and move towards vertical integration. To this end, the sales teams at UBP, Drymix and Premix were brought together to explore cross-selling opportunities, and a new Customer Care Centre was set up to deliver a consistent customer experience across all three companies. – In July 2022, UBP signed an Exclusive Agreement to acquire several companies in Reunion Island. The acquisition, which is still subject to approval, will enable UBP to double its production capacity in the Indian Ocean, while also aligning with IBL's Beyond Borders strategy. – Espace Maison navigated the crisis commendably and recorded a 160% increase in profits over the previous year. This excellent performance was driven by the effective management of stock, the extension and redesign of the Tamarin and Forbach outlets, and improvements in its e-commerce site and mobile app. – All teams undertook Service Excellence training by Ron Kauffman to align the group around common service standards. – Major marketing and communication plans were deployed to enhance the visibility of Drymix and Premix, and strengthen their B2C and B2B brand positioning.	**Construction and building materials** · Focus on core business by strengthening the combined value propositions of UBP, Drymix and Premix, and ensure the Customer Care Centre delivers consistent service excellence across all three businesses. · Make further improvement to Espace Maison's e-commerce website and launch the dedicated mobile app for freelance building & construction professionals. · Progress towards carbon neutrality by encouraging decarbonisation along the entire value chain. · Pursue R&D and innovation to improve existing products and introduce new ones. · Return Gros Cailloux to profitability by focusing on the Leisure & Restaurant segment and continuing to expand vegetable-growing activities.

Link to IBL Group risks
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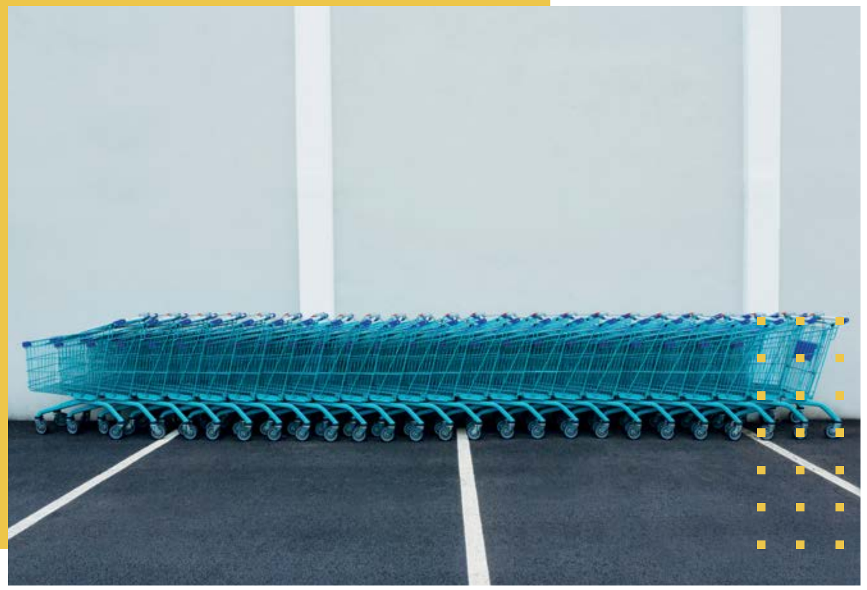
Link to IBL Group strategy

COMMERCIAL & DISTRIBUTION



Performance overview

Winners largely contributed to the improved performance in this cluster. It implemented effective cost control measures and unveiled a new identity as a sustainable supermarket chain. The commercial engineering segment also generated profits across all its businesses during the year. Wholesale and distribution companies saw a reduced turnover due to higher import costs, but made strides in diversifying their portfolio of products and positioning themselves for future growth, both locally and regionally. PBL generated higher revenues and its profitability remained resilient. It also introduced a range of new innovative craft beer, Manawa, to its portfolio.

Key figures

Revenue

Rs **27,637**m

FY2021: Rs 24,414m

Operating profit

Rs **1,329**m

FY2021: Rs 1,184m

Sustainability initiatives/projects

- HealthActiv and MedActiv have eliminated the use of plastic for client orders and deliveries, and work closely with the Ministry of Environment to safely dispose of and destroy pharmaceutical products. Healthcare and wellness have also stood out as imperatives for more resilient societies.
- Winners has adopted a new green logo and a promise – 'We are all Winners' – which underscores its renewed commitment to placing sustainability, proximity and inclusiveness at the heart of its strategy. Its new outlet at Victoria Urban Terminal is equipped with energy-saving devices, which will be rolled out to all other outlets. Local farmers and suppliers are valorised on a platform named 'Nu Pei Nu Valer'.
- Intergraph is working on an off-grid system for autonomous solar power for its building and part of its fleet of vehicles.
- PBL carried out several initiatives: PhoenixEarth was launched in December 2021; Solar panels were installed at the Limonaderie, with renewable energy from the solar system powering the coolers at the facility, thus reducing energy consumed from fossil fuels; a new rainwater recovery system was installed at their Nouvelle-France site to reuse rainwater for internal use, reducing consumption from groundwater sources; and two PhoenixEarth-branded electric vehicles were purchased to test the feasibility of moving away from diesel and petrol-powered delivery vehicles. If successful, PBL will consider shifting to a clean energy fleet powered by solar energy.

Performance highlights in 2021-22

Wholesale and distribution (through HealthActiv, BrandActiv and MedActiv)

- BrandActiv delivered strong growth, despite contending with disruptions in its supply chain, higher import costs and a maximum mark-up mandated on certain product categories, putting pressure on margins. In response, it proactively adapted its strategy on non-essential product categories (Personal & Home care) to address customer needs, while continuing to diversify its portfolio. During the year, it secured new brands, entered the dairy segment and extended its product categories in well-performing Food & Beverage brands. It also increased its collaboration with local brands, leading to an 18% increase in its share of local products.
- A big highlight was the soft launch of KazActiv, a small-format brand store which aims to showcase BrandActiv's key brands under one roof to increase its proximity with end consumers and build brand loyalty.
- HealthActiv was impacted by the depreciation of the Mauritian Rupee and higher freight costs. However, with preventative healthcare growing in importance since 2020, it saw major opportunities for growth. HealthActiv is in the final stages of finalising a partnership in East Africa for the distribution of pharmaceuticals. In parallel, it advanced on the development of its retail network, renovating its existing pharmacies with a more contemporary look and opening a new branch at Victoria Urban Terminal.
- Secured new international brands to strengthen its Wellness and Beauty value proposition.

Retail (through Winners)

Winners demonstrated great resilience during this challenging year, in spite of a drop in volume in its outlets located in touristic areas due to the closure of borders.

- Inaugurated the Victoria Station outlet in April 2022, revealing a new brand identity that reflects Winners' commitment to social and environmental sustainability. The pilot store, which covers 1,584m2 and features energy-saving systems and a greater variety of fresh produce, will serve as a model for the other 24 outlets. The response so far has been extremely positive and has enabled Winners to tap into new customer segments.
- With inflation eroding consumers' purchasing power, Winners is dedicated to living up to its promise of offering Mauritians the best value for money. It widened its range of affordable products from 450 references to 1,000 references, enabling consumers to continue purchasing the products they enjoy at 15% cheaper than their branded counterparts.
- Progressed on the new Tribeca Mall outlet, putting all the means necessary to launch by the end of 2022.
- Pursued the roll out of its ERP system across 20 additional outlets, standardising processes across the business and driving operational efficiency. A governance structure was set up to ensure effective change management among employees.

Outlook and priorities for 2022-23

Wholesale and distribution

All businesses in this segment are expecting costs to increase due to inflation and are reviewing the management of their supply chain to address potential disruptions.

- BrandActiv aims to increase the share of local brands within its portfolio of products, and address food insecurity in view of rising inflation. Building on its first inroad within the Indian Ocean Islands, it is seeking to consolidate its presence in those markets through new partnerships, and also penetrate the Kenyan market.
- Carry out digitalisation initiatives to increase proximity with consumers and customers, which will also increase brand exposure, build brand loyalty, and improve service levels and the customer experience.
- In keeping with the annual review and adjustment of its strategic plan, HealthActiv is evolving its strategy to focus on:
  - pharmaceuticals: optimise operational efficiency, leverage vertical integration and improve logistics capabilities;
  - healthcare technologies: consolidate relationship with suppliers, build technical capabilities and bring the latest technologies to market;
  - retail: roll out new MedActiv pharmacies in line with the new modern positioning, optimise operational efficiency and implement category management to improve ROI;
  - accelerate regional and international expansion: develop portfolio in Madagascar, Seychelles and Comoros, while improving distribution network in the Indian Ocean.

Retail

- Complete the renovation of the Curepipe outlet by May 2023.
- Open Tribeca by the end of 2022.
- Help consumers mitigate rising inflation by continuing to standardise processes to drive operational efficiency.

COMMERCIAL & DISTRIBUTION

Performance highlights in 2021–22	Outlook and priorities for 2022–23
Commercial engineering (through Blychem, Scomat, ServEquip and CMH) All four businesses in this segment generated profits during the year, which was complemented by them being classified as essential service providers during the lockdowns, as well as the resumption of business activity in Mauritius. · CMH captured market share in new segments, such as electrical cabling, which contributed over 10% of turnover for the year. · With increased demand from the agricultural sector, Blychem's agricultural department performed better than expected. In line with the group strategy, Blychem and CMH are exploring eventual options to take their first steps into Kenya.	**Commercial engineering** · Maintain growth momentum. · Drive change towards service excellence and enhance learning and development for employees. · Continue efforts to be the supplier of choice in the various industries that we service.
Beverages (through Phoenix Beverages) Although PBL was impacted by the significant rise in the cost of raw and packaging materials, logistics and exchange rate fluctuations, it managed to grow its turnover by 14.6% over the previous year and still deliver profits. These positive results were driven by several initiatives: · Sales volumes in Mauritius and Reunion grew by 6.2% and 2.5% respectively; · Launch of a new craft beer under the brand 'Manawa'. This forms part of PBL's ongoing commitment to innovating, deepening its know-how and diversifying its portfolio.	**Beverages** · With demand for beverages showing promising signs, PBL will continue its quest to further grow its portfolio and diversify its geographical footprint by exploring international expansion opportunities.
Industrial supply (through Intergraph) Intergraph had a satisfactory performance despite facing pandemic-related challenges in its international markets. Its various suppliers have been heavily impacted by disrupted supplies of raw materials, which called for a 30% increase in stocks. Its operations in Reunion Island recorded operational losses due to exceptional costs incurred to counter supply chain and labour issues, a situation which was worsened by a local printing company filing for bankruptcy. Yet, it delivered on several major initiatives: · Expansion of regional footprint in the offset printing segment by representing Heidelberg in four additional countries (Ethiopia, Eritrea, Djibouti and Somalia), as well as Müller Martini in two others (Sudan and South Sudan). · Delivered a first project in Madagascar for the production of school books. · Expansion of commercial activities in Central Africa (Republic of the Congo, Democratic Republic of the Congo and Rwanda) and Ethiopia through local partnerships. Intergraph now has local networks to further develop its activities in these regions. · Opening of a new permanent "Customer Service Centre" in Pailles in November 2021, as well as in Reunion Island, both designed to enable customers to learn about new products, run tests, and receive training in the use of EPSON and Graphtec printing equipment. These centres have increased Intergraph's visibility to the market and enabled it to capture new market shares in Mauritius, Reunion Island and Mayotte. · Training for Intergraph's technical teams on digital equipments was carried out concurrently and directly with its manufacturers such as Epson and VUTEK.	**Industrial supply** · Establish its leading position in East and Central Africa by leveraging newly formed local partnerships. · Continue to develop activities in the printing and packaging of school books in Madagascar. · Strengthen the digital printing business in Mauritius, while supporting the development of local packaging and traditional printing in light of the ban on single-use plastic. · Capture market share in the digital printing business in Reunion by addressing the growing demand for sophisticated technologies and equipment. · Continue exploring new technologies, accessories and services related to the industry, while closely monitoring challenges relating to energy costs, the low availability of paper on the market and higher freight costs.

Link to IBL Group risks

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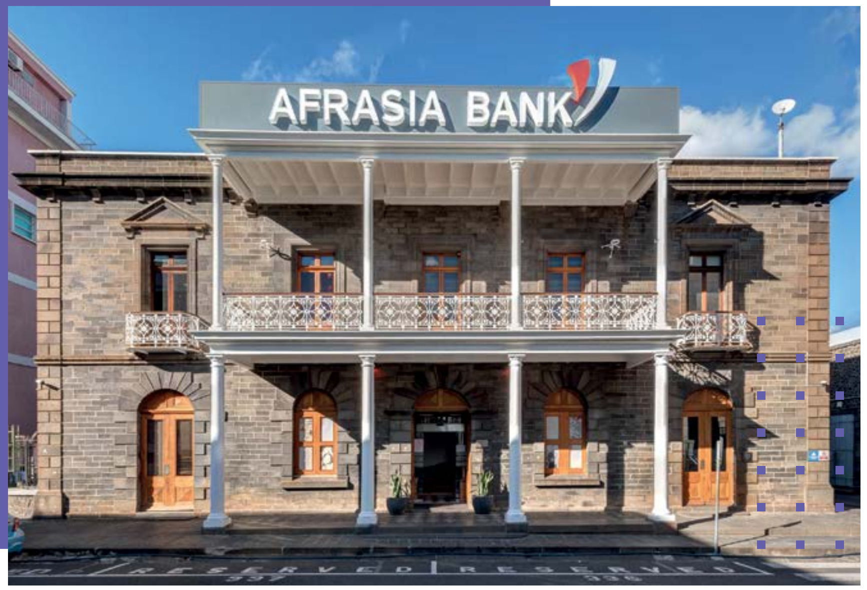
Link to IBL Group strategy

FINANCIAL SERVICES



Performance overview

The removal of Mauritius from the EU's blacklist brought major relief to the financial services sector, which will bode well for the country's reputation as a trusted jurisdiction for investors. In addition, the resumption of business activity post-Covid supported the recovery of the cluster, with most businesses performing significantly better than last year. However, the scarcity of workforce, rising inflation and the fear of a global recession are of concern for next year.

Key figures

Revenue

Rs **2,352**m

FY2021: Rs 2,099m

Operating profit

Rs **210**m

FY2021: Rs 145m

Sustainability initiatives/projects

- The Bee continues to provide strategic and commercial support to its portfolio company, Regen, a waste management firm with a mission to reduce waste at hotels.
- Ellgeo Re is a signatory to the Nairobi Declaration on Sustainable Insurance. This signatory status demonstrates its commitment to integrating sustainability aspects in the conduct of its business and supporting the achievement of the Sustainable Development Goals (SDGs).
- Eagle Insurance is working with IBL's sustainability team to develop a strategy with a series of impactful initiatives.
- As a leading financial institution in the promotion of sustainable practices in Mauritius, AfrAsia Bank continued to explore innovative products and investment offerings that incorporate Environmental, Social and Governance (ESG) principles, thereby contributing to the transition to a low-carbon future. Green products were introduced to this end: a Green Loan, devised through a green line of funding of EUR 10M obtained under the SUNREF Programme; and a Green Car Loan, specifically designed for eco-friendly car choices, helping individuals and corporates embark on their sustainability journey.

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Banking (through AfrAsia Bank) · Despite facing a shortage of foreign currencies on the market, AfAasia Bank generated higher revenues and profits than the previous year. This commendable performance was mainly driven by a low but rising interest rate environment, lower impairment losses, and a significant growth in trading income and deposits. · IT committee to support the delivery of our digital transformation agenda. The committee is reviewing existing systems to determine the best technology investments for our future needs.	**Banking** · Complete the selection process for new Board and Executive team members, ensuring we have the right resources and talent in place to deliver on our ambitions. · Replace IT systems to drive efficiency and transform the customer experience.
Global business (through DTOS) Overall, DTOS performance better than the previous year in spite of a significant increase in its staff costs. · Continued our regional expansion. Our offices in the UAE are fully operational and gaining good traction in the market. · Increased business activity from existing clients, coupled with a greater level of interest from prospective clients, are encouraging signs. · Successfully took over the Registry business from Harel Mallac, and our compliance and regulatory services (delivered through In Conformita) are starting to pick up.	**Global business** · Now that travel has resumed and economic activities have picked up, DTOS aims to reinforce its business development activities to engage with existing dormant clients and acquire new ones. · Continue our expansion in the region in view of being closer to clients, while offering a choice of jurisdiction where they can set up their structures. · Pursue employee engagement initiatives to further improve the work environment and prospects for team members.
Insurance (through Eagle Insurance) · Achieved improved technical results, driven mainly by a turnaround in the Motor segment. On the other hand, our investment portfolio was significantly impacted by the pull back from global financial markets, which reduced its overall profitability. · Premiums for most classes of business increased satisfactorily, resulting in an overall increase in gross written premium over the previous year. · Progressed on our digital transformation journey, having selected a provider for a new core insurance system and recruited a senior office to spearhead the various transformative and IT initiatives.	**Insurance** · Implement the new insurance system, while ensuring there is no disruption to the ongoing business. · Maintain our rigorous underwriting practices and diligent claims processes to maintain strong technical results. · Roll out our commercial strategy with a focus on the retail segment.
Insurance brokerage (through City Brokers) · Very good performance as a result of a higher turnover and lower expenses. · Turnover improved largely owing to a more focused and targeted business development approach. · Several key departments (Claims & Health) were reinforced with additional team members to provide improved service to clients.	**Insurance brokerage** · Continue to improve client offering by providing a holistic suite of products and services to SMEs and individual clients. · More focused attention will be given to the Health and Financial insurance classes, delivered by dedicated senior members of staff.
Reinsurance brokerage (through EllGeo Re) · Recorded an improved performance over FY2021, building on its fairly stable performance over the past two years, both in terms of revenues and profits. · In line with our main ambition to develop internationally, we set up an operation in Kenya in collaboration with J W Seagon group, a local insurance brokerage company. The company was recently licensed and has kicked off its activities in East Africa.	**Reinsurance brokerage** · With the opening of its Kenyan offices, Ellgeo Re plans to leverage its presence to acquire new clients in East Africa. A business development plan will be developed to promote our services in the region.

FINANCIAL SERVICES

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Private equity (through The Bee Equity Partners) · Delivered very good returns over the year, mainly as a result of the increase in the value of the investment portfolio principally led by its building materials subsidiary, FAST. · Despite the reopening of borders, the performance of its film production investee, Identical Pictures, continued to be impacted by lower levels of rebates being awarded to international film producers under the Mauritius Film Rebate Scheme. · In June 2022, The Bee made the decision to discontinue its investment activities and approved a new strategy to dispose of all the assets of the company.	**Private equity** · In view of our change in strategy to discontinue Private Equity investments, the focus will be on the gradual disposal of current investments, subsequently distributing the corresponding net proceeds to its shareholders.
Asset management (through Ekada Capital) · Following its unbundling from AfrAsia Bank in 2021, EKADA Capital pursued the development of its strategy of offering independent investment solutions to High-Net-Worth Individuals and institutional clients. We reviewed our business model and are seeking strategic partners to expand our market share domestically and internationally.	**Asset management** · Gain a strong foothold in the domestic market and grow the Collective investment schemes (CIS) segment.

Link to IBL Group risks
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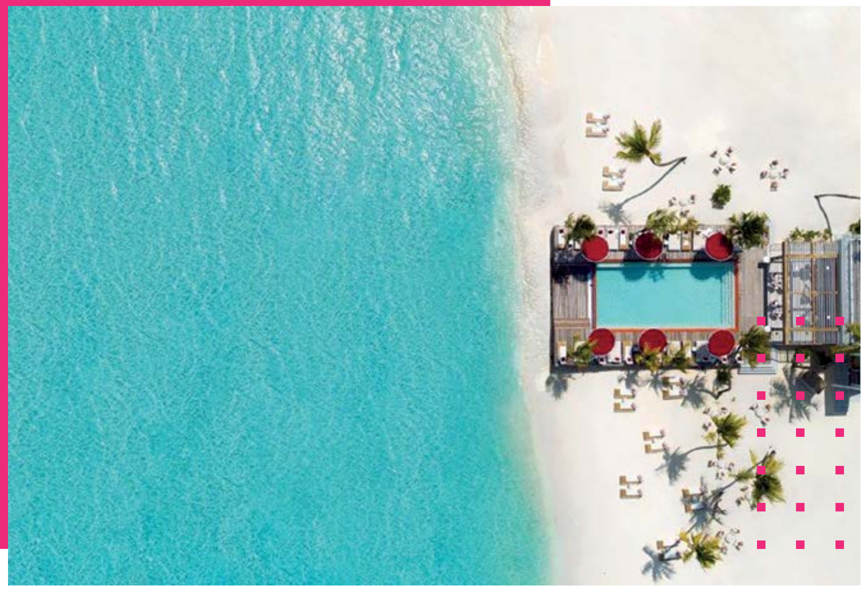
Link to IBL Group strategy

HOSPITALITY & SERVICES



Performance overview

The cluster rebounded strongly this year and returned to profitability, largely driven by high occupancy levels in Reunion Island and Maldives, and the full reopening of Mauritian borders in October 2021. Besides China, tourist arrivals from all destinations continue to grow and the cluster's luxury properties have a strong value proposition that caters to the sustainability and wellbeing demands of the new traveller. A major highlight this year was the successful launch of LUX* Grand Baie, the brand's flagship hotel.

Key figures

Revenue

Rs 7,210m

FY2021: Rs 2,071m

Operating profit

Rs 1,590m

FY2021: Rs (973)m

Sustainability initiatives/projects

- **Towards net-zero emissions:** 'Tread Lightly' flagship initiative taken beyond carbon offsetting to align operations with the science-based target initiative (SBTi) guiding principles.
- **Zero food waste:** LUX* Le Morne achieved the highest All-Star ranking during The Pledge Certification audits, while LUX* Belle Mare obtained the Silver status.
- **Cleaner energies objectives:** Collaboration with IBL Energy for LUX* Le Morne photovoltaic project.
- **Responsible Consumption & Production:** Contribute to resilience of communities and environment around us by sourcing ethical products from shorter distances, integrating them in our supply chain.

Performance highlights in 2021-22

Property holding and asset management (through LIR)

- Performed extremely well, despite a mass cancellation of bookings in Mauritius in November following the island's classification as a 'scarlet red' zone by France.
- Despite the stringent Covid-19 protocols, LUX* Saint Gilles achieved an occupancy of 68% and a positive operating profit thanks to strong demand from the domestic market.
- Maldives benefitted from competing destinations (Mauritius and Bali) being closed and saw an eightfold increase in tourist arrivals over 2020 despite the closure of China's borders, one of its key markets. LUX* South Ari Atoll recorded a 73% occupancy rate and contributed to over 38% of LIR's profits during the year.
- Mauritius benefitted from the phenomenon of 'revenge tourism' following the reopening of borders in October 2021: after two years of restricted movement, tourists are increasingly opting for 5* hotels, and both the average length of stay and spend per guest have increased by 17% and 20% respectively. It is worth noting that all LUX* hotels are positioned at 5* or 5* plus and cater to different segments within the luxury market.
- Continued to refurbish properties to improve their competitiveness: completed the construction of LUX* Grand Baie in December 2021. All 29 villas and residences have been successfully sold and handed over to owners, generating Rs 319m in profits for the year under review.
- Refurbished LUX* Le Morne and made strides in the Zero Food Waste pledge, strengthening its sustainability value proposition. The response has been extremely favourable, with REVPar increasing by 16%.
- A fire broke out at LUX* Belle Mare in July 2022. The hotel's teams reacted quickly to safely evacuate guests, and no injuries were reported. However, 130 rooms, the 12 villas and most of the public areas were damaged. Its full impact will be felt in FY 2023.

Hotel management (through TLC)

- TLC's performance exceeded expectations for the year.
- Continued pursuing an asset-light strategy by focusing on securing third-party management contracts:
  - SALT of Palmar improved its performance over the previous year, even after the first few months of island closure.
  - Despite China's Zero-Covid policy, our hotels welcomed domestic guests and the teams actively sought out new properties, resulting in two new management contracts: LUX* Tea Horse Road Emei and LUX* Wenzhou.
  - Signed two management contracts in the UAE.
- Progressed on the construction of LUXNAM* Vietnam, with the opening scheduled for Q3 2024. (Note: the brand name had to be adjusted due to an existing trademark registered in Vietnam).
- Opened LUX* Grand Baie in December 2021, the group's first greenfield property and LUX* flagship hotel.
- Lost a management contract for North Malé Atoll in the Maldives following the sale of the property to an acquirer that already owned a hotel management company. On the upside, TLC benefitted from a one-time compensation, which largely improved its balance sheet.
- Set up a Global Financial Response team, whose role is to monitor, address and mitigate the impact of the current and future financial crisis.

Outlook and priorities for 2022-23

Overall cluster

- The cluster is entering the new year in a strong financial position and expects to pursue its growth momentum. Tourist arrivals in all destinations look promising, with Maldives expecting 1.6 million tourists and Mauritius targeting targeting 1.4 million tourists for the financial year ending 30 June 2023. Emirates increased flight frequencies to Mauritius, which will bode well for tourism on the island.
- However, the hospitality sector is facing several challenges: air connectivity and seat availability are not yet sufficient to meet the demand in Mauritius. The ongoing labour shortage in tourism is a major cause for concern, and the war in Ukraine is likely to affect tourist arrivals from Europe, a primary market for the cluster.

Property holding and asset management

- Rebuild LUX* Belle Mare and prepare to reopen the hotel in the second half of 2022 in time for high tourist season.
- Improve IT and operational excellence, and move towards becoming cashless in line with global trends.
- Continue seeking out opportunities to diversify our portfolio into new destinations.

Hotel management

- With rising inflation and hotels being considered discretionary expenditure, the cluster expects the second half of the year to be challenging. It is therefore focusing on making a strong case for its properties by:
  - Enhancing the strength all four brands, with an emphasis on LUX*.
  - Maximising the performance of managed properties across Mauritius, Reunion, Maldives and China by enhancing service standards and personalising the guest experience.
  - Anchoring the positioning of LUX* Grand Baie as the leading luxury resort in Mauritius and in the Indian Ocean.
  - Continuing to manage costs intelligently and with prudence.
  - Deepening our analysis of our current markets to attract new customer segments.
- Return SALT of Palmar (previously under voluntary administration) to profitability.
- Open LUXNAM* Vietnam in Q3 2024.
- Continue to seek out new management contracts.

Link to IBL Group risks

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Link to IBL Group strategy

LIFE & TECHNOLOGIES

Performance overview

Despite operating in a Covid-dominated environment for over half the year, affecting some of CIDP's subsidiaries and IBL Link's investees, the cluster made significant strides in delivering on its local and regional strategy. It formed strong strategic alliances that broadened the scope of its activities in healthcare and technologies, providing further impetus to the group's regional ambitions in these areas.

Key figures

Revenue

Rs **409**m

FY2021: Rs 308m

Operating profit

Rs **(32)**m

FY2021: Rs (8)m

Sustainability initiatives/projects

Sustainable practices are considered while setting up all Life Together activities, with special attention paid to waste management.

Performance highlights in 2021–22	Outlook and priorities for 2022–23
Life Sciences and Healthcare & Wellness (through Life Together) · Launched Life Together, which solidifies the group's commitment to life sciences and quality healthcare. It differentiates itself by its unique approach to patient care, by designing a unique healthcare and care pathway, while addressing needs and treatments with compassion and dignity. In doing so, it aims to position itself as a lifelong health and wellness partner. ***Research & Development activities*** · CIDP performed extremely well in Romania and honourably in Mauritius. However, its Brazilian and Indian subsidiaries continued to be impacted by Covid-19. · Acquired 50% of Panacea Pharma Ltd and began implementing its new strategy locally and internationally. ***Health and Wellness activities*** · Advanced on the construction of HealthScape at Forbach with the addition of: – Life | Viva Ambulatory clinic, a day-care facility offering an outpatient surgery and care unit, with the aim of reducing patients' time of hospitalisation; – Life | Hospital at Home, the first of its kind to offer home care services in replacement of traditional hospitalisation in Mauritius. This innovative model provides hospital-level care with qualified staff in a patient's home; – Acquired 100% of Novalab Medical Ltd, a biomedical laboratory. · Progressed on the construction of Life | C+S and Life | Viva Ambulatory clinic in the Smart and Happy Village of Cap Tamarin. This forms part of Phase I of a new Health and Wellness offer by Life Together on the West Coast, which aims to provide quality treatment and care to the patient. The project is being developed in collaboration with Bloomage and Trimetys. · Finalised the acquisition of a 36.75% stake in NCBP Holding, the main shareholder of Clinique Bon Pasteur, which represents a major milestone on Life Together's healthcare journey. Its strategy is to ally itself with partners who share its values and vision for more humane healthcare. This is reflected in Life Together's core value, 'People caring for people'.	**Life Sciences and Healthcare & Wellness** · Open Life | C+S Health Diagnostic and Life | Viva Ambulatory clinic in Cap Tamarin by the first quarter of 2023. The next phases of development, which are expected to begin in 2023, will include a full-fledged hospital and a medical retirement home for seniors in Healthscape and Tamarin. Soaring construction costs are being closely monitored, as they may hinder construction plans. · Continue seeking out partnerships with experts in the medical and healthcare fields, who embody strong human values and a professional approach.
Investment and venture capital activities (through IBL Link & IBL Link Investments) · Created DotExe Ventures and started building strategic partnerships and competencies for the setting up and management of a Venture Capital fund to invest in African startups. In collaboration with 4Di Capital, a South African early-stage technology venture capital firm, '4Di DotExe Fund I' is in the process of being created and will be building a portfolio of promising tech startups in Eastern and Southern Africa. The investment strategy has been developed and portfolio management activities will begin upon receiving regulatory approval for the fund. · IBL Link's portfolio of companies performed better than last year: – GWS Technologies became a Google Ads Premier Partner for demonstrating its skills and expertise in digital marketing. It realised a record year showing growth both in the top and bottom line. – Universal Media experienced a 16% growth in income following the slow but sustained increase in advertising spending across industries. – Priceguru remained impacted by the drop in hire purchase and inflation. Despite this, turnover grew by 18% compared to the previous year.	**Investment and venture capital activities** · Deliver on the investment strategy upon obtaining the regulatory approval to launch the fund. As relatively new entrants in the technological space, IBL Link aims to deepen its digital literacy to add value to its investees' tech businesses and seize opportunities from increasing dead flow.

Link to IBL Group risks

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Link to IBL Group strategy

LOGISTICS

Performance overview

The worldwide opening of borders and resumption of travel was favourable for the Logistics cluster, which returned to profitability. G2A onboarded new airline clients, Logidis diversified its warehousing activities into new food segments, and most businesses in the cluster adopted stringent cost control measures, which paid off and translated into positive revenues.

Key figures

Revenue

Rs **2,052**m

FY2021: Rs 1,319m

Operating profit

Rs **68**m

FY2021: Rs (27)m

Sustainability initiatives/projects

First cluster in the group to implement the Embedding approach and develop a cluster Rader. Three areas of priority were identified:

- **Climate** (decarbonisation project in progress).
- **ESG oversight with suppliers along the value chain**.
- **Governance and Ethics: Data protection and security.**

Performance highlights in 2021–22	Outlook and priorities for 2022–23
Cluster · Overall, the cluster was impacted by the arrival of the Omicron variant in November 2021, shortly after the full reopening of borders. This affected business activities with South Africa and Reunion, two of the cluster's main markets, which both suspended flights to Mauritius. Activities only picked up in February 2022.	**Cluster** · Implement projects relating to the three priority areas arising from the cluster Radar, and leverage synergies between BUs.
Warehousing and distribution (through Logidis) · Logidis performed below expectations during the year. Having invested in additional storage capacity to cater to increased demand for frozen and chilled products, Logidis found itself with an oversupply of storage space against low occupancy levels. Business costs increased sharply by 8% as a result. · Consolidated two warehouses in Riche Terre for increased efficiency. · As planned, Logidis onboarded new talent to fill critical positions in warehousing and transport. Emphasis is being placed on leveraging the new team's strengths to enhance service levels, drive operational efficiency and improve customer relationships. · Implementation of a Passenger Management System for corporate passenger services, optimising the planning of routes and length of trips. 100% of customers have been onboarded onto the system. (See case study on page 95).	**Warehousing and distribution** · Continue reducing costs and focus on business development to ensure occupancy in both warehouses. · Scale up Logidis' Passenger business with a new Transport Routing System that will allow faster planning and the more efficient deployment of vehicles.
Aviation (through Ground2Air, IBL Aviation and Arcadia Travel) · Aviation activities picked up gradually during the first half of the year. The reopening of borders in October 2021 accelerated growth, with volumes reaching almost 60% of pre-Covid levels. · Managed to significantly reduce cost base for GSAs while maintaining high service levels, bringing all companies back to profitability. · Being asset-heavy and people-intensive, Ground2Air's ground-handling activities recovered positively, but at a slower pace. Major accomplishments include the renewal of two contracts with SAA and Air Seychelles, and the onboarding of South African carrier FlySafair in March 2022, making Mauritius the airline's first international destination. · Carried out training for 245 airport employees in Congo on safety and various operational tasks.	**Aviation** · With additional flights servicing Mauritius, the outlook is extremely positive. Aviation activities are expected to achieve revenues amounting to 70% of pre-pandemic levels. · Contain costs and ensure positive cash flow at Ground2Air and Arcadia Travel, as both businesses are still fragile following two loss-making years. · Extend training services to other airports in East Africa. · Explore smaller airports to manage in East Africa.
Shipping and freight forwarding (through Somatrans and IBL Shipping) · Somatrans performed extremely well, driven by a 122% increase in freight volumes, the ability to maintain high service and network levels, and the acquisition of new clients in the food business. It also successfully delivered two projects for other IBL clusters (Imports for LUX* Grand Baie and the setting up of labs for IBL Life & Technologies). · Increased number of marine surveys (inspection of marine vessels) by 176% and transportation of vehicles by 79%.	**Shipping and freight forwarding** · Introduce other value-added surveys beyond marine surveying. · Enhance Somatrans' system with new features and develop a mobile app to follow freight movements. · Pursue 'Up Your Service' training to improve the customer experience.

Link to IBL Group risks

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Link to IBL Group strategy

SEAFOOD

Performance overview

Despite the challenges of factory closures during lockdowns, quotas for yellow fin, shipping delays, soaring freight costs, an increase in the price of cooking oil with the war in Europe and a shrink in the food service business in Europe, the Seafood cluster reported very good results overall, driven by an improved operational performance in Mauritius and Ivory Coast.

Alongside this, the cluster continues to participate in policymaking to ensure the social and economic sustainability of the sector.

Key figures

Revenue

Rs 1,547m

FY2021: Rs 1,556m

Operating profit

Rs 303m

FY2021: Rs 306m

Sustainability initiatives/projects

Officially launched the Sustainable Tuna Association in November 2021, in collaboration with PTM. This forms part of the cluster's continued commitment to ensure the long-term viability of Indian Ocean stocks, and protect the thousands of jobs that depend on it. This association brings together Mauritian players in the seafood sector, who are all engaged in the fight to safeguard the Indian Ocean's fishery resource.

Performance highlights in 2021-22

- Progressed on its Future Fit Talent Journey, a leadership development plan designed to build a pipeline of future-ready leaders. It offers coaching plans tailored each participant, aligned with business objectives. After carrying out sessions with a first group, the programme is now being deployed for other talents in the cluster.
- Achieved ENPS scores as high as 94 in one entity, which are commendable for the manufacturing industry.
- In line with its strategy to diversify into co-products, it launched a fish soluble product for aquaculture and pet food. Having received very positive response, production volumes are being ramped up for this product.
- Also onboarded two new suppliers in the fish processing industry, aiming to recuperate their waste and transform them into revalorised finished products for the specific market.
- Performed well in the cold storage segment in Mauritius. FDM now stores a higher volume of produce for PTM, its key customer.
- Internationally, MBP Côte d'Ivoire delivered better results than expected. Its profitability level has progressed to a very satisfactory level, with stronger demand for its fish oil and fishmeal products both locally and overseas.
- Opened a second QUAI D outlet, which offers high-quality fresh fish directly from the fisherman to the end consumer.
- Successfully implemented a new ERP system at FDM, leading to improved data management and operational efficiency. New ERPs are now being deployed at MBP and Cervonic.
- Launched the Sustainable Tuna Association in November 2021 with the twin goals of promoting the sustainability of tuna stocks in the Indian Ocean, and protecting employment in the sector.
- IBL's and Green Create's investment in Energie Des Mascareignes (EDM), a waste-to-value plant, will further support the cluster's impetus towards sustainability, as biogas from this plant will be used across the value chain to produce steam and reduce its environmental impact by an estimated 12,500 MT of CO^2 per year.
- New opportunities are being explored on the African continent.

Outlook and priorities for 2022-23

- Pursue its diversification strategy by introducing additional by-products to the market. The cluster aim to expand its market share in pet food and deepen its knowledge of existing products to increase returns.
- Lend its full support to the upstream business (processing and canning) and increase collaboration to strengthen its position in this competitive segment.
- Pursue its commitment to sustainable tuna management in the Indian Ocean, especially ahead of the next Indian Ocean Tuna Commission (IOTC) meeting taking place in Mauritius in 2023.
- Develop an investment strategy for refined marine ingredients.
- Further entrench its position as the preferred cold storage supplier specialising in fish in Mauritius.
- Achieve better returns in the Ivory Coast operations.
- Pursue regional and international growth opportunities.
- Design coaching and development plans for supervisory-level employees, with the goal of imparting leadership skills at all levels. The Future Fit Talent Journey remains an important driver of the cluster's success.
- Deliver on the next phase of ERP implementation in other business units.

Link to IBL Group risks

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Link to IBL Group strategy

PROPERTY

Performance overview

Despite the delayed approval of the Smart City Certificate, which deferred revenue recognition to the next financial year, the cluster generated higher revenues than FY2021. This was driven by BlueLife's ability to maintain high occupancy rates and complete the sale of Radisson Blu Poste Lafayette, and Bloomage's ability to retain tenants and materialise rent escalations, while also improving the overall occupancy of its portfolio.

Key figures

Revenue

Rs **707**m

FY2021: Rs 421m

Operating profit

Rs **64**m

FY2021: Rs 9m

Sustainability initiatives/projects

- Working towards obtaining LEED and/or other green certifications for ongoing and future developments.
- Implementation of a Smart Water Metering and Management System at Azuri (in progress).

Performance highlights in 2021-22	Outlook and priorities for 2022-23
Property development (through BlueLife) · Operated in a more favourable environment than the previous year, thanks to the reopening of borders, which allowed for prospective foreign buyers to resume their visits. This resulted in the dynamism of the rental, resale and sale of properties at Azuri, with an exceptional number of rented properties and resales in FY2022, and 100% reservation contracts on the sale of new projects. · Sold Radisson Blu Poste Lafayette as part of its plan to financially restructure its hotel activities. The shareholders' loan in Azuri was also restructured, resulting in reduced debt and the ability to support BlueLife's capital needs. · Successfully obtained the certification for Azuri Smart City in June 2022. This will bring major fiscal benefits to BlueLife's future developments, all of which will be shifted under the Smart City Scheme. Having received the certification later than expected, the deeds of sales were also signed later, delaying the recognition of revenues from this segment to FY 2023. · After developing a new 15-year masterplan for Azuri last year, its value proposition as a Wellness destination was strengthened. The offering will be centred on a sustainable and health-based lifestyle, aligned with consumers' growing health and environmental concerns.	**Property development** · Complete the financial restructuring of Radisson Blu Azuri, and progressively exit the hospitality segment to focus on its core strengths. · Begin construction of Azuri Smart City, for which revenues are expected to be recognised in FY2023. BlueLife aims to deliver on the following projects to firmly position Azuri as a Wellness destination: – Opening of Azuri's golf course "The Nine" in October 2022; – Construction of various residential projects starting September 2022; – Development of a Wellbeing value proposition for Quartier du Barachois; – Creation of additional F&B outlets; – Focus on service excellence with a training programme delivered through Azuri Services; – Have the Smart Water Metering and Management System operational by December 2022.
Investment and asset management (through Bloomage) · Despite the challenging market conditions and inflationary pressures, Bloomage continued to provide commercial support to tenants on a case-to-case basis, leading to the retention of most tenants and the maintenance of a consistent cash flow. · Pursued its investments in development projects, including a premium office in Moka and a medical and wellness centre in Tamarin. Both are currently under construction. · Currently working on a pipeline of projects both locally and in East Africa in the priority asset classes.	**Investment and asset management** · Continue to provide best in class service to tenants. · Complete all ongoing development projects and aim to start operations in the coming financial year. · Progress on the pipeline of projects, including in East Africa, and convert the opportunities that offer the best strategic fit and returns. · Work towards the implementation of PV panels for electricity generation on existing properties, subject to receiving clearance from the CEB.

Link to IBL Group risks

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Link to IBL Group strategy