BLUELIFE LIMITED - ANNUAL REPORT 2015



As part of its ongoing programme to help protect the environment and within the context of the GML "THINK Green" initiative, GML companies have chosen to use Lenza Green paper for their Annual Reports.

Lenza Green paper is made from 100% recycled pulp, certified FSC (Forest Stewardship Council).

FSC is an international, non-governmental, non-profit making organisation created in 1993. It encourages socially, ecologically and economically responsible forestry management initiatives.

### **Detailed Environmental Profile**

Fibre source:	40/40
Fossil CO <sub>2</sub> emissions from manufacturing:	18/20
Waste to landfill:	10/10
Water pollution from bleaching:	10/10
Organic water pollution:	9/10
Environmental management systems:	10/10



Dear Shareholder,

The Board of Directors of BlueLife Limited is pleased to present its Annual Report for the year ended December 31, 2015. This report was approved by the Board of Directors on March 31, 2016.

On behalf of the Board of Directors of BlueLife Limited, we would like to invite you to go through the Annual Report and to attend the Annual Meeting of the Company which will be held on:

Date: Friday, June 24, 2016

**Time:** 10 hours 00 **Venue:** L'Ibéloise 6th Floor, IBL House Caudan Waterfront

Port Louis

We look forward to seeing you.

Yours sincerely,

Arnaud Lagesse Chairman



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CHAIRMAN'S MESSAGE

Dear Shareholder,

I am pleased to present this Annual Report and Audited Financial Statements for the year ended December 31, 2015. This year has been disappointing in terms of the revenue generated by the Company. However, the Board is confident that our investments over the past year to consolidate ongoing projects, notably Azuri, combined with a new strategic plan, will ensure substantial returns for the Company and the Group in the coming years.

### Working together for our future

In the year covered by this report, global property-trading activity fell by 2% to USD 1.29 trillion. This follows last year's even greater decline, due largely to fewer Asian purchases, especially in land development. Global volumes grew by 8%, excluding land sales, with increases mainly in multi-family residential and hospitality assets.

The world economy has been progressively moving towards a recovery. However, recent statistics indicate that world growth has not yet fully stabilised and will remain constrained in the short run, as highlighted by an 0.3% drop in global real GDP growth from 2014. These global economic trends have had a

considerable impact on Mauritius, where growth has also fallen from the previous financial year, from 3.6% down to 3.4%. The construction industry also contracted by 4.3%, mostly due to delays in major private and public-sector projects. This is an additional indication that the real estate sector endured difficulties in 2015.

As in previous years, real estate remains the leading contributor to Mauritius' Foreign Direct Investment ("FDI") thanks to the country's Investment Promotion Schemes. In the first quarter of 2015, real estate brought in MUR 1.9 billion of foreign investment, including MUR 1.6 billion from Integrated Resort Schemes (IRS), Real Estate Schemes (RES) and Invest Hotel Schemes (HIS), representing 79% of total FDI for that period.

During this economically sluggish year worldwide, your Company has worked on the following projects, among others:

- Riviera, a seafront residential development, consisting of 16 exclusive IRS villas, which was successfully launched and is slated for completion by mid-2018:
- Construction of Azuri's 2nd phase of local residences, namely Alezan, Soliflore, Ilea and Nariyal, due for delivery from May to September 2016.
- Infrastructure works for the Ocean Rivers Villas, located on the river heights of Azuri, which started in 2015 and are expected to be complete by June 2016. The project, spread over 8 hectares, includes 14 parcels of serviced land, 4 private villas and 16 back row villas.

Your Company's financial results for the year ended December 31st 2015 were affected by the firm's ongoing consolidation. Following the completion of Azuri Phase 1 in 2014, sales continued to be robust in 2015, substantially reducing the stock with which we had started the year. The sale of inventory improved our treasury position, without for that matter impacting returns. Unfortunately, these were at their lowest since the launch of Azuri, as no new projects had been completed by financial year end. On a more positive note, your Company has focused on consolidating its existing developments and yielding assets, and has also successfully prepared a number of future projects that are expected to come to fruition from 2016 onwards.

Haute Rive Ocean Front Living, the company leading the construction of 114 local residential units (namely Alexan, Nariyal, Ilea and Soliflore), terminated its building contract with Super Construction Ltd in early 2016. This was the result of repeated contract breaches by the latter over a period of several months. While this has inevitably led to construction delays, we have now appointed Manser Saxon to complete the project and improve on the expected timelines and revenue.

In addition, our main focus in 2016 will be to market and sell the remaining units of the Ocean River Villas project as well as Riviera Villas. This should lead to increased revenue recognition over 2016 as these projects reach completion.

To succeed in today's fast moving real estate sector, we will need to adopt agile and consumer-centric strategies when developing projects. Azuri is now in its third phase of development. Since its inception, we have aimed to position it as the most sought-after lifestyle destination in Mauritius, by creating a new way of living by the sea with our LIVE, WORK and PLAY concept. Indeed, well before the Smart City Scheme was introduced in Mauritius, Azuri had already succeeded in establishing its own model of smart development, creating a sustainable village where Mauritians and foreigners live side by side, work flexibly, and enjoy the informal lifestyle that today's professionals aspire to. Azuri's management will continue to develop the project in line with this "smart living" value proposition, strengthening it with new ideas and offers.

Haute Rive Holdings Ltd, which holds Azuri's land bank, has used only 14% of the land for development so far. The Board and Management Team have established a plan to achieve higher value creation by increasing Azuri's property portfolio in the forth-coming years. The planned residential developments will target both local and foreign buyers, while commercial assets will be developed according to regional demand for certain services.

Our Hotel Management Company has also changed in the last year. On March 8, 2015, we terminated the management contract with the previous operator and subsequently signed a new hotel management contract with Rezidor Hotels APS Danmark, who took over the operation of our two properties in September 2015. The hotels are now operating under the Radisson Blu brand. The new operator's global booking engine, together with new contracts being secured for upcoming peak periods, are expected to drive a turnaround in the hospitality cluster. Once again, this strategic move demonstrates our determination to consolidate the Company's segments during the financial year 2015 in order to improve returns in the future.

The performance of our commercial assets has also been weak in 2015, due to the departure of a number of tenants from Circle Square Retail Park in particular and due to the fall out of the BAI Group. Your Company's management team has been actively working to raise the centre's occupancy ratios, ever since. Maintaining rent has also been a challenge, as competitive rates are low in the current economic climate. Despite this supply-driven environment, we have managed to minimise the fall in rates.

### Corporate governance

The Board of Directors of your Company continues to work hard to ensure an excellent standard of corporate governance, taking into account its impact on growth, returns and investor confidence. The Board currently includes a newly appointed Independent Non-Executive Director who will undoubtedly share with us his expertise and fresh look on our activities.

### An ethical state of mind

In 2015, we continued to pursue our community engagement activities in line with our goals to support and provide training and employment opportunities to the local community. In partnership with Caritas, we subsidised a professional pastry course to two separate cohorts of low-income individuals, who have since found employment or established their own ventures in order to support their families.

### CHAIRMAN'S MESSAGE

### Capturing further opportunities

Following Mrs Christine Marot's confirmation as CEO on May 01, 2015, the Board and the Company have even greater confidence in the Executive Leadership of the firm. Christine has given the Company fresh momentum and a new direction of travel. Thanks to her expertise in corporate project and financial management and the Company's dedicated and competent project development team, the Board is confident that current projects will be delivered on time and to spec, and that new concepts will be launched in the near future.

Having undertaken a strategic review, the team is currently readjusting the Company's master plan. Our aim, as previously stated, is to develop sustainably and in line with a contemporary lifestyle model. We strive to deliver future-ready residences and facilities that respect the Mauritian context and landscape. The newly appointed Independent Non-Executive Director of your Company, Mr Christophe Barge, is also CEO of a *Smart City Group* and is expected to positively contribute to our sustainable development strategy.

The coming months will be challenging. We will need to deliver residences to some 120 owners while launching new projects based on our revised master plan. The Board is confident, however, that the right team is in place to ensure these projects progress smoothly, and that our staff is driven and enthused by the prospect of your Company moving forward.

I would like to thank the CEO, management and staff for their hard work this year, and to wish them every success. I would also like to thank my fellow Board members for their time and constant support during this period of change with a special thank you to Mr Christian de Juniac, who resigned on April 24, 2016. His contribution to the Board will have been of great value.

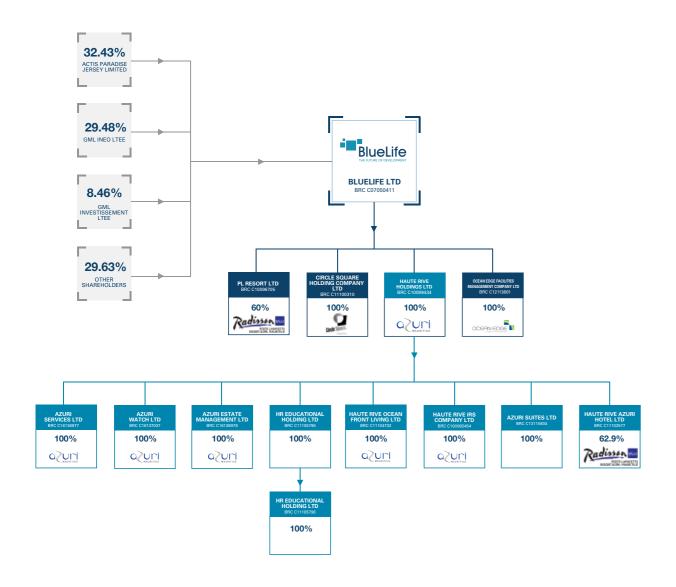
To conclude, I extend my sincere appreciation and thanks to you, Bluelife's shareholders, for the trust and confidence that you continue to place in our Company.

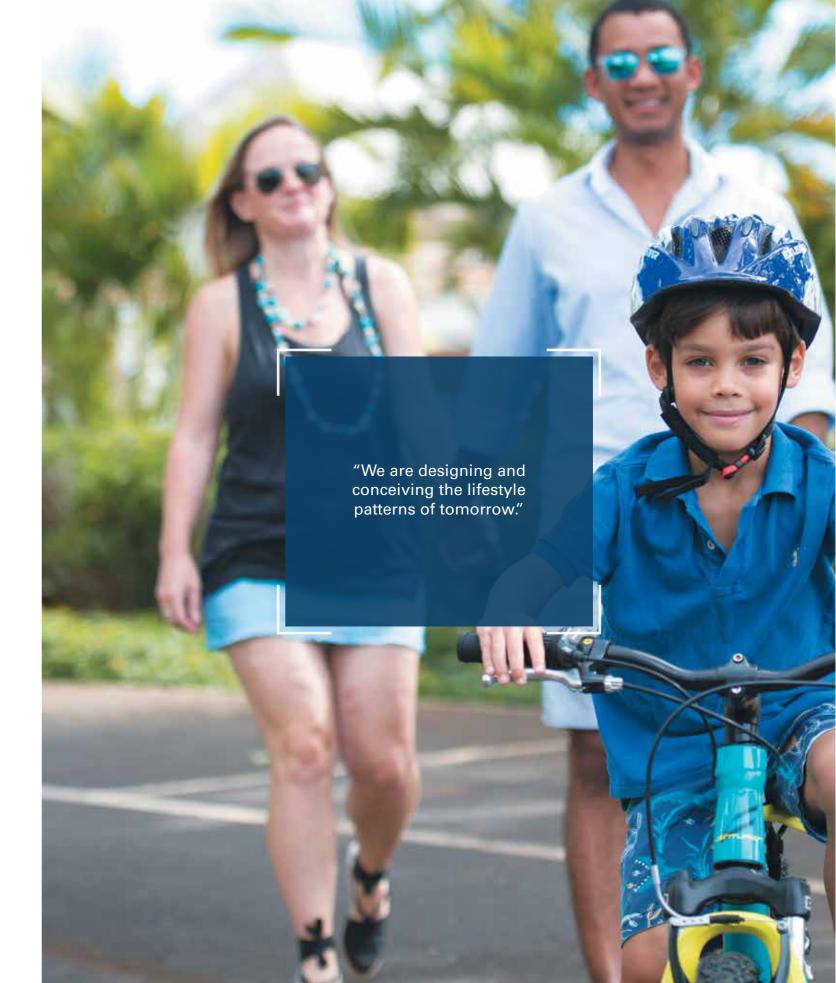
**Arnaud Lagesse** 

Chairman

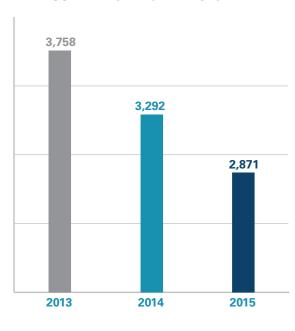
"Urban planning and development with cohesiveness looks good on paper but in order for people to get excited about living somewhere, there has to be diversity: diversity of people, cultures, activities, product offerings."

### 10 GROUP STRUCTURE





### **NET ASSET VALUE MUR Millions**



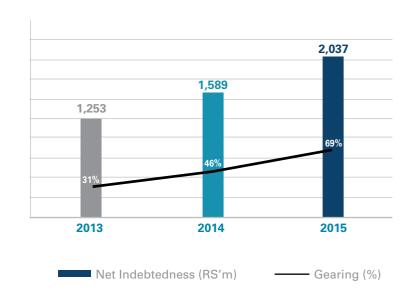
### MUR 6.75 NET ASSET VALUE PER SHARE (MUR 7.74 in 2014)

The net indebtedness of the Group reached MUR 2.04 billion in 2015, up from MUR 1.59 billion in 2014. This MUR 450m increase is due to:

- A MUR 229m increase in borrowings (+11%) following 2015's restructure, with support received from our two main shareholders and the banks
- A MUR 232m decrease in current assets, due in large part to a reduction in inventory following the sale of residential stock.

The Group's gearing (net indebtedness to total equity) stands at 69%.

#### **NET INDEBTNESS AND GEARING MUR Millions**



### RETURNTO OUR FINANCE PROVIDERS

We have paid interests of MUR 184m to our debt providers (MUR 148m in 2014).

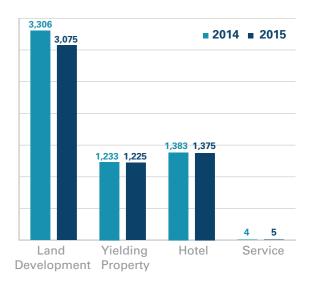
No dividends were paid to our equity shareholders in 2015.

# The land development segment includes unsold inventory from Azuri Phase 1; residences currently under construction and targeting the local market for the portion not already posted to the income statement on a percentage completion basis; preliminary project expenditure for and work in progress on our two new IRS residential projects; and some 437 arpents of freehold undeveloped land. This segment's asset value will continuously reduce, mainly as a result of the regular completion of the residential projects posted to the Group's income statement.

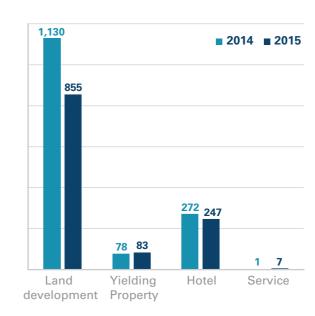
The value of our yielding property and hotel assets has remained stable, as these assets are still at an early stage of operation and will mature progressively. More details regarding these assets' performance are disclosed on pages 24 and 25.

Assets under management relating to services mainly refer to entities providing operational support to our residential and commercial developments. Their relative value is therefore marginal.

### **ASSETS UNDER MANAGEMENT, MUR Millions**



# ANALYSIS OFTURNOVER BY SEGMENT MUR Millions



Revenues of MUR 1.04 billion were registered in 2015, a decrease of 30% compared to 2014 (MUR 1.48m). This is mainly explained by:

- A cyclical reduction in project-related sales of residential units and their respective % completion impact on our Income Statement. This is due to the fact that our new IRS projects were launched in the second half of 2015 and will only contribute to the revenues in 2016.
- A difficult trading year for our two hotels, which suffered from a change in management and a rocky transitional period thereafter, as a result of their reduced access to international booking engines and the nervousness of some tour operators.
- Revenues from our yielding assets remaining stable despite tough market conditions and the departure of some important tenants.



CHIEF EXECUTIVE OFFICER'S REPORT

### CHIFF EXECUTIVE OFFICER'S REPORT

### **CEO STATEMENT**



Dear Shareholders

It is with great pleasure that I am submitting our Executives' Report after this first year which has been crucial in my role as CEO.

### A busy transition year

This year has been a year of transition with the rebuilding of the team and the creation of new dynamics within your Company. We are progressing in unlocking the potential of the Company and this will be achieved through this more rigorous approach which we adopted while enhancing value creation with synergies and emulation derived from the team work, both within the Company and with our partners.

We reviewed the operational and decision making process to be more performant in project delivery while promoting business continuity and robust risk management. Our processes also aim at promoting an agile and enterprising approach in seeking to deliver excellence and lasting value beyond financial return.

While working on our organisational structure we were also busy reviewing our master plan and our strategy, within a shifting local framework, further to changes in the Investment Promotion Act

and the Smart City Scheme which was introduced. This was an opportunity for us to push further our analysis of a sustainable development, which was the model we had for Azuri from inception.

The change of operator for our hotels also required management time and extensive monitoring. Continued efforts are however required in the stabilisation phase of this cluster.

### Success is about team work

Throughout this year we have been supported by stakeholders, to whom I convey my thanks for standing by us. On an operational standpoint our contractors and professionals contributed to project delivery although we faced a difficult situation on one of our sites leading to the termination a construction contract.

As far as finance is concerned, of credit providers and reference shareholders supported us throughout the year, helping us through complexe times in order to frame the future.

Building partnerships is a key feature of our business model and these relationships help us to continue to grow our business, expertise and long-term performance.

Despite the grim last two years, the growth and performance culture we are creating are expected to show the benefits as from 2016.

Phase 1 of Azuri was globally profitable although there were high infrastructure costs being absorbed, cost overruns and making good costs which resulted from planning and execution issues. Unfortunately all these costs incurred with respect to Azuri Phase 1, post amalgamation, directly caused negative retained earnings to arise in the surviving company.

Fixing the issues had led to delays in launching news projects. The Ocean River Villa Project, that started late in 2015, could unfortunately not impact positively our bottom line, although this project together with the Riviera Project, scheduled to start in 2016, will improve significantly the results of our land development cluster.

CHIFF EXECUTIVE OFFICER'S REPORT

We continue to suffer from the negative results of the hospitality cluster further to the change in management after a difficult start, particularly with respect to the Azuri hotel. Substantial efforts are being devoted by the new operator and our asset management team to speed the turn-around of this business unit.

### Defining the strategy

We have concentrated great efforts in defining the strategic intent for the Company for the next 10 years, a direction that outlines the opportunities and the challenges that we will have to steer with agility in order to be focused in creating long-term value for our stakeholders. Our commitment to integrity, originality, long-term focus and quality in everything we do - from development to management - will enable us to transform the value of our assets whilst creating the new way of living of tomorrow.

I would like to share with you the principles on which we have set our development objectives for the future of BlueLife and the guiding principles that we believe are key to making successful property developments.

### People and lifestyles

We understand that life is constantly evolving. Truly, nothing stays the same. Therefore, we must constantly learn, adapt and grow. That's why we are committed to, and constantly invest in having our "finger on the pulse" of the industry. Through an extensive network of relationships and sources of information, we make informed decisions to ensure the success of every project. We gain wisdom and knowledge from each project we undertake and every experience we share.

### **Smart Development**

As a landowner and developer, BlueLife is well aware of the benefits of incorporating sustainable design principals into our new developments. Sustainability is an extension of our own + develop + manage customer service offering. We are responsible for the legacy we leave for the future generations. Our longterm philosophy includes a sustainable approach to the environment, as well as proper consideration of our social and economic responsibilities to the wider community. We are careful to respect the communities and environments in which we work and live.

### Operational Excellence

We seek for best practice in every venture we undertake, whether the activity is developed internally, outsourced or sub-contracted. Property development is about building long-term relationships and delivering solutions that meet our customers' demand for flexible and functional living.

We strive to achieve transparency with our clients, vendors, tenants and the communities in which we work. We believe in prudent and strategic collaboration and commit to serving our clients by providing open lines of communication and accurate and timely reporting.

#### Growth

We believe that our disciplined approach as well as revised strategy will grow our balance sheet which already relies on strong assets, although this will go through a stabilisation process before full momentum is achieved. Our resilience during the last two challenging years in the project development cycle has prepared us to adopt faster decision making processes, fostering innovative behavior, and taking a granular approach to business planning and performance management.

### CHIFF EXECUTIVE OFFICER'S REPORT

Strategic focus and a compelling, differentiated customer value proposition are table stakes in our field. But while they are necessary they are not enough to guarantee success. Success requires a combination of operational excellence and constant improvement. Success requires that businesses be customer-centric and have highly engaged, high-performance employees.

Our strategy for the future focuses on growing the three main strands of our business:

### Our people – the drivers of our success

Beyond having a sound strategy, continuous growth requires an internal enabling system that creates the right environment that drives employee behaviors that result in customer-centricity and high performance. Growth requires establishing the right culture, structure, HR policies, measurements and rewards to drive the behaviors that produce the desired growth.

With a reinvigorated executive team in place, I believe BlueLife has the bench strength and focus needed to deliver on our growth strategy. Increasing the diversity of our talent has been a key priority of my mandate. We will keep building on this achievement by continuing to explore new ways to grow our talent pool in the future.

### Our land development – the portfolio we offer

One key aspect of our strategy is to continue to develop our land bank, particularly at Azuri, where we will be expanding our real estate portfolio over the years to come. As we plan and execute each project, we are mindful of the impact of our work. We consciously plan with an eye toward local integration, natural resource preservation, value creation and promoting diversity of uses, tenants, and consumers.

Our objectives for the next 5 years is to develop a balanced portfolio of properties from mid-market residences to high end residences. While projects delivered and under construction represent a 14% footfall on the Azuri land, we expect to increase this figure to 43% by 2020.

### Our customers – the lifestyle we are creating

Our customers are always at the heart of our business. We understand and anticipate their changing needs, integrating valuable customer feedback into our design process.

Our most treasured assets are the relationships we have established. We strive to grow our relationships and our organisation by making sure we consistently exhibit trust, fairness, humility, passion and excellence.

We start the new financial year more serenely, seeking to build on momentum, taking a long-term view of our core activity and emerging strategic opportunities. As always, the market has its challenges, but we feel confident that we are well positioned and that we will maintain our position as a key player in the real estate sector.

I want to add my thanks, to those of the Chairman to our team who has worked incredibly hard to put in place the necessary building blocks to return the business to growth and I acknowledge their hard work and commitment during this period of change.

4

Christine Marot



### OUR OPERATIONS

As explained in our 2014 Annual Report, we encountered delays and quality issues in handing over residences to their owners. These issues required us to make goodwill investments both on a financial level and in terms of management time. These investments continued into 2015, pushing back the start of work on our new IRS projects to 2016.

The timeline on the opposite page illustrates the management team's milestone achievements since 2012. The milestones reached in the year under review were made possible thanks to the work of a dedicated team led by Christine Marot. The focus in 2015 was on consolidating projects into profitable residential developments, while improving yields from our commercial assets with better rent rolls, and reducing losses from our hotels after the termination of our previous management contract in the first quarter of 2015.

The Group's property development cluster includes a number of companies focused solely on residential and commercial projects, mainly at Azuri. The Azuri project, created in 2012 and aimed to become Mauritius' premier lifestyle destination, entered its third phase of development in 2015, bringing to 400 the total count of residential units brought to market since inception.

Revenue for the Group's property development segment dropped from MUR 1.1bn to MUR 855m in 2015, due mainly to the cyclical nature of the projects' development and their respective contributions to revenue. In 2015, we sold property from our inventory stock of IRS Phase 1 residences, as well as 40% of our Phase 2 local development, which is still a work in progress. The efforts required to complete and make good the delivery of Phase 1 hampered our ability to launch new projects. A new IRS project that was expected to start in July 2015 was delayed and only broke ground in end 2015. The revenue recognition for this project will only be accounted for as of January 2016.



The real estate sector is seeing rapid changes, requiring ongoing agility from promoters. New legislation in the form of the Property Development Scheme and the Smart City concept will force property developers to continuously improve their offer. This will lead to higher investments in conceiving sustainable projects as well as in carefully designing and integrating **LIVE, WORK** and **PLAY** environments.

### **HAUTE RIVE HOLDINGS LTD**

Haute Rive Holdings Ltd is the holding Company for all of Azuri's Special Purpose Vehicles ("SPV"). These SPVs include:

- Haute Rive IRS Company Ltd and Haute Rive Ocean Front Living Ltd for property development targeting foreign and local residents respectively;
- Haute Rive Azuri Hotel Ltd and Azuri Suites Ltd, which respectively own the development's hotel and manage Azuri's rental pool;
- Azuri Services Ltd, Azuri Estate Management Ltd and Azuri Watch Ltd, which are responsible for facilities management and services relating to the Azuri estate.

Haute Rive Holdings incurred an operating loss before finance costs of MUR 3.1m in 2015. This was due to its support of operations at Azuri village, a project that is still in the early stages of its development. Haute Rive Holdings' net loss for 2015 amounted to MUR 128.2m, having been negatively impacted by finance costs and by the impairment of its investment as a result of Haute Rive Azuri Hotel Ltd's poor performance. This loss was mitigated by a profit on the disposal of a portion of land.

Haute Rive Holdings Ltd is the holding entity for all of the Azuri land, of which only 14% has been developed to date. The entity's main purpose is to manage existing developments at Azuri, prepare future projects and ensure the development is planned appropriately.

Haute Rive Holdings Ltd is already looking into how to drive value-creation in the future. The Board and the management team have been working on the entity's strategy and on a master plan for the future development of the land surrounding Azuri and other earmarked sites.

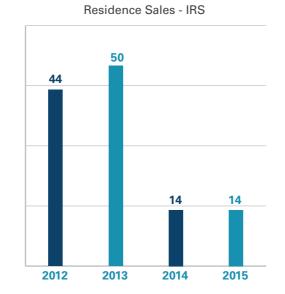
Following this planning stage, new projects will be launched from 2016 onwards subject to the authorities' approval.

### **HAUTE RIVE IRS COMPANY LTD**

Haute Rive IRS Company Ltd is exclusively focused on the construction and sale of residences under the Integrated Resort Scheme (IRS). Its clientele is mainly foreign, though 14 Mauritian buyers acquired IRS units in Phase 1.

### Azuri Phase 1

By the end of 2014, it had completed Phase 1 of Azuri and sold 108 units out of the 130 built units. In 2015, the Company sold 14 units from the inventory stock, for a value of MUR 250m. 3 units from Phase 1 still remain to be sold.



### Azuri new phases

As presented in our Annual Report 2014, the 36-month life cycle of a real estate project inevitably generates volatility in revenue recognition. Haute Rive IRS Company Ltd 2015 turnover was the lower of its past four years of operation, as we have accounted only for inventory sales from Azuri Phase 1.

However, Haute Rive IRS has already established itself as an important player in the IRS sector. It has initiated the development of new phases that will be reflected into the Company's Income Statement on a completion basis through 2016 and 2017.

- (i) The Company is currently completing infrastructure work for the Ocean River Villas project to the north of the Azuri estate. The site extends over 8 hectares and consists of 14 plots of serviced lands, four villas under a private agreeement with a client and 16 villas ranging from 250 to 400 m². 17 of the 34 plots are located on the edge of the riverbank, overlooking the lagoon, and 17 are set slightly further inland. The plots of serviced land went on sale in 2015 and only one of these units has yet to be optioned. The total development value of the Ocean River Villas project is MUR 1.3 billion. Its value signed at the time of writing was of MUR 690m; this will be accounted for in 2016.
- (ii) The Company is also extensively marketing 16 exclusive villas within the RIVIERA development. We have so far registered reservations with deposits for 8 units at a total value of MUR 383m. We will break even imminently, and construction work is expected to start in the next few months with a projected completion date in 2018. Accordingly, the benefits of this development will be reflected into the Company's Income Statement on a completion basis in 2016 and 2017.

### HAUTE RIVE OCEAN FRONT LIVING LTD

Haute Rive Ocean Front Living Ltd is the subsidiary responsible for the construction and sale of residences for the local market. Phase 1 was successfully completed in end 2014 with the delivery of 106 units to their new owners. The Company has now started the construction of 114 new residences, bringing the total number of residences aimed at Mauritians to 220.

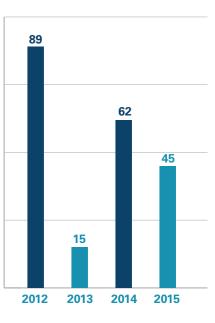
The development of these 114 units has itself been divided into two phases. The first phase consists of 78 apartments, townhouses and penthouses in three blocks (Ilea, Nariyal and Soliflore). Construction began in July 2014 and the units will be handed over to their owners by end June 2016.

The second phase, called Alezan, is made up of 34 units. We expect to finish delivering these units to their owners by end September 2016.

The development of all 114 units unfortunately suffered from continuous and repeated material breaches from the main contractor, namely Super Construction Co. Ltd. This led to the termination of our construction contract with the supplier on 19th February 2016, and legal proceedings are currently underway. Further to the signature of a new contract with Manser Saxon Contracting Ltd, work is now progressing and we have been able to mitigate the delay in delivering units to their owners.



OUR OPERATIONS



This local project has been successful, with only four units under funded reservations still to be converted into Deeds of Sale, and a single unit left unsold.

BlueLife Ltd itself manages the operations of yielding assets. As at December 31, 2015, our portfolio of retail and office properties under management totalled 32,119 m<sup>2</sup> and was valued at MUR 1.2 billion. The revenue for this segment in 2015 amounted to MUR 72m after consolidation adjustments (MUR 78m in 2014).

Prior to consolidation adjustments, the yielding assets generated rental income of around MUR 78m in 2015 compared to MUR 79m in 2014. This 1.6% fall was a consequence of a 7% reduction in occupancy, mainly at Circle Square, which saw the departure of an important tenant. The management is actively marketing these vacant rental spaces.

We have no immediate project to develop new commercial properties. However we are looking to progressively introduce new products to the market after carefully reviewing the Azuri master plan and adjusting to existing demand.

### **BLUELIFE LIMITED**

The Company is the direct owner of several assets: some 5.400 m<sup>2</sup> of commercial areas at the Riverside Shopping Centre, located in the heart of Rivière du Rempart; an industrial building at Mon Loisir; and two floors of office space at the Harbour Front building in Port Louis.

### **HAUTE RIVE HOLDINGS LTD**

Haute Rive Holdings Ltd directly owns the commercial areas at Azuri.

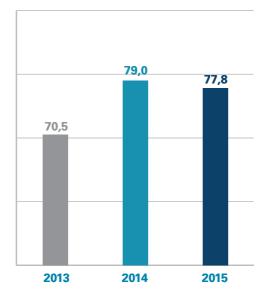
### CIRCLE SQUARE HOLDING COMPANY LTD

Circle Square Holding Company Ltd is the owner of around 7,500 m<sup>2</sup> of commercial space at Circle Square Retail Park, a destination park with its own "Motor City", home decoration offer and golf driving range. The Company also directly owns prime land at Forbach that remains available for future development.

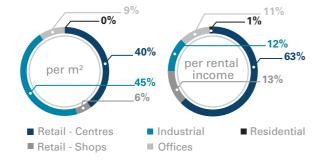
### OCCUPANCY IN M2



### RENTAL INCOME IN MUR Millions



### SECTORIAL ANALYSIS

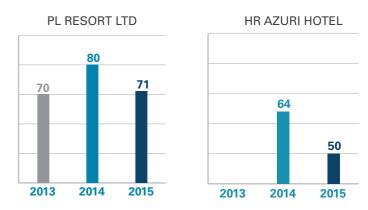


### **HOTELS**

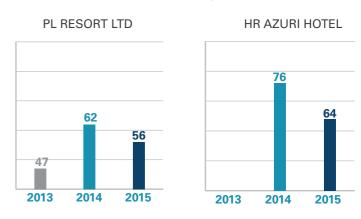
Our two hotels underwent a change in management in 2015. Our international management contract with Centara International Management was terminated on March 8, 2015. Rezidor Hotels APS Danmark, operating under the brand Radisson Blu, took over the hotels' operation on 1st September 2016. This change in management slowed down bookings from major tour operators over a 6-month period. This had a direct impact on our sales performance. The revenue for our hotels segment was MUR 247m in 2015 (2014: MUR 274m). The Poste Lafavette hotel accounted for most of this drop, registering a MUR 28m fall in turnover.

Our hotel at Azuri succeeded in maintaining its revenue levels by offering discounted packages to clients. It also benefitted from a change in the Group's operational structure, whereby the Group's renting pool was incorporated into our hotel business. However, this impacted negatively the hotel's operating profits. Sales have been improving progressively since Radisson Blu's takeover, as they strive to reinitiate trust-based relationships with our tour operator partners.

### **OCCUPANCY IN %**



### **REVPAR\$**



Net losses for 2015 before consolidation adjustments were of MUR 176m, up from losses of MUR 149m in 2014. These are explained by reduced revenues, higher operating costs and higher finance costs.

### PL RESORT LTD

PL Resort Ltd is 60% owned by BlueLife Ltd. It is a 100-room hotel in Poste Lafayette, located on leasehold land of 11285 m². It registered net losses of MUR 50m in 2015 (2014: MUR 42m) mainly due to a significant drop in sales (-22%). Operating and administrative expenses decreased, but at a lower rate (-12%), and finance costs increased by MUR 2m over one year.

### **HAUTE RIVE AZURI HOTEL LTD**

The Company is 60% owned by Haute Rive Holdings Ltd. It is a 100-room hotel in Azuri sited on 27,885 m<sup>2</sup> of freehold land. It registered losses of MUR 126m in 2015 (2014: MUR 107m) mainly resulting from higher cost of sales reducing significantly the gross profit margins.

### **AZURI SUITES LTD**

The company is 100% owed by Haute Rive Holdings Ltd and is involved in the management of the rental pool units in Azuri Village. The operations have been outsourced with Radisson Blu Azuri Resort & Spa. As at date, 61 IRS units forms part of the rental pool. The renting pool guarantee return paid to some of them starts maturing at the end of 2016.

### **SERVICES**

### OCEAN EDGE PROPERTY MANAGEMENT LTD

Ocean Edge Property Management Ltd was originally created to act as a managing agent for the various Azuri properties, as well as to offer private services to residents in need of maintenance and cleaning amenities. Our experience after two years of operations has led us to segregate these activities. We now ensure that a Chinese wall exists between the companies offering management services and private contracts.

Property management is a specialised activity. Handling the demands of 236 owners and commercial operators on the same site is a challenge. We have faced a steep learning curve but we believe that things will improve with the new organisational structure we have put into place.

From 2016 onwards, the Company will exclusively provide management services. We are currently looking to partner up with reputable and experienced managing agents in order to offer better services to our residents in Azuri, and to extend these services to other developments.

Following an assessment of Azuri operations and of their management, we have created different clusters, grouping activities together based on whether they are undertaken on a cost-sharing or a profit-generating basis.

In early 2016, Haute Rive Holdings Ltd incorporated three new subsidiaries, detailed hereunder:

### **AZURI ESTATE MANAGEMENT LTD**

Azuri Estate Management Ltd's sole purpose will be to manage, maintain and upgrade the technical equipment and common facilities at Azuri. These consist mainly of a water treatment plant, irrigation networks, plumbing, electrical and fibre optic cabling, generators, pumps, storage tanks for potable and grey water, common parks and gardens, roads, and waste disposal facilities. The cost of the Company's operations will be charged back to all Azuri stakeholders, as well as to existing and future road users.

### **AZURI WATCH LTD**

Azuri Watch will be a non-for-profit organisation whose sole purpose will be to organise, manage and supervise security at Azuri.

### **AZURI SERVICES LTD**

Following the restructure of Ocean Edge Properties Management Ltd's activities, as described above, we intend to offer private services to third parties under the newly incorporated Azuri Services Ltd. This subsidiary will initially provide maintenance and cleaning services to residents. In future, we intend to develop an array of services that will improve the quality of life of foreign and local residents.

### STRATEGIC OBJECTIVES

- Continue to promote AZURI as the grandest lifestyle destination in Mauritius.
- Advance AZURI's Work, Live and Play concept.
- Master our asset portfolio to increase our assets' value and assess maturity profile of assets in view of sales options.
- Adjust the positioning of Circle Square to become a residential, leisure and retail destination.
- Return to profitability for the hotel cluster.

### **ACHIEVEMENTS IN 2015**

- Launch of RIVIERA, a 16-unit IRS project.
- Signature of Deeds of Sales and start of construction for ALEZAN, the 2nd phase of our ongoing development for the local market.
- Start of infrastructure work on the Ocean River Villas site, to completed by June 2016.
- Termination of Centara International Management's contract for the management of our two hotels; signature of a new contract with Rezidor Hotels APS Danmark.

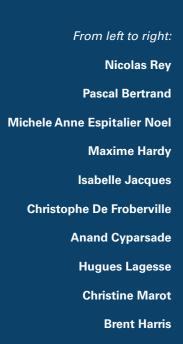
### **PRIORITIES IN 2016**

- Finalise AZURI masterplan in order to implement the agreed strategic vision and next steps for the project.
- Agree the road map for AZURI 2016 – 2020.
- Signature of Deeds of Sales and start of construction work for RIVIERA.
- Successful handover of ILEA, NARIYAL, SOLIFLORE and ALEZAN units to their buyers.
- Launch the first phase of the revised masterplan by end of year.
- Increase occupancy levels in our commercial centres and raise occupancy to close to 90%.
- Reposition the hotels to increase occupancy and rates.



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# 28 | MANAGEMENT TEAM





### PROFILE OF THE MANAGEMENT TEAM

### SENIOR MANAGEMENT TEAM

### CHRISTINE MAROT

### Chief Executive Officer and Executive Director

Christine Marot joined BlueLife Limited in May 2015. Born in 1969 and an accountant by profession, she started her career at De Chazal Du Mée & Co. Chartered Accountants in Mauritius before joining GML. She acquired extensive experience working at GML Management Ltée, where she was Finance Executive for Corporate and Accounting until April 2015. She has served on the Board of Directors and a number of Board committees for several listed and unlisted companies in financial services, human capital management, telecommunications and property management. Christine Marot is still a government committee member at the GML Pension Fund.

### MICHELE ANNE ESPITALIER NOEL

### Chief Finance Officer and Executive Director

Michele Anne is BlueLife Limited's Chief Finance Officer. She joined IOREC in January 2010 as Corporate Finance Executive to provide direction to the Company's financial function, including corporate finance, planning and administration, then was appointed CFO upon the amalgamation of IOREC with BlueLife. She is a graduate of École Supérieure de Commerce (E.S.C.A.E) of Clermont Ferrand in France, where she specialised in audit, accounting and finance management. She has also passed the Mauritius Stockbrokers Examination organised by the Stock Exchange Commission (now the Financial Services Commission) and the Mauritius Examination Syndicate. She recently completed a one-year general management programme offered by ESSEC and specifically designed for GML Executives.

### **BRENT HARRIS**

### Head of Development and Construction

Brent Harris joined BlueLife in September 2015 as Head of Development and Construction. He holds a BSc degree in civil engineering and a diploma in project management. Brent has 20 years' experience in the construction, project management and real estate sectors, having delivered various large-scale infrastructure projects and residential developments across a number of African countries as well as in the UK. His responsibilities at BlueLife mainly include preparing detailed project strategies as well as developing and implementing master plans. He also directs project-related activities, ensuring risks are management throughout the life of the project and until delivery.

### PASCAL BERTRAND

### General Manager AZURI

Pascal has a strong background in the hotel business, having worked with prestigious establishments including the Ritz Carlton and Le Royal Meridien in Abu Dhabi. Pascal arrived in Mauritius in 2004 as the general manager of Legends (now the LUX\* Grand Gaube) and was promoted in 2008 to Group Operations Manager, overseeing the operations of all of the group's hotels. He was then promoted to Regional General Manager in October 2012. His responsibilities at BlueLife are to reinforce the standards at Azuri and its future developments, and to oversee the operations of the two hotels currently under the management of Radisson Blu.

### **HUGUES LAGESSE**

### Senior Development Executive

Hugues holds a diploma in administration and finance from the École Supérieure de Gestion et Finance in Paris, France. In September 2007, he followed a management course at INSEAD in Fontainebleau, France as well as a course in real estate development in Paris and at Harvard Business School in Boston, USA. He recently completed a one-year general management programme offered by ESSEC and specifically designed for GML Executives. At BlueLife, he participates in strategy and planning and is responsible for identifying potential areas for future development and growth. He is also in charge of managing projects' through their life cycle, from conceptualisation and design to completion.

### ANAND CYPARSADE

### Project executive

Anand Cyparsade joined Bluelife in 2010 and currently heads the Phase II of Azuri development. He holds an MSc in project management and a degree in economics, and has had over 14 years of experience in real estate and business development, in the public and private sectors of Mauritius as well as internationally. He is in charge of project implementation and monitoring the stakeholders involved in the project delivery process.

### MAXIME HARDY

### **Asset Executive**

Maxime is a Fellow of the Association of Accounting Technicians. He joined GML Management's Accounting & Finance department in 2001, after having worked in various sectors. In 2009, he moved to the newly created real estate development entity now known as BlueLife Ltd. He is now responsible for running the residential, industrial and commercial properties. In particular, he is in charge of asset management and facilities management for the Group's commercial assets (excluding hotels). He also oversees the operations of Ocean Edge Property Management.

#### OTHER MANAGEMENT TEAM MEMBERS

#### ISABELLE JACQUES

### Office and ICT Manager

Isabelle Jacques joined BlueLife Limited in July 2015 as Office and ICT Manager. Isabelle studied economics at the University of Cape Town and worked in the IT sector in South Africa and the UK. In 2002 she moved back to Mauritius where she worked in the insurance sector as an IT / HR / Admin Manager. She is now responsible for BlueLife's IT infrastructure, software and support. She also heads up the Group's HR function and its office management.

### CHRISTOPHE DE FROBERVILLE

### Sales Manager

Christophe de Froberville holds a Bachelor's degree in management accounting and marketing from the University of Western Australia (UWA) in Perth and a Masters in international business from INSEEC Business School in Paris. He started his career in product management in Paris, working for France's largest online wine retailer. Back in Mauritius, Christophe spent three years in the sales and marketing department of Constance Hotels & Resorts, both at corporate and operational level, between Mauritius and Seychelles. He joined BlueLife in February 2016 as Sales Manager and is now responsible for business development, focusing on lead generation and the optimisation of the group's market intelligence and CRM (customer relationship management) tools.

### **NICOLAS REY**

### **Financial Controller**

Nicolas Rey holds a BCom (double major in accounting and finance) from Curtin University in Australia and qualified with the Association of Chartered Certified Accountants (ACCA) in 2014. He started his career at Ernst & Young in the audit department before moving into the offshore sector in Mauritius. Nicolas joined Bluelife Limited in 2014 as a financial analyst. In this role, he has been involved in the Group's project finance, corporate finance and treasury functions. Nicolas is notably responsible for monitoring the financial performance of individual departments and contributing to the Company's overarching financial strategy.



### HUMAN RESOURCES | 3

The human resources strategy at BlueLife aims to ensure that we have the right people working for us at all times, and that they participate and enable the Group's future growth.

As at December 31, 2015, BlueLife Group employed 432 employees. This represents a roughly 20% increase as compared to 2014, and is explained by the creation of new employment in services (+65%) and hotels (+53 employees).

2015 saw Mrs Christine Marot confirmed as CEO of BlueLife following her designation as Interim CEO in November 2014. Mrs Marot rapidly created a framework to guide a team restructure. In consequence, we have now made the following changes to personnel:

- The employment of a specialist in construction processes to lead our team of in-house and external project professionals, in the person of Mr Brent Harris, now Head of Development and Construction. His profile can be found on page 30.
- The recruitment of Mrs Isabelle Jacques as Office and ICT Manager to re-organise and manage human resources and IT. Her main duties will include re-establishing protocols and processes, managing talent within the Group and growing each individual employee's performance and potential. Isabelle's profile is available on page 31.
- The departure of Mr Damian Hamp-Adams, the former Sales and Marketing Manager, who took up new challenges in London. Mr Christophe de Froberville was recruited in February 2016 to lead the sales team in his place. Christophe's profile is included on page 31.
- The empowerment of existing staff thanks to the promotion of Mr Nicolas Rey to Financial Controller, in order to improve crucial cost controls within projects and operations.
- The arrival of two senior executives nominated by Radisson Blu, following the new international hotel management contracts signed with Rezidor for the management of the Group's hotels. The executives are Mr Alfio Bernardini, Cluster General Manager, and Mr Denis Nobre, Cluster Financial Controller. The two hotels' Resident Managers are Mauritian and have been kept in post.

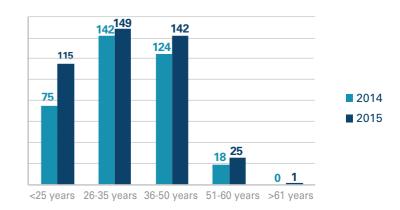
### **HR METRIC**

### **EMPLOYMENT BY SEGMENT**

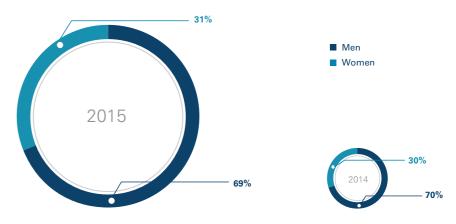




### **EMPLOYMENT BY AGE**



### **GENDER**



### LEVEL OF RESPONSIBILITIES



### **REMUNERATION OF EMPLOYEES**

We strive to offer appropriate remuneration to employees and executives. Our aim is to attract and retain the talent our businesses require while also taking into account short-term and long-term goals.

Our compensation needs to be competitive. We regularly update our pay structure and benefits to reflect current market standards.

### **SKILLS DEVELOPMENT**

Throughout 2015, we concentrated on restructuring our staff and recruiting new talent to reinforce the team.

In the coming year, we will undertake a Traning Needs Analysis (TNA) and plan for long-term skills development through adaptable training sessions.



### **HR SYSTEMS**

Job descriptions and working contracts have all been updated to reflect current staff positions. In 2016, we will put a Performance Management System (PMS) into place, with clearly defined KPIs (Key Performance Indicators) for each staff member. The aim is to motivate staff and strengthen team spirit while monitoring performance.

### STRATEGIC OBJECTIVES

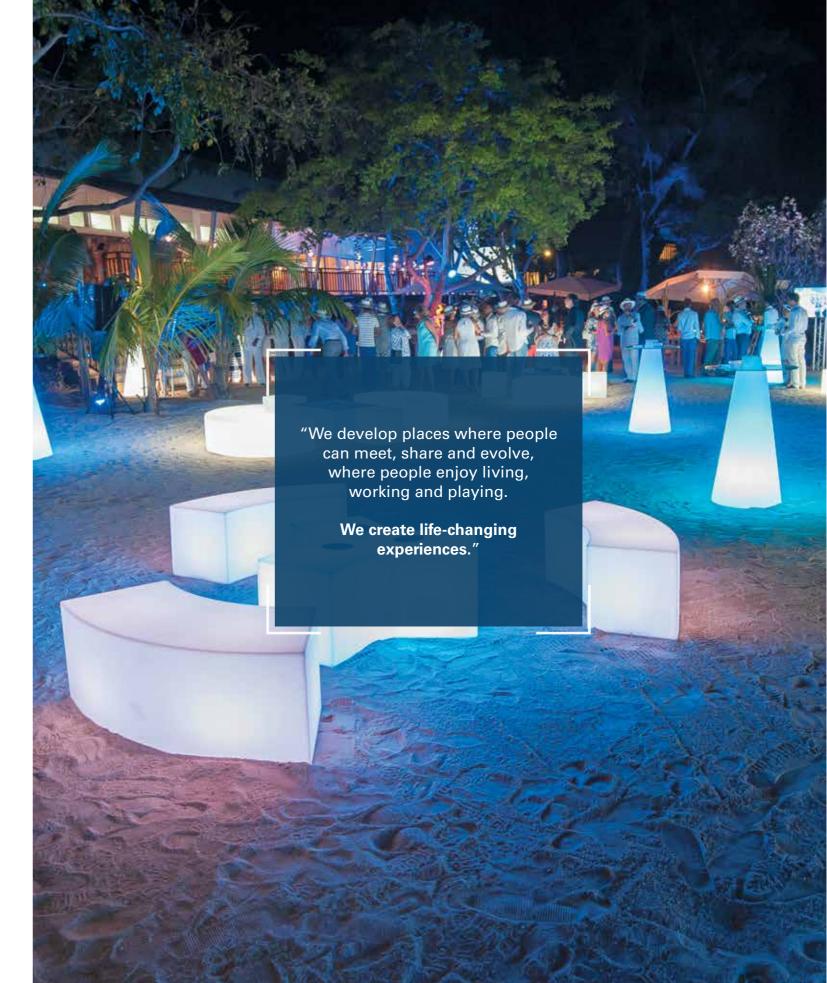
- Effectively use talent.
- Implement PMS.
- Retain talent.

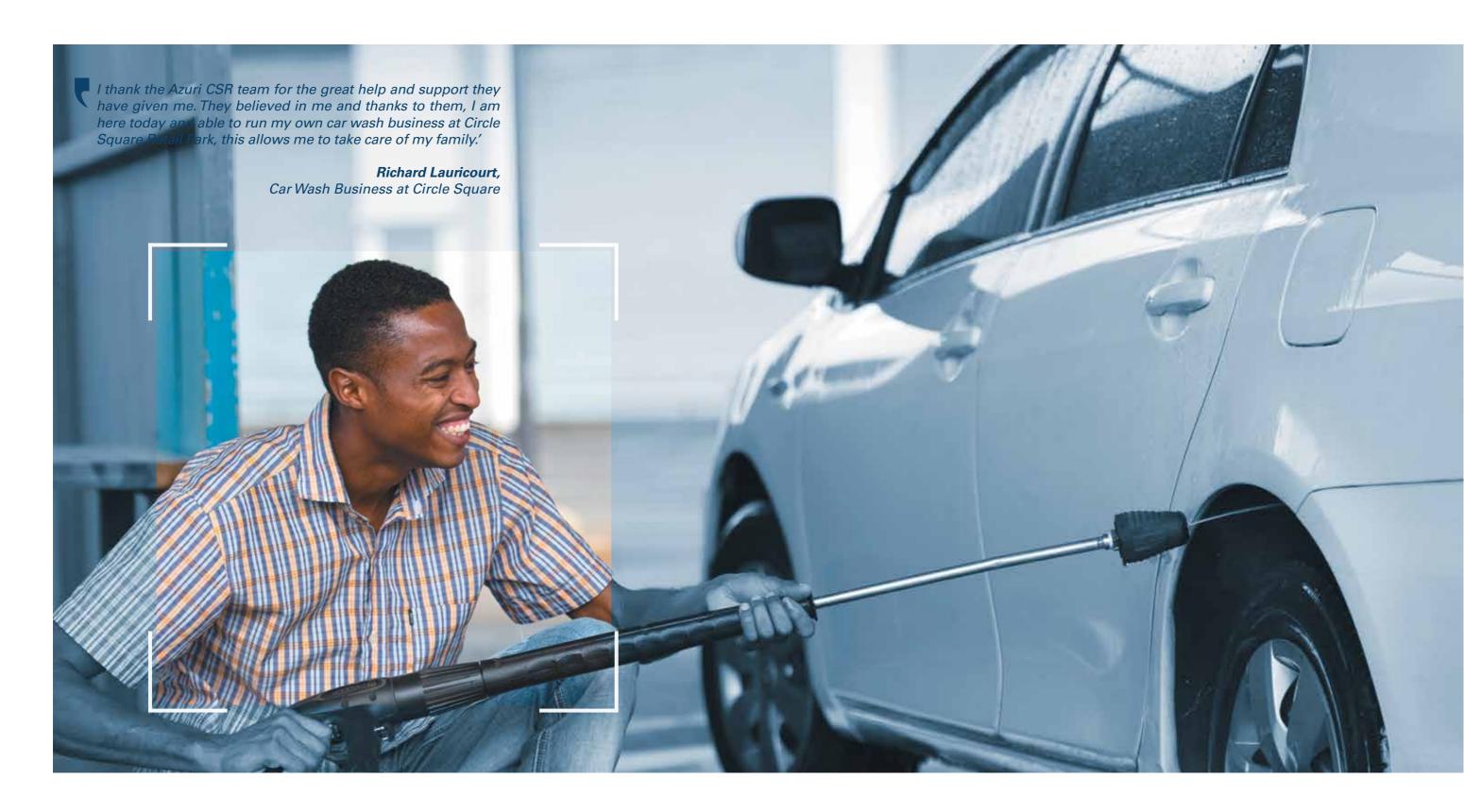
### **ACHIEVEMENTS IN 2015**

- Strategic recruitment.
- Team restructuring.
- Updated job descriptions.

### PRIORITIES IN 2016

- Develop staff skills.
- Set up PMS.
- Manage talent





INTERACTION WITH THE LOCAL COMMUNITY

### **OUR SOCIAL CONTRIBUTION**

In order to positively contribute to the society in which we live and work, BlueLife supports targeted, micro-level initiatives to alleviate poverty, raise standards of living and protect our environment. We focus in particular on funding training, empowerment initiatives and environmental causes, but also support local-level social and sports programmes.

#### WE BELIEVE INTRAINING

We have worked closely with Caritas throughout the past year and notably contributed to the opening of their new training centre, *Canne en Fleur*, at Pointe Aux Piments. The centre aims to offer professional pastry courses – involving both lectures and practical training – to vulnerable and low-income individuals. The funding provided by BLL also helps underwrite participants' travel expenses as well as the costs of food purchasing and training materials. We additionally support the programme by sourcing apprenticeship and employment opportunities for course participants, placing them in supermarkets and in our partner hotels as well as within the Radisson Blu Poste Lafayette Resort & Spa and the Radisson Blu Azuri Resort & Spa. Two batches of trainees have already completed the course, with another two groups scheduled to graduate from the centre in June and October 2016 respectively.

### WE BELIEVE IN EMPOWERMENT

We seek to promote Mauritian entrepreneurship. For this reason we regularly provide support to young and not so young entrepreneurs with ideas for innovative small businesses. This year, we provided assistance and funding to a 27-year-old father of three from Plaine des Roches, an area of extreme poverty, to help him set up a carwash. We sourced all of the equipment he required and he has now been operating out of Circle Square Retail Park, our commercial centre in Forbach, for the last seven months.

#### WE SUPPORT LOCAL SOCIAL AND SPORTING INITIATIVES

We were contacted by stakeholders from the Terrre Rouge region to support eight underprivileged young people from the Hassan Raffa State Secondary School. We have now financed these students' lunch expenses for the duration of the school year, while also contributing to the refurbishment of the school's pre-vocational classrooms.

This year, we provided funding to allow for ongoing medical monitoring to elderly diabetes sufferers in the Rivière du Rempart, Pointe des Lascars, Roches Noires and Poste Lafayette regions.

We are also the joint sponsors of the Mauritian national football tournament, in which 27 teams from across the island are currently competing. The event kicked off in April and will run to November 2016. It is being held in Roches Noires.

### **SALT POSTE LAFAYETTE**

For the past three years, Azuri CSR has worked with the community at Poste Lafayette to build resilience, change local behaviours and improve economic and social outcomes for the families living in the area. To do this, we have adopted a community change approach dubbed SALT (whose acronym stands for Stimulating local communities responses; Appreciate strengths; Learn together to overcome common concerns; and Transfer experiences into learning.) Using this approach, we are now working with 30 families to help them make their vision of the "Poste Lafayette of the future" a reality: that is, to create a community with durable homes, improved educational opportunities for the young, a community centre, a playground, a supermarket and reliable means of transportation.

SALT was launched at a weeklong Learning Festival involving NGO representatives from 13 countries and held in March 2016.

### **AZURI ACTIVE IN COMMUNITY LIFE**

### **AZURI MARKETPLACE**

Inaugurated in October 2015, the Azuri Marketplace is the perfect venue for hosting our monthly market days, which allow both residents and visitors to shop for food and other wares in a warm and welcoming atmosphere. We take great pleasure in involving local traders and farmers in each market day, so as to have products such as organic vegetables, fruits, pickles, jams, and handmade crafts for sale. Each market day has a different theme, enabling different traders from the vicinity to participate.

### **GML ON THE MOVE**

GML on the Move, an annual sports day that raises funds for a different charity each year, was held at Azuri for the third consecutive year. The profits from the event held on the March 5, 2016 were donated to the Uni Kidz association.

The event is the only large-scale race to take place on the east coast and this year attracted almost 600 participants, up from 350 the year before. Several Azuri residents and staff members took part in the 6km and 15km cross-country races, and we are delighted to report that a number of them made it to the podium!

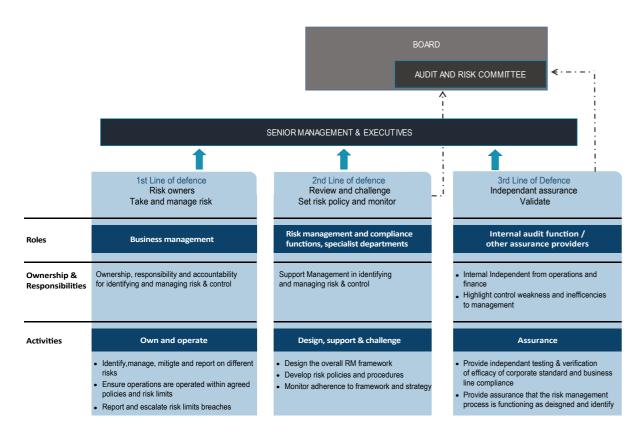
Azuri looks forward to welcoming GML on the MOVE once again in 2017.

RISK MANAGEMENT

As announced in our 2014 Annual Report, we were are working on the implementation of more structures to identify, monitor and effectively manage the risks, at all levels in the Group. Further to the process review which was conducted in 2015, with the help of consultants from Dynamia, the decision making structure at BlueLife was established together controls and risk management procedures. After experience of Azuri Phase 1 development which had required substantial management's attention for the trouble shooting and management of issues, the need for a robust risk management process was needed. The risk management process was set to:

- Ensure that the Management Team in all divisions develop a risk awareness culture and that all procedures are in place to identify, assess, report and monitor the major risks in our day-to-day operations.
- Structure the reporting and decision making processes, adopting collegial decision making with respect to some critical areas.
- Promote increased exchange of relevant information between the various clusters in the Group, particularly with formalised structured meeting where risks can be anticipated at early stages and mitigating actions taken

Risk is managed at various levels in our organisation and our risk framework is being set on the 3 lines of defence approach moving up to the Board of Directors acting as overseeing body. The Board establishes a governance structure as defined in the table below, identifying any desirable changes to the risk culture into the organisation and ensure that the management takes all steps required to address those changes. The framework is illustrated below:



### Risks Relating to our Business and Industry

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
All of our investment properties are located in Mauritius and our financial performance is almost entirely dependent upon trading in Mauritius.	<b>+</b>	<ul> <li>Any event that negatively affects the occupancy rate, rental yields or the performance of these centres.</li> <li>Any financial, economic and political developments in or affecting Mauritius resulting in decreased consumer spending.</li> </ul>	Keeping informed of key challenges and changes in the economic and business environments to enable proactive actions to be taken.      Regular monitoring of our tenants' performance, our centres' shopping traffic and other key performance indicators to determine future actions plans.
Our results of operations depend on tourism in Mauritius.	<b>*</b>	A decline in the attractiveness of Mauritius to international visitors, and a decline in tourism generally, would have a materially adverse effect on our hotels' revenue levels.	<ul> <li>Keeping abreast of the continued attractiveness of Mauritius as a tourist destination.</li> <li>Monitoring and ensuring the continued attractiveness of our hotels as compared to competing hotels in Mauritius.</li> <li>Monitoring the effectiveness of our marketing campaigns and initiatives.</li> </ul>
We face competition from other residential development projects.	<b>*</b>	Any oversupply of residential development in the same market segment may adversely affect our sales programme, price targets and sales revenue.	<ul> <li>Ensuring a robust development project screening process in place.</li> <li>Adopting competitive pricing strategies.</li> <li>Ensuring the permanent adequacy of our offerings relative to customers' needs.</li> <li>Favouring the proper diversification of the Group's activities by having a blend of property, office and retail development.</li> </ul>
We face competition from other retail real estate assets in Mauritius.	<b>⇔</b>	Any oversupply of competing shopping centres in Mauritius may adversely affect our rental income, as follows:  • Footfall may decline.  • Tension on rental rates.  • Increased bargaining power of potential tenants.  • Our tenants' trading performance may be adversely affected.	<ul> <li>Ensuring a robust development project screening process in place.</li> <li>Emphasis on making the right design decision in terms of suitability for shopping purposes with modern outfitting, appropriate access and visibility and sufficient parking spaces.</li> <li>Favouring the proper diversification of the Group's activities by having a blend of property, office and retail development.</li> </ul>
We may be unable to lease or re-lease space within our properties and terms might not be as favourable if let.	<b>*</b>	<ul> <li>Demand for our properties remaining low.</li> <li>Limit the optimisation of our tenant mix.</li> <li>Limit our ability to retain tenants at expiry.</li> <li>Our tenants seeking to renegotiate the terms of their leases in their favour.</li> <li>Our ability to raise the rent may be constrained.</li> </ul>	<ul> <li>Ensuring leases contain automatic renewal.</li> <li>Placing emphasis on retention of tenants upon lease expiry.</li> <li>Continued engagement with tenants.</li> <li>Willingness to negotiate lease terms to retain/ sign tenants.</li> <li>Ensuring well maintained buildings to attract prospective tenants.</li> <li>Providing high-quality, yet affordable space.</li> </ul>

RISK MANAGEMENT

Risks Relating to our Business and Industry (cont'd)

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
Our results of operations and cash flows are dependent on our tenants' ability to meet their financial obligations.	<b>*</b>	<ul> <li>Tenants' insolvency / bankruptcy.</li> <li>Growing delinquencies in payment of rent and other charges due from our tenants.</li> </ul>	<ul> <li>Credit control to assess and regularly monitor tenants' risk profile and engagement.</li> <li>Systematic Risk assessment profile of tenants prior lease agreement signature.</li> <li>Tenants' arrears closely monitored and termination of non performing tenants' leases</li> <li>Credit control measures to curb bad debt.</li> </ul>
Real estate valuation is inherently subjective and uncertain.	<b>*</b>	Our judgement and the judgement of the independent appraisers who perform valuations on our behalf significantly affect the determination of the market value of our properties.	<ul> <li>Benchmarking undertaken, as much as possible, with comparative properties and known transaction to establish reasonableness of value.</li> <li>Ensuring the valuers are of good standards and have experience in the location and category of the property being valued.</li> </ul>

### Risks Relating to our Operations

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
Our operating expenses and maintenance capital expenditures may be higher than expected, and all of these costs may not be recoverable.	1	<ul> <li>Increase in subcontracted costs, labour costs, repair and maintenance costs, insurance premiums and/or utility costs.</li> <li>Not all of these expenses are or can be recouped from our tenants.</li> </ul>	• Improving facilities management to reduce operational expenses.
We are exposed to development / revenue risks.	<b>*</b>	<ul> <li>Lower than expected yields, rent levels, sales price levels, sales levels.</li> <li>Delay in the sales/ rent programmes.</li> </ul>	investor demand and occupiers and consumer

### Risks Relating to our Operations (cont'd)

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
We are exposed to construction risks.	1	<ul> <li>Reliable contrators working at full capacity.</li> <li>Upward pressure on cost of construction and building materials, equipment or labour as a result of rising commodity prices or inflation or otherwise.</li> <li>Unforeseen engineering problems</li> <li>Default by or financial difficulties faced by contractors and other third party service and goods providers.</li> </ul>	<ul> <li>Careful meticulous calculations in the development and design processes.</li> <li>Using controlled pricing mechanisms when entering into construction contracts.</li> <li>Ensuring a robust screening of the quality of partners.</li> <li>Careful drawn up of contracts and agreements (clauses on the decision process and exit possibilities).</li> <li>Ensuring financial situation of contactors and professionals before allotment of contract.</li> </ul>
We are not attracting new customers or are not able to retain our existing customers.	1	<ul><li>Declining sales performance.</li><li>Increasing tenants departure.</li></ul>	<ul> <li>Improving responsiveness to our customers' requests.</li> <li>Nurturing relationships with existing customer network.</li> </ul>
Our properties and assets could be exposed to damages.	<b>*</b>	Deterioration in the buildings quality as a result of incidents or due to construction defects.	<ul> <li>Regular monitoring, sites visits and inspection.</li> <li>Ensuring continual interaction with tenants/ residents.</li> <li>Increasing vigilance and security at properties.</li> <li>Claiming impact of structural defects to contractors/professionals.</li> <li>Insuring against insurable hazards.</li> </ul>
The terms of our indebtedness contain restrictions that may limit our flexibility in operating our business.	1	<ul> <li>Limitation in our ability to access, engage into transactions or projects.</li> <li>Increase in required covenant ratios.</li> <li>Financial institutions exposure to real estate limiting potential to lending.</li> </ul>	<ul> <li>Maintaining conservative loan to value ratios.</li> <li>Managing cash position and available funding headroom.</li> <li>Spreading of funding providers /diversified funding base.</li> <li>Maturity profile of debt evenly spread.</li> <li>Maintaining a sufficiently large liquidity buffer.</li> <li>Regular liquidity stress testing and scenario analysis.</li> <li>Maintaining adequate contingency funding plans.</li> </ul>
Our properties and operations could be exposed to external events, catastrophic events or acts of terrorism.	<b>*</b>	<ul> <li>Inability to recover operations in the event in unexpected disruptions and disasters outside our control</li> <li>Loss of critical management information and delays in billing and collection of revenues,</li> <li>Risks related to failure of these IT systems (in terms of hardware and software), cyber-crimes like hacking and phishing leading to data thefts</li> </ul>	<ul> <li>Implementation of strong response action plan.</li> <li>Contingency and recovery plans for core services, key systems and priority business processes have been developed and are revisited as part of existing management processes to ensure that continuity strategies and plans remain relevant.</li> <li>Back ups and complete redundancy of the IT environment are being built at an offsite location.</li> </ul>
We may not have adequate insurance.	•	Losses not fully compensated by insurance.	<ul> <li>Maintaining insurance policies where practicable, covering both our assets and employees.</li> <li>Permanently controlling of policy specifications and insured limits.</li> <li>In 2015, detailed and full review of risks and insurance cover.</li> </ul>

### RISK MANAGEMENT

### Risks Relating to Our People and Systems

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
We rely on certain key personnel.	•	We face risks related to our ability to continue to attract, retain and motivate our senior management and other skilled personnel in our company.	<ul> <li>Succession planning and staff retention plans introduced across the group.</li> <li>Offering market-related salaries and benefits</li> <li>Motivating key persons on the Long Term Incentive Plan.</li> <li>Keep database of interesting CVs &amp; contacts.</li> </ul>
Our employees do not embrace our ethical values and behaviour.	<b>*</b>	<ul> <li>Internal dysfunctional behaviours of employees such as, withholding information, under delivering and overpromising, misrepresenting results, use of company data for personal use, etc.</li> <li>Whistleblowing with respect to unethical behaviours by employees involved in bribery, misrepresentation, side businesses, etc</li> </ul>	• Ensure the strict adherence to the Code of Ethics embracing the Group's values, ethical considerations and principles.

### Risks Relating to Economy and Legislation

Risk Description	Change from LY	Trigger event/ Indicator	Control process to mitigate risk
Inflation may adversely affect our financial condition and results of operations.	<b>*</b>	• Inflation increase in the future.	<ul> <li>Establishing fixed contracts with suppliers or capping increases particularly for long-term contracts.</li> <li>Providing for indexation clauses in contracts with tenants/ clients particularly for long term contracts.</li> </ul>
Interest rate movement volatility in interest rates may adversely affect our cost of borrowings.	<b>*</b>	Significant upward changes in interest.	<ul> <li>Using fixed interest instruments.</li> <li>Provide for interest rate buffers in all commercial appraisals.</li> <li>Maintaining loan to value ratios as low as possible.</li> <li>Accessing new sources of funding at lower cost.</li> </ul>
Future changes in the Rupee exchange rate against main currencies.	<b>*</b>	• Significant currency fluctuations in major currencies.	Developing markets based on several currencies for sale of properties, hotel operations and for sourcing of material.
We may incur unplanned costs related to compliance with health and safety and environmental laws.		<ul> <li>Failure of our contractors to comply with the relevant standards make us liable for penalties and our business or reputation could be materially and adversely affected.</li> <li>Criminal / Civil prosecution.</li> <li>Arising of an health and safety or environmental liability in relation to any of our properties.</li> <li>Amendments to existing laws and regulations relating to safety standards and the environment imposing more onerous requirements on us and necessitating further capital expenditure.</li> </ul>	<ul> <li>Observing high standards.</li> <li>Changing the Group's safety culture by focusing on behaviour observation, reward and communication.</li> <li>Zero tolerance for non-compliance with safety rules.</li> </ul>
We are required to comply with applicable laws and regulations and to maintain licences and permits to operate our businesses, and our failure to do so could adversely affect our results of operations and prospects.	<b>*</b>	<ul> <li>Objections or delays in obtaining and maintaining requisite approvals, certifications, permits and licences.</li> <li>Revocation of our licence.</li> <li>Stop orders / suspension of operations.</li> </ul>	<ul> <li>Establishing internal procedures and controls to comply with prevalling legislation.</li> <li>Keeping informed of changes in the legislation governing our business activities.</li> </ul>

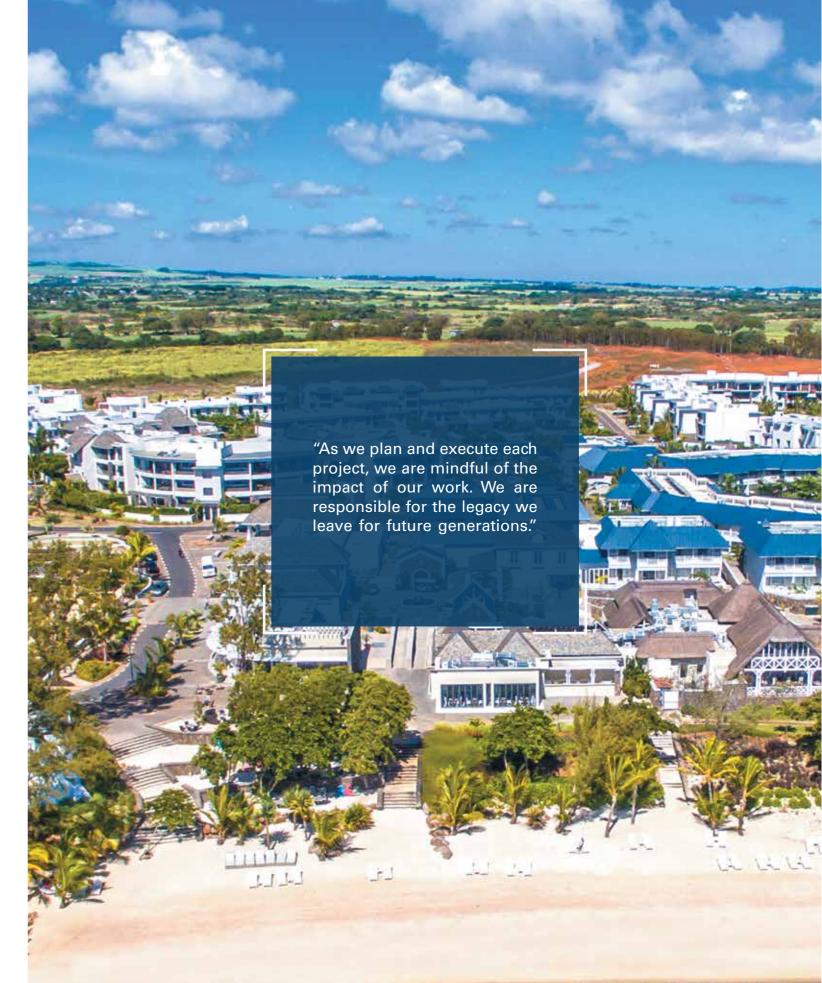
- Establish a governance structure (Board, Board sub-committees, Executive responsibilities, risk management functions).
- Systematically manage to leverage risk information into decision making process. Accepts, transfers or mitigates identified risks.

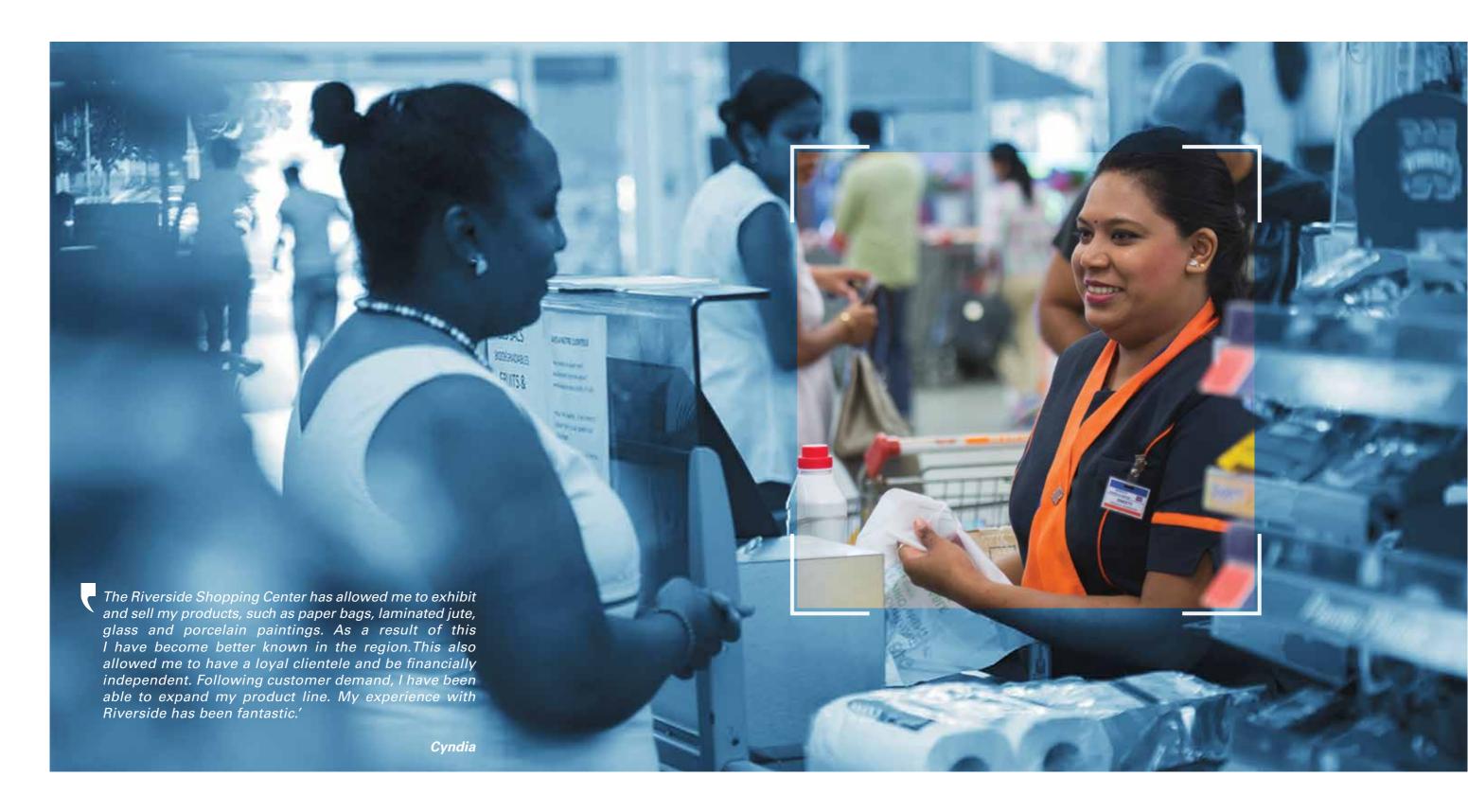
### **ACHIEVEMENTS IN 2015**

- Review of risk identification, assessment processes and effective management as well as decision-making structure.
- Finalisation and agreement on Risk Register format, for internal usage for management and reporting to Audit & Risk Committee.

### PRIORITIES FOR 2016

- Set the risk appetite within which management is expected to operate and approve risk appetite statement.
- Take ownership of the risk register and ensure that the risk culture is spread in day to day operations and adhered to by all employees.
- Training of key employees on risk awareness and reporting.
- Continue implementation of decision making processes and relevant committees and sub-committees.





CORPORATE GOVERNANCE REPORT

The Board of Directors of BlueLife Limited has pleasure in presenting the Annual Report and the audited financial statements of the Group and the Company for the year ended December 31, 2015.

### **Directors' responsibilities in respect of the Annual Report**

The Directors of BlueLife Limited are responsible for preparing the Annual Report and financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements in accordance with International Financial Reporting Standards for each financial year. The financial statements are required by law to give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period and the external auditors are responsible for reporting on whether the financial statements are fairly presented. In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State that International Financial Reporting Standards have been adhered to, subject to any material departures being disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Company will continue in business; and
- Comply with the Code of Corporate Governance and provide reasons in case of non-compliance with any requirement of the Code.

The Directors are responsible for keeping proper accounting records and maintaining an effective system of internal control and risk management.

Approved by the Board of Directors on March 31, 2016 and signed on its behalf by:

Arnaud Lagesse
Director

Christine Marot
Director

### **Corporate Profile**

BlueLife Limited ("BlueLife") is a public company incorporated in Mauritius on April 16, 2004. It is listed on the Official Market of the Stock Exchange of Mauritius and is registered as a Reporting Issuer with the Financial Services Commission.

### **Changes to the Senior Management Team**

### Departures

Mr. Damian Hamp-Adams resigned as Sales and Marketing Manager in August 2015.

#### New Joiners

Mr. Brent Harris joined the Company in November 2015 as Head of Development & Construction.

### **Management and Administration**

### **Executive Directors**

Christine Marot, Chief Executive Officer Michele Anne Espitalier Noel, Chief Financial Officer

### Senior Management Team

Pascal Bertrand, General Manager Azuri Brent Harris, Head of Development & Construction Hugues Lagesse, Senior Project Executive Anand Cyparsade, Project Executive Maxime Hardy, Asset Executive

### **Registered Office Address**

4<sup>th</sup> Floor, IBL House Caudan Waterfront Port Louis Tel: 211 1713

### **Head Office**

Circle Square Retail Park Forbach Tel: 244 3138 / 3148 / 3158

### Offices at Azuri

Haute Rive, Roches Noires
Tel: 402 3800

### **Company Secretary**

GML Management Ltée 4<sup>th</sup> Floor IBL House Caudan Waterfront Port Louis Tel: 211 1713

### **Share Registry and Transfer Office**

Abax Corporate Administrators Ltd 6<sup>th</sup> Floor, Tower A 1 CyberCity Ebene Tel: 403 6000

### **External Auditors**

BDO & Co Chartered Accountants 10, Frère Félix de Valois Street Port Louis

#### **Internal Auditors**

PriceWaterhouseCoopers Ltd 18 Cybercity Ebene

### **Bankers**

The Mauritius Commercial Bank Ltd AfrAsia Bank Limited State Bank of Mauritius Ltd ABC Banking Corporation Ltd

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### BOARD OF DIRECTORS



Robert John

Arnaud Lagesse

Michele Anne Espitalier Noel

Louis Mynhardt

Kevindra Teeroovengadum

**Christine Marot** 

Jean Claude Harel

**Christophe Barge** 

Christian de Juniac (Absent)

### **Corporate Governance Report**

### Statement of Compliance with the Corporate Governance Code

The Board of Directors has overall responsibility for corporate governance and is accountable to the Company's shareholders for good governance. The Board is committed to achieving high standards of corporate governance and recognizes the importance of good governance to ensure continued growth, success and to enhance investors' confidence. As such, the Board believes that corporate governance is one of the key drivers to the success of a listed company and fully supports the principles of good governance as set out in the Code of Corporate Governance for Mauritius ('the Code') which is based, for now, on a "comply or explain basis". The Company conducts its day-to-day operations in line with these principles. It is the Board's view that the Company has complied with the provisions of the Code throughout the reporting period.

### The Board of Directors

### Leadership and Responsibility

The Board is responsible for promoting the long-term success of the Company. Through sound leadership, the Board seeks to promote a culture of openness and innovation, relying upon a framework of corporate governance and internal controls which are designed to protect the Company's assets. The day-to-day management of the business is delegated to the Executive Directors and the Senior Management, apart from matters reserved for the Board as set out in the Constitution of the Company. The Board has also specific matters reserved to it for decision, such as strategic long-term objectives and delegates some of its duties and powers to Committees, each of which has clearly written terms of reference.

### Leadership Structure

The Board is collectively responsible for the long-term success of the Company and for its leadership, strategy, values, standards, control and management.

The Board functions independently of management and there is a clear separation of the roles of the Chairman and the Chief Executive Officer, their roles being distinct.

The Chairman is responsible for: (i) the leadership of the Board, (ii) ensuring its effectiveness, (iii) setting its agenda and (iv) ensuring effective links between shareholders, the Board and management.

The Chief Executive is responsible for: (i) developing the Company's strategic direction, (ii) implementing policies and strategies as decided by the Board and (iii) managing the Company's business.

The Non-Executive Directors constructively challenge the Executive Directors and monitor the delivery of the agreed strategy within the risk and control framework set by the Board.

The Company Secretary has the primary responsibility for guiding the Board as regards their duties and responsibilities. Through the Chairman, the Company Secretary is responsible for: (i) advising the Board on matters of corporate governance, (ii) ensuring good information flows with the Board and its Committees. (iii) ensuring that Board procedures are followed and that applicable laws and regulations are complied with. One of the core functions of the Company Secretary is the taking of accurate and precise Board minutes. These are subsequently submitted for approval at the following next meeting.

Board papers are typically circulated a week in advance of meetings to ensure that Directors have sufficient time to consider their content prior to the meeting and thus enabling them to fulfill their duties properly. Senior Executives are also invited to attend Board meetings to present and discuss their areas of specialty.

The Company Secretary is the primary channel of communication between the Company and its shareholders and interacts also with the relevant regulatory authorities.

### Board Composition and Independence

The Board of BlueLife Limited is managed by a unitary Board of nine Directors. The Directors consider that the Board is of a reasonable size and possesses the right mix of skills and experience to provide leadership, integrity and judgement in managing the affairs of the Company.

The Code requires that a Board should have an appropriate balance of Executive Directors, Non-Executive Directors and Independent Directors. As at December 31, 2015, the Board comprised the Chairman

who is a Non-Executive Director, two Executive Directors, one Independent Non-Executive Director and four Non-Executive Directors. In line with good governance practices and as at the date of this report, a second Independent Non-Executive Director was

appointed on the Board of BLL.

The biographies of all the Directors, including information about their skills and experience can be found on pages V and VIII of the Annual Report.

CORPORATE GOVERNANCE REPORT

The table below summarises the membership of the Board and its Committees.

		Audit and Risk	Corporate Governance
Name	Position	Committee	Committee
Arnaud Lagesse	Chairman & Non-Executive Director		*
Christine Marot	Chief Executive Officer <sup>1</sup> & Executive Director		
Jean-Claude Harel	Non-Executive Director		
Robert John	Non-Executive Director		*
Christian de Juniac	Independent Non-Executive Director		*
Louis Mynhardt	Non-Executive Director	*	
Michele Anne Espitalier Noel	Chief Financial Officer <sup>2</sup> & Executive Director		
Kevin Teeroovengadum	Non-Executive Director	*	

<sup>1</sup> The Chief Executive Officer attends the Audit and Risk Committee and the Corporate Governance Committee.

### **Directors' Profiles**

The names of the Directors of BlueLife Limited, their profiles and the list of their directorships in companies listed on both the Official Market and the Development & Enterprise Market are set out hereunder.

### Arnaud Lagesse

### Chairman & Non-Executive Director

Arnaud Lagesse appointed as Non-Executive Director and Chairman of BlueLife on December 31, 2013 holds a 'Maitrise de Gestion' from the University of Aix-Marseille III, France and is a graduate of 'Institut Supérieur de Gestion', France. He also completed an Executive Education Program at INSEAD, Fontainebleau, France, and an Advanced Management Program (AMP180) at Harvard Business School, Boston, USA. He joined GML in 1993 as Finance and Administrative Director before becoming in August 2005 its Chief Executive Officer.

Mr. Lagesse participated in the first National Corporate Governance Committee as a member of the Board in 2004 and was recently appointed as Chairman of the

new Committee set up in view of updating the Code after ten years of existence. Arnaud Lagesse is also a member of the National Integrity Advisory Committee and an ex-president of the Mauritius Chamber of Agriculture, the Mauritius Sugar Producers Association and the Sugar Industry Pension Fund.

Mr. Lagesse is a member of the Board of Directors of several of the country's major companies and is the Chairman of Ireland Blyth Limited, BlueLife Limited, Lux Island Resorts Ltd. inter alia. He is also the Chairman of GML Fondation Joseph Lagesse since July 2012.

Directorships of companies listed on the Stock Exchange of Mauritius Ltd:

- Alteo Limited
- The Bee Equity Partners Ltd
- Ireland Blvth Limited
- Lux\* Island Resorts Ltd
- Phoenix Beverages Limited
- Phoenix Investment Company Limited
- The United Basalt Products Ltd

<sup>2</sup> The Chief Financial Officer attends the Audit and Risk Committee.

### CORPORATE GOVERNANCE REPORT

#### Christine Marot

### Chief Executive Officer & Executive Director

Christine Marot, born in 1969 and an accountant by profession, joined BlueLife Limited in May 2015. She started her career De Chazal Du Mée & Co, Chartered Accountants in Mauritius before joining GML. She acquired vast experience working at GML Management Ltée, where she acted as Finance Executive – Corporate and Accounting, up to April 2015. She has been a member of the Board of Directors as well as Committees of the Board of several quoted as well as unquoted companies, involved in the financial services industry. human capital management, telecommunication and property management. Christine Marot is still a member of the governing committees of GML Pension Fund.

### Christian de Juniac

### Independent Non-Executive Director

Christian de Juniac is of French nationality. He has spent most of his working life in international surroundings. He studied at Cambridge in the UK followed by an MBA at Harvard University. He is a Barrister-at-Law and was with Boston Consulting Group for 28 years, based mostly in the United States, England, Holland and Switzerland, specialising in financial services and mass distribution. Christian is an independent non-executive Director of Ireland Blyth Limited and is the current Chairman of the Corporate Governance Committee of BlueLife.

Directorship of companies listed on the Stock Exchange of Mauritius Ltd:

• Ireland Blyth Limited

### Michele Anne Espitalier Noel

### Chief Financial Officer & Executive Director

Michele Anne is presently the Chief Finance Officer of BlueLife Limited. She joined IOREC in January 2010 as Corporate Finance Executive to provide direction to the financial function of the company, including corporate finance, planning and administration and as CFO upon amalgamation of IOREC with BlueLife. She is a graduate from Ecole Supérieure de Commerce (E.S.C.A.E) of Clermont Ferrand, France with specialization in audit, accounting and finance management and passed the Mauritius Stockbrokers Examination organised by the Stock Exchange Commission (now the Financial Services Commission) and the Mauritius Examination Syndicate. She recently completed the One-Year ESSEC General Management Program designed for GML Executives.

### Jean Claude Harel

### Non-Executive Director

Jean Claude Harel, born in 1943, holds a Diploma in Sugar Cane Technology.

### Robert John

### Non-Executive Director

Robert has over 30 years of real estate experience. A consultant to Actis since 2005, he advises on real estate investments and strategy in Sub Saharan Africa and is a member of the relevant Actis Investment Committee. Prior to Actis, he was instrumental in setting up County NatWest's integrated property team in the 1980s, providing innovative finance for major office and retail schemes in the UK. Robert was a director and Deputy Chief Executive of Olympia and York Canary Wharf between 1987 and 1992, rejoining The Canary Wharf Group as an advisor to the Chairman and Chief Executive between 1996 and 2004. He has been a non-executive Director on a range of public and private companies many involved in the development sector.

Robert has had extensive involvement with the UK Government and its agencies on strategic development issues in London. A qualified barrister and former partner of KPMG. Robert read Economics. Politics and Law at Cambridge University.

### Louis Mynhardt Non-Executive Director

Louis Mynhardt is a Chartered Accountant and a member of the Actis Real Estate team. Louis joined Actis in 2009 with a focus on sub-Saharan investments. He has worked across multiple asset classes and transaction types including LBO's, growth capital deals and restructurings. Louis has previously served on the Boards and associated subcommittees of Tracker Technology Holdings (Pty) Ltd, RTT Holdings (Pty) Ltd, Paycorp Holdings (Pty) Ltd and Savcio Holdings (Pty) Ltd. Prior to Actis, Louis completed his articles in Ernst and Young's private equity transaction support group in London and Johannesburg.

### Kevindra Teeroovengadum

### Non-Executive Director

Kevin has spent his career working in partnership with African companies to help them build their respective countries. After gaining his BSc in Economics, MBA

and MSc in Finance from Leicester, England, he moved back to Mauritius and worked for KPMG. Deloitte and EY in corporate finance and business consultancy before moving to the pan-African advisory and investment banking boutique, Loita Capital Partners Group in Johannesburg. There he assisted clients in fundraising activities in various African countries and covered multiple sectors including banking, telecoms. commodities and logistics. In 2007, Kevin joined the Pan Emerging Market Private Equity Firm Actis as a director and was part of the 1st African Real Estate Fund for Sub-Saharan Africa with focus in investing equity in new developments across a number of African jurisdictions. In Mid-2013, Kevin left Actis to become the Founder Chief Executive Officer of African Land Investments with focus of buying out of completed yielding properties from Private Equity firms and developers in key markets in Sub-Saharan Africa.

In September 2014, African Land Investments was merged with Atterbury Africa, rebranded into AttAfrica and Kevin is the CEO of AttAfrica, the biggest shopping centre property fund in Sub-Saharan Africa excluding South Africa. He sits on various boards of companies

in Mauritius and Africa and is a frequent speaker at international conferences.

#### Christophe Barge

### Independent Non-Executive Director

Expert in new information technologies, Christophe Barge is the CEO of a Smart City Group, company specializing in Smart Cities. He is a graduate of Sciences Po, Aix en Provence and holds a Master of information systems Paris 8. Christophe Barge worked for 20 years in both public affairs, with a ministry and private companies.

Christophe Barge is now an expert in the field of smart cities and in the digital business transformation. He accompanies many cities in France on these subjects and collaborates with the Caisse des Dépôts et Consignations and Roland Berger strategy firm on these issues.

The other Directors of BlueLife Limited do not hold any directorship in companies listed on the Stock Exchange of Mauritius Ltd.

### Directorship in BlueLife and its subsidiary companies as at December 31, 2015

The table below highlights the Directors sitting on the Boards of BlueLife and its subsidiary companies as at December 31, 2015.

	BLL	HRHL	HR IRS	HR OFL	HRAHL	ASL	PLR	CSHCL	OEPMCL	HREHL	HREPL
Arnaud Lagesse	√ *	√ *	√ *	√ *			1/				
Michele Anne Espitalier Noel	v √	٧	V	V		$\sqrt{}$	V	$\sqrt{}$	$\sqrt{}$		
Robert John	$\sqrt{}$	$\sqrt{}$						$\sqrt{}$		$\sqrt{}$	$\sqrt{}$
Christine Marot	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$						
Louis Mynhardt	$\sqrt{}$				$\sqrt{}$						
Kevindra Teeroovengadum	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	√ *		√ *	$\sqrt{}$			
Jan Boullé		$\sqrt{}$									
Thierry Lagesse		$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$		$\sqrt{}$			$\sqrt{}$	$\sqrt{}$
Dev Gopee					$\sqrt{}$						

**OEPMC** 

PLR

### Abbreviations:

ASL	Azuri Suites Ltd
BLL	BlueLife Limited
CSHCL	Circle Square Holding Company Ltd
HREHL	HR Educational Holding Ltd
HREPL	HR Educational Properties Ltd
HRAHL	Haute Rive Azuri Hotel Ltd

HRHL Haute Rive Holdings Ltd **HR IRS** Haute Rive IRS Company Limited HR OFL Haute Rive Ocean Front Living Ltd

Company Ltd

Ocean Edge Property Management

PL Resort Ltd

<sup>\*</sup>Chairman

### **Senior Management Profiles**

Please refer to the Section "Management" of the Annual Report for a detailed profile of the Senior Management team of BlueLife.

### The Board in 2015

Board meetings are scheduled by all Directors in advance and are held on a quarterly basis to devise, implement, review and monitor strategies, procedures and controls for the smooth running of operations and to ensure compliance with various legislations and regulatory requirements. There were four scheduled Board meetings during the year under review.

In 2015, the Board received regular asset, financial and performance updates from the Executive Directors and reports from the Committee Chairmen. Other matters considered by the Board during the year are set out below:

- The annual audited financial statements for the period ended December 31, 2014.
- The abridged audited annual financial statements for the period ended December 31, 2014.
- The corporate governance report 2015.
- The financial statements for the first quarter ended March 31, 2015.

- Finance matters including budgets, cash and treasury management.
- Review processes and procedures to ensure the effectiveness of the Company's internal control systems.
- The financial statements for the period and half year ended June 30, 2015.
- The financial statements for the period and nine months ended September 30, 2015.

Decisions were also taken by way of written resolutions signed by all the Directors.

### **Changes to the Board**

Mr. Jean Claude Béga resigned as Alternate Director to Mr. Jean Claude Harel on August 5, 2015.

Mr. Christophe Barge was appointed as independent non-executive Director on March 31, 2016.

### **Board and Committee Meetings**

There were four scheduled Board meetings, four Audit and Risk Committee meetings, three Corporate Governance Committee meetings during the year. The following table shows Directors' attendance at the meetings held in the year:

		Audit and Risk	Corporate Governance	
Name	Board	Committee	Committee	
Arnoud Lagger	4/4		2/2	
Arnaud Lagesse	4/4		3/3	
Christine Marot	4/4	4/4 *	3/3 *	
Jean-Claude Harel	4/4			
Robert John	4/4	3/4 *	3/3	
Christian de Juniac	4/4		2/3	
Louis Mynhardt	4/4	4/4		
Michele Anne Espitalier Noel	4/4	4/4 *		
Kevin Teeroovengadum	4/4	4/4		

<sup>\*</sup> In attendance

### **Board Committees**

The Board of BlueLife Limited has established two committees to enable the Board to operate effectively and ensure a strong governance framework for decision making. These two committees, the Audit and Risk Committee and

the Corporate Governance Committee which also acts as Remuneration and Nomination Committee, operate within defined terms of reference. The sub-committees report regularly to the Board to whom they submit their recommendations. The Secretary of the Board acts also as the Secretary of the Board Committees.

### CORPORATE GOVERNANCE REPORT

### **Audit and Risk Committee**

The Audit and Risk Committee assists the Board in fulfilling its oversight responsibilities and is responsible for any other functions as may be designated by the Board. The Committee has been entrusted with the responsibility of reviewing the financial reporting process, the system of internal control and management of financial risks, the audit process, the ethical behaviour of the Company, its executives and senior officials, and the Company's process for monitoring compliance with laws and regulations and its own code of business conduct.

The Audit and Risk Committee is, inter alia, responsible for:

- Implementing and monitoring a sound system of internal control.
- Reviewing significant accounting and reporting issues or any legal matters which may materially impact on the financial statements.
- Reviewing annual and guarterly financial statements. prior to submission to and approval by the Board.
- Liaising with the external auditors.
- Reviewing the effectiveness of the risk strategy of the Company.
- Establishing and maintaining a strong risk control environment and the monitoring of the risk management process.
- Monitoring the ethical conduct of the Company, its executives and senior officials.
- Conducting an appropriate review, on an ongoing basis, of all related party transactions for potential conflict of interest situations and review and monitor all related party transactions in accordance with the Company's policy.

As at December 31, 2015 and the date of this report, the Committee comprised two non-executive members, namely Mr. Kevin Teeroovengadum and Mr. Louis Mynhardt, Chairman of the Committee. Even though the Code recommends that the Audit and Risk Committee be chaired by an independent nonexecutive Director, the Board considers that Mr. Louis Mynhardt has substantial accounting and financial experience to chair the Committee. The meetings during the year were attended by the Chief Executive, Chief Financial Officer, Mr. Robert John (Board member) and the Company Secretary. The internal and external auditors were also invited to attend and report on matters relevant to their scope of work.

### **External Auditors**

The Committee is responsible for reviewing, with the external auditors, before the audit commences, the auditors' letter of engagement, the terms, nature and audit scope and approach and ensure no unjustified restrictions or limitations have been placed on the scope. The Committee is also responsible for monitoring the auditors' independence, objectivity and compliance with ethical, professional and regulatory requirements. The external auditors have direct access to the Committee should they wish to discuss any matters privately.

The Audit and Risk Committee met four times during the year and the attendance at these meetings are set out in the table on page 60. Below is a list of issues considered by the Committee in 2015:

### The Audit and Risk Committee in 2015

Regular matters considered	Other matters considered  The abridged audited financial statements and the full set audited financial statements for the year ended December 31, 2015	
The interim (quarterly) financial statements		
Risk management	Internal audit reports from Messrs. PwC	
	External audit report from Messrs. BDO & Co	

The Audit and Risk Committee confirms that, in accordance with its terms of reference, it has fulfilled its responsibilities for the year under review.

### CORPORATE GOVERNANCE REPORT

### **Corporate Governance Committee**

The Corporate Governance Committee was set up by the Board of Directors to determine, agree and develop the Company's general policy on corporate governance in accordance with the provisions of the Code of Corporate Governance. The Corporate Governance Committee has the mandate of ensuring that disclosures on corporate governance are made in accordance with the principles of the Code.

The Corporate Governance Committee also acts as Remuneration Committee and Nomination Committee as and when required. The Corporate Governance Committee is responsible for making recommendations to the Board of Directors on the following:

• all corporate governance provisions to be adopted by the Board so that it remains effective and complies with prevailing corporate governance principles.

- all the essential components of remuneration; and
- all new Board and senior executive nominations.

As at December 31, 2015 and the date of this report, the Committee consisted of three members, namely Messrs. Arnaud Lagesse, Robert John (non-executive Directors) and Christian de Juniac (independent non-executive Director) who is the Chairman of the Committee. The meetings during the year were attended by the Chief Executive and the Company Secretary.

The Corporate Governance Committee met three times during the year and the attendance at these meetings are set out in the table on page 60. Below is a list of issues considered by the Committee in 2015:

### **The Corporate Governance Committee in 2015**

#### Matters considered

Approval of the corporate governance report 2014

Proposed remuneration of Board members and the Board's sub-committee members

Recruitment of a Chief Executive, employment contract, proposed remuneration & KPI's of the Chief Executive

Questionnaire on Board Performance & Evaluation Exercise

Senior management & staff salary review

Appointment of a second independent non-executive director

The Corporate Governance Committee confirms that, in with the responsibility of determining the remuneration accordance with its terms of reference, it has fulfilled its responsibilities for the year under review.

### **Statement of Remuneration Policy**

The Board has entrusted the Corporate Governance Committee which also acts as Remuneration Committee

of the Directors whilst taking into consideration prevailing market conditions, benchmarking within the industry and the Company's results.

No pre-determined criteria have been set up for remunerating Executive Directors approaching retirement. This will be determined by the Board as and when required.

### CORPORATE GOVERNANCE REPORT

### **Directors' Remuneration and Benefits**

Directors	Attendance at Board Meetings	Attendance Fees Per Meeting (MUR)	Annual Chairman's Fees (MUR)	Annual Directors' Fees (MUR)	Total Fees per Director (MUR)
Arnaud Lagesse <sup>1</sup>	4 out of 4	25.000	300.000		400.000
Christian de Juniac	4 out of 4	25.000	-	150.000	250.000
Michele Anne Espitalier Noel <sup>3</sup>	4 out of 4	-	-	-	-
Jean Claude Harel	4 out of 4	25,000	-	150,000	250,000
Robert John	4 out of 4	25,000	-	150,000	250,000
Christine Marot <sup>1</sup> / <sup>3</sup>	4 out of 4	25,000	-	75,000	125,000
Louis Mynhardt <sup>2</sup>	4 out of 4	25,000	-	150,000	250,000
Kevindra Teeroovengadum	4 out of 4	25,000	-	150,000	250,000

<sup>&</sup>lt;sup>1</sup> Fees were paid to GML Management Ltée

Fees are not paid to the Chairman and the members of the Audit and Risk Committee and the Corporate Governance Committee.

Directors' remuneration is given on page 76. It has been disclosed globally due to commercial sensitivity of the information.

#### **Conflicts of Interest**

A document setting out the salient points of what is a conflict of interest and how to identify and disclose any potential conflict of interest is available to the Directors of BlueLife. The proper procedure for declaring any conflict of interest is set out in the document.

The Directors of BlueLife have agreed to disclose any potential conflict of interest in accordance with law in the event that companies in which they are Directors are engaged or may become engaged in real estate developments substantially of the same nature as the Company.

The Directors confirm that there exists no conflict between their duty to act in the best interests of the Company and their own personal interest.

### **Board and Directors' Appraisal**

The Board of BlueLife continually seeks to ensure that it provides appropriate leadership and direction to the Company. As such, it strongly believes that an evaluation of its own performance, its Committees and its individual Directors will help in its objective to build an effective and high performing Board. In line with good governance practices, the Board of BlueLife is currently conducting its first Board and Directors' appraisal.

### **Appointment of Directors, Training and Development**

According to the clause 19 of the Constitution of the Company, the Directors have power, at any time and from time to time, to appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Directors but the total number of Directors shall not at any time exceed the number fixed in accordance with the Constitution. The Director appointed to fill up the vacancy shall hold office only until the next following Annual Meeting and shall then be eligible for re-election.

<sup>&</sup>lt;sup>2</sup> Fees were paid to ACTIS

<sup>&</sup>lt;sup>3</sup> No fees were paid to the Executive Directors for attending Board meetings. However, fees were paid to Mrs. Christine Marot up to her appointment as CEO.

Directors newly appointed to the Board and/or its Committees receive a complete induction pack from the Company Secretary. A leaflet detailing the duties and responsibilities of new Directors is also provided upon appointment.

The Company offers all Directors the opportunity to update their skills and knowledge in order to fulfill their role on the Board.

### **Directors' Dealing in shares**

The Directors are aware of Appendix 6 of the Listing Rules of the Stock Exchange of Mauritius Ltd which provides for restrictions on dealing during a close period as well as sections 156 and 157 of the Companies Act 2001, which require appropriate disclosure and restrictions on share dealings by Directors. All the disclosures made by the Directors are entered into an Interest Register by the Company Secretary.

The Directors of the Company did not deal in the shares of the Company during the year 2015.

Moreover, given that BlueLife Limited is a Reporting Issuer, the Directors are also required under section 90 of the Securities Act 2005 to give proper notification when dealing in the securities of the Company. A register of Insiders is kept by the Company at its registered office, 4<sup>th</sup> Floor, IBL House, Caudan Waterfront, Port Louis and is available for consultation free of charge, upon request made to the Company Secretary.

### Directors' and Officers' Insurance and Indemnification

The Company has a Directors' and Officers' indemnity insurance cover for its Directors and Officers.

### **Employee Share Option Plan**

The Company is fully conscious of its role in view to attract and retain talent. The Long-Term Incentive Plan (LTIP), which has been deferred, is conditional upon the attainment of certain performance targets and its main purposes are to:

- allow the Company to retain the loyalty, focus and enthusiasm of its senior employees;
- provide incentive opportunities to executives and other key employees by obtaining from each of them the best possible performance;

- establish performance goals that support the longterm business strategies of the Company; and
- provide consistency in and alignment with the Company's approach to performance-based pay and overall executive compensation strategy.

### **Shareholders' Agreement**

There exists no Shareholders' Agreement to the knowledge of the Company.

### **Management Agreement**

No major agreements, other than those in the ordinary course of business, were contracted by BlueLife during the year under review.

### **Related Party Transactions**

Please refer to pages 146 to 148 – Notes to the Financial Statements.

### **Third Party Agreement**

Please refer to page 148 - Notes to the Financial Statements.

### **Political and Charitable Donations**

BlueLife did not make any political or charitable donations during the year under review.

### **Communication and Disclosure**

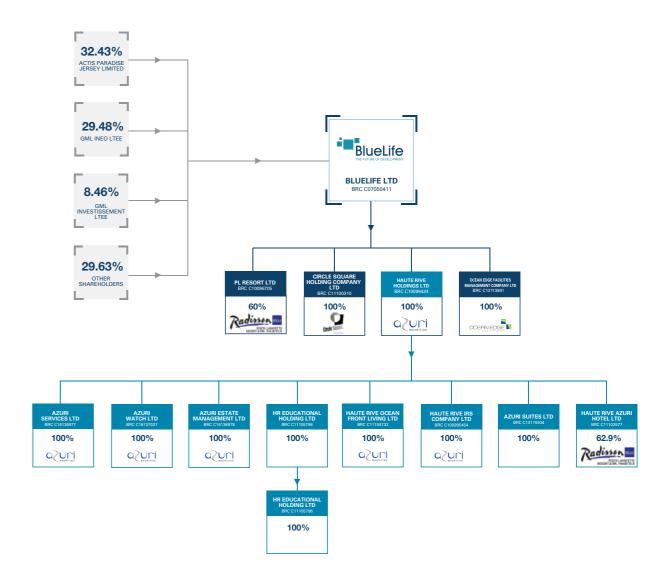
### Share Registry and Transfer Office

Abax Corporate Administrators Ltd is the Share Registry and Transfer Office of the Company and is responsible for maintaining the Company's register of shareholders.

Any enquiries regarding the shareholding of the Company can be addressed, in writing, to Abax Corporate Administrators Ltd, 6<sup>th</sup> Floor, Tower A, 1 Cyber City, Ebène, Mauritius or alternatively, by telephone on (230) 403 6000.

### **Shareholding Structure**

The shareholding structure of BlueLife as at December 31, 2015 was as follows:



## CORPORATE GOVERNANCE REPORT

### CORPORATE GOVERNANCE REPORT

### **Common Directors**

The names of the common Directors of BlueLife and its holding companies are as follows:

Directors	BlueLife	GML Ineo Ltée	Actis Paradise Jersey Limited
Arnaud Lagesse	√ **	$\sqrt{}$	
Christian de Juniac	$\sqrt{}$		
Michele Anne Espitalier Noel	$\sqrt{}$		
Jean Claude Harel	$\sqrt{}$	√* *	
Robert John	$\sqrt{}$		*
Christine Marot	$\sqrt{}$		
Louis Mynhardt	$\sqrt{}$		*
Kevindra Teeroovengadum	$\sqrt{}$		

### **Substantial Shareholders**

\* Nominees of Actis Paradise Jersey Limited

A substantial shareholder is defined as a person, in Mauritius or elsewhere, who holds by himself or by his nominee, a share or an interest in a share which entitles him to exercise not less than five per cent (5 %) of the aggregate voting power exercisable at the meeting of shareholders.

\*\* Chairman

The substantial shareholders of BlueLife as at December 31, 2015 were:

Name of Shareholder	Percentage Held (%)
Actis Paradise Jersey Limited	32,4290
GML Ineo Ltée	29.4754
GML Investissement Ltée	8.4577

### **Shares in Public Hands**

In accordance with the Listing Rules of the Stock Exchange of Mauritius Ltd, the percentage shareholding of BlueLife in public hands as at December 31, 2015 stood at 37.16 %.

### **Main Shareholders**

The number of shareholders appearing on the share register of the Company as at December 31, 2015, was 2,903 and the 10 largest shareholders as at that period are set out below:

Main Shareholders	Number of shares owned	% Holding
Actis Paradise Jersey Limited	137,934,082	32.4290
GML Ineo Ltée	125,371,230	29.4754
GML Investissement Ltée	35,974,333	8.4577
The Bee Equity Partners Ltd		
(formerly Forward Investment and Development Enterprises Limited)	7,306,390	1.7178
Stam Investment Limited	5,240,291	1.2320
Mon Désir Limited	4,642,432	1.0915
Compagnie du Vas Limitee	4,521,774	1.0631
Mon Souci Ltée	4,082,140	0.9597
Ste. De Courcelles	3,805,556	0.8947
Esperance Holding Ltd	2,962,011	0.6964

### **Shareholding Profile**

The share ownership and categories of shareholders as at December 31, 2015 are set out below:

Number of Shareholders	Size of Shareholding	Number of Shares Owned	% of Total Issued Shares
498	1 - 500 shares	121,565	0.029
291	501 - 1,000 shares	236,624	0.056
793	1,001 - 5,000 shares	2,147,270	0.505
386	5,001 - 10,000 shares	2,853,983	0.671
609	10,001 - 50,000 shares	13,159,066	3.094
140	50,001 - 100,000 shares	9,761,963	2.295
110	100,001 - 250,000 shares	17,390,587	4.089
36	250,001 - 500,000 shares	12,624,189	2.968
40	Over 500,000 shares	367,047,070	86.293
2,903		425,342,317	100
2,666	Individuals	69,148,595	16.25
3	Insurance and Assurance Companies	2,271,796	0.534
33	Pension and Provident Funds	8,293,301	1.950
29	Investment and Trust Companies	38,293,857	9.003
137	Other Corporate Bodies	307,334,768	72.256
2,903		425,342,317	100
2,804	Local	422,355,199	99.298
99	Foreign	2,987,118	0.702
2,903	-	425,342,317	100

#### **Communication with shareholders**

The Company recognizes that good communication with its shareholders is core to any good governance platform and is committed to regular and proactive communications with its shareholders. The Company also ensures that the highest degree of transparency is maintained throughout the year. The Board thus ascertains that, at all times, there is sufficient disclosure of information to its shareholders so that they are kept fully informed of any information relating to the Company which is necessary to enable them to be appraised of the position of the Company. As such, the Company ensures that any major announcement in relation to the activities of the Company, interim quarterly financial statements or abridged audited annual financial statements, as required by the Listing Rules and the Securities Act are disclosed to the shareholders in a timely manner.

#### **Calendar of forthcoming events**

The calendar of important shareholders' events during the year are set out below:

Financial year end	December 31
Publication of Q1 results for the period ended March 31, 2016	May 2016
Sending of Annual Report	June 2016
Annual Meeting	June 2016
Publication of Q2 results for the period ended June 30, 2016	August 2016
Publication of Q3 results for the period ended September 30, 2016	November 2016

One of the most important shareholders' related events of the year is the Annual Meeting. This meeting allows the Board of Directors to communicate to the shareholders up-to-date and detailed information on the activities of the Company for the year under review and future projects or developments for the year ahead. The shareholders are therefore encouraged to attend the Annual Meeting and discuss with the Directors.

The external auditors also attend the Annual Meeting and are available to respond to queries which the shareholders may have with regard to their scope of work. Over and above the information on the Company's business activities provided in the Annual Report, information are also communicated, as and when required, to the shareholders during the Annual Meeting.

The shareholders entitled to receive the notice of meeting are those registered at close of business on June 1, 2016.

If a shareholder is unable to attend, in person, the Annual Meeting to be held on June 24, 2016, he may vote by proxy through an authorised person of his choice. The Proxy Form should be then deposited with the Share Registry and Transfer Office of the Company at least 24 hours before the holding of the meeting.

#### **BlueLife Limited's Constitution**

The Constitution of BlueLife is in conformity with Appendix 4 of the Listing Rules and the provisions of the Companies Act 2001. It comprises the following main clauses:

- The Board shall consist of a minimum of 3 and a maximum of 12 Directors.
- The Directors have the power at any time, and from time to time, to appoint any person to be a Director either to fill a casual vacancy or as an addition to the existing Directors but so that the total number of Directors shall not at any time exceed the number fixed in accordance with the Constitution.
- A Director who has declared his interest in accordance with the Constitution shall vote on any matter relating to the transaction or proposed transaction in which he is interested.
- The Chairperson shall not have a casting vote.
- The Board may cause the Company to effect insurance for Directors and employees of the Company or a related company.
- The Company may purchase or acquire its own shares.
- There shall be no restrictions on the transfer of shares.
- The quorum for holding a Meeting of Shareholders, should there be more than one shareholder, shall be at least two (2) members present in person or by proxy together holding shares representing at least 35 % of the total voting rights.
- A Special Meeting may be called at any time by the Board and shall be so called on the written request of shareholders holding shares carrying together not less than five per cent (5%) of the voting rights entitled to be exercised on the issue.

A copy of the Constitution is available upon request, in writing, to the Company Secretary at the Registered Office of BlueLife Limited, 4th Floor, IBL House, Caudan Waterfront, Port Louis.

#### **Share Price Information**

425,342,317 ordinary shares of BlueLife are listed on the Official Market of the SEM. Some key share price figures are highlighted below:

	Rs.
Share price at market close of December 31, 2015	3.69
Market Capitalisation on December 31, 2015	1,569,513,149.73
Share Price on March 31, 2016	3.25
Market Capitalisation on March 31, 2016	1,382,362,530.25
Highest Share Price in 2015 (March 30, 2015)	6.10
Lowest Share Price in 2015 (December 8, 2015)	3.30

#### **Dividend Policy**

The Company does not have any predetermined dividend policy and the dividend payout is subject to the performance of the Company.

The Company did not declare any dividend for the year under review.

#### Risk Management, Internal Control and **Internal Audit**

#### Risk Management

While it is not possible to identify or anticipate every risk due to the changing business environment, the Company has an established risk management process to manage and mitigate those key risks which it believes could have an impact on its activities. The Company's process for identifying and managing risks is set by the Board and delegated to the Audit and Risk Committee. Risks are managed and reviewed on a quarterly basis by the members of the Audit and Risk Committee and reported accordingly to the Board.

A detailed report on the key risks facing the Company, the potential impact of these risks and the mitigating actions and controls in place are set out under the Section "Risk Monitoring" of the Annual Report.

#### Internal Control and Internal Audit

The Board recognizes its ultimate responsibility for the Group's system of internal control, which is designed

to provide reasonable assurance against material misstatement and loss. The Company maintains a system of financial control that is designed to provide assurance regarding the keeping of proper accounting records and the reliability of financial information used within the business and for publication. It also ensures compliance with internal procedures, statutory guidelines and regulations, accounting and financial reporting standards.

The internal audit function has been outsourced to Messrs. PwC and the audit plan covers the areas of risks that may arise in the business activities of the Group. Quarterly audit reports submitted by Messrs. PwC are circulated to the management and members of the Audit and Risk Committee. These reports are thereafter submitted to the Board for analysis and discussions. During the review 2015, the scope of work of the internal audit covered the following areas:

- IT Operations
- IT Governance and Organisation
- Security of information and systems
- Change management
- Continuity of systems/business continuity plan/disaster recovery plan
- Physical security and control environment
- IT incident management
- Operational review of facilities management, more specifically for Syndicates

No restrictions have been placed on the right of access to the records, management and employees. The audit activities have been designed in accordance with International Standards of Auditing and the audit process involves the following:

- A pre-audit phase, which comprises the audit notification and the audit preparation;
- Fieldwork where audit tests target risk areas; and
- · Reporting phase.

#### **Accounting and Auditing**

#### Accounting

The Board of Directors of BlueLife Limited is responsible in ensuring that:

- Adequate accounting records are kept and effective internal control systems are maintained.
- Accounts are prepared in order to fairly present the state of affairs of the company and the results of its operations and that those accounts comply with International Financial Reporting Standards (IFRS).
- Appropriate accounting policies are applied, supported by reasonable and prudent judgements.

#### Audit

The Board is responsible for the appointment and the removal of the external auditors. Audit fees are set in a manner that enables an effective external audit on behalf of shareholders. Auditors should ensure that they observe the highest standards of business and professional ethics and, in particular, that their independence is not impaired in any manner.

#### Non-Audit Services

The fees for non-audit services provided to the Company as disclosed on page 76 of the Annual Report relate to the review of abridged unaudited financial statements.

#### **Corporate Social Responsibility Report**

BlueLife Limited believes that the Company should provide an effective leadership based on ethical foundations and taking into account its stakeholders and the society as a whole. BlueLife, as a listed company, is committed to conducting its business activities in a responsible manner

with due consideration to all its stakeholders, namely its shareholders, employees, contractors, suppliers and the local community so as ensure the sustainability of the environment for the future

#### Environment

As part of the ongoing programme of the GML Group to help protect the environment and within the context of the GML Think Green initiative, BlueLife is committed to sustainability and protecting the environment for future generations. As such, the Company ensures that it adheres to measures implemented by the GML Group with regard to environmental regulations regarding emissions to the atmosphere as well as the quality of liquid industrial effluents disposed of through water courses.

#### **Code of Ethics**

BlueLife Limited has no specific Code of Ethics but is committed to the highest standards of integrity and ethical conduct when dealing with all its stakeholders. The value system presently in place dictates that all employees maintain high standards of integrity and ethics when dealing with suppliers, tenants, business partners, government, other stakeholders and society at large. A whistleblowing policy has been put in place and employees and business partners of the Group are encouraged to report any instances of unethical behaviour using the Whistleblowing Policy.

#### Whistleblowing

BLL is committed to the highest possible standards of openness, probity, accountability and ethics. In line with that commitment, employees and business partners, who have serious concerns about any aspect of the Company's affairs, are strongly recommended to report any suspected or presumed incidents of illegal behaviour in the activities of the Company or of serious misconduct or serious infringement of the rules, policies or guidelines to which the Company must adhere, or any action that is or could be harmful to the mission or reputation of the Company.

#### **Social Responsibility**

BlueLife believes in the welfare of its employees. The Company endeavours in maintaining a high standard of professionalism and its employees are thus encourage to regularly attend training and refresher courses.

BlueLife is always working towards the advancement of the socio-economic development of the island. In line with the CSR Policy of the Company to help those who are less privileged, numerous activities have been

organized and the personnel of BlueLife has been encouraged to participate in those events.

#### **Health and Safety**

BlueLife forms part of the GML Group of Companies which believes in providing and maintaining a safe and healthy work environment for all its employees. The Group through its established policies encourages the enhancement of safety and health standards in the workplace.

Approved by the Board of Directors on March 31, 2016 and signed on its behalf by

**Arnaud Lagesse** Director

**Christine Marot** Director

#### (Section 75 (3) of the Financial Reporting Act)

Name of PIE: BlueLife Limited

Reporting Period: December 31, 2015

We, the Directors of BlueLife Limited, confirm that to the best of our knowledge, the PIE has complied with most of its obligations and requirements under the Code of Corporate Governance except for the following sections:

#### Section 2.2.2: Composition

The Code requires that a company should have at least two independent non-executive Directors on its Board with a view to protect the interests of its shareholders. As at the end of the reporting period, there was only one independent non-executive Director on the Board of BlueLife. However, the Directors confirm that the interests of all its shareholders are protected and that no shareholder exercises control on the Board.

Since end of March 2016, the Board of BlueLife has identified the right profile to fulfill the post of a second independent non-executive director and Mr. Christophe Barge has thus been appointed.

#### Section 2.8: Remuneration of Directors

Section 2.8.2 of the Code requires that details of the remuneration paid to each director on an individual basis be disclosed in the Annual Report. However, due to commercial sensitivity of the information, the remuneration of the Directors has been disclosed globally.

#### Section 3.9.1(b): Composition of the Audit Committee

The Board of Directors recognizes that, in accordance with the Code, it is recommended that a majority of the audit committee members should be independent non-executive Directors. However, the Board believes that the current members, who are non-executive Directors, have substantial accounting and financial experience to carry out their duties.

Even though it is a requirement of the Code that the Chairman of the Audit Committee should be an independent non-executive Director, the Board believes that Mr. Louis Mynhardt has the requisite qualifications, experience and knowledge to fulfill this position.

Arnaud Lagesse Director Christine Marot
Director

In accordance with Section 166(d) of the Companies Act 2001, we certify that, to the best of our knowledge and belief, the Company has filed with the Registrar of Companies, for the financial period ended December 31, 2015, all such returns as required under the Companies Act 2001.

Thierry Labat

Per GML Management Ltée Company Secretary

#### (Pursuant to Section 221 of the Companies Act 2001 and Section 88 of the Securities Act 2005)

#### **Principal Activities**

The principal activities of BlueLife Limited are land promotion, property development and hotel and leisure.

#### Directors

The name of the Directors of the Company and its subsidiaries as at December 31, 2015 were as follows:

	BLL	HRHL	HR IRS	HR OFL	HRAHL	ASL	PLR	CSHCL	OEPMCL	HREHL	HREPL
A	√ *	√ *	./ ¥	√ *			. [				
Arnaud Lagesse	٧ ^	٧ ^	√ *	V ^			٧				
Michele Anne Espitalier Noel	$\sqrt{}$					$\sqrt{}$		$\sqrt{}$	$\sqrt{}$		
Robert John		$\sqrt{}$						$\sqrt{}$		$\sqrt{}$	$\sqrt{}$
Christine Marot	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$						
Louis Mynhardt	$\sqrt{}$				$\sqrt{}$						
Kevindra Teeroovengadum	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	√ *		√ *	$\sqrt{}$			
Jan Boullé		$\sqrt{}$									
Thierry Lagesse		$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$		$\sqrt{}$			$\sqrt{}$	$\sqrt{}$
Dev Gopee											

<sup>\*</sup>Chairman

#### Abbreviations:

ASL	Azuri Suites Ltd
BLL	BlueLife Limited

**CSHCL** Circle Square Holding Company Ltd

**HREHL** HR Educational Holding Ltd **HREPL** HR Educational Properties Ltd **HRAHL** Haute Rive Azuri Hotel Ltd Haute Rive Holdings Ltd HRHL

**HR IRS** Haute Rive IRS Company Limited HR OFL Haute Rive Ocean Front Living Ltd

**OEPMCL** Ocean Edge Property Management Company Ltd

PLR PL Resort Ltd

#### **Directors' and Senior Officers' Interests in Shares**

No debt securities are issued by the Company. The direct and indirect interests of the Directors and the Senior Officers in the equity securities of the Company as at December 31, 2015 were as follows:

STATUTORY DISCLOSURES

	Direct I	nterest	Indirect Interest
	Shares	%	%
Directors			
Arnaud Lagesse	-	-	0.7032
Christian de Juniac	-	-	-
Michele Anne Espitalier Noel	500	0.0001	-
Jean Claude Harel	858,967	0.2019	-
Robert John	-	-	-
Christine Marot	-	-	-
Louis Mynhardt	-	-	-
Kevindra Teeroovengadum	-	-	-
Senior Officers			
GML Management Ltée	-	-	-
Hugues Lagesse	-	-	-
Anand Cyparsade	-	-	-
Maxime Hardy	-	-	-
Brent Harris	-	-	-

#### Directors' fees

Directors	Attendance at Board Meetings	Attendance Fees Per Meeting (MUR)	Annual Chairman's Fees (MUR)	Annual Directors' Fees (MUR)	Total Fees per Director (MUR)	
Arnaud Lagesse <sup>1</sup>	4 out of 4	25,000	300,000		400,000	
Christian de Juniac	4 out of 4	25,000	-	150,000	250,000	
Michele Anne Espitalier Noel <sup>3</sup>	4 out of 4	-	-	-	-	
Jean Claude Harel	4 out of 4	25,000	-	150,000	250,000	
Robert John	4 out of 4	25,000	-	150,000	250,000	
Christine Marot <sup>1</sup> / <sup>3</sup>	4 out of 4	25,000	-	75,000	125,000	
Louis Mynhardt <sup>2</sup>	4 out of 4	25,000	-	150,000	250,000	
Kevindra Teeroovengadum	4 out of 4	25,000	-	150,000	250,000	

<sup>&</sup>lt;sup>1</sup> Fees were paid to GML Management Ltée

Fees are not paid to the Chairman and the members of the Audit and Risk Committee and the Corporate Governance Committee

<sup>&</sup>lt;sup>2</sup> Fees were paid to ACTIS

<sup>&</sup>lt;sup>3</sup> No fees were paid to the Executive Directors for attending Board meetings. Mrs. Christine Marot was paid fees up to her appointment as CEO.

**Directors' Remuneration and Benefits** 

Remuneration and benefits received, or due and receivable from the Company and its subsidiaries were

• Directors of BlueLife Limited
Executive Directors Full-time Non-executive Directors

From the	Company	From Subsidiaries			
2015	2014	2015	2014		
(MUR)	(MUR)	(MUR)	(MUR)		
10,694,050	19,026,723	175,000	175,000		
1,650,000	1,600,000	725,000	625,000		
12,344,050	20,626,723	900,000	800,000		

From respective Subsidiaries							
2015	2014						
(MUR)	(MUR)						
250,000	400,000						

• Directors of subsidiary companies

Non-executive Directors

#### Directors' service contracts

None of the Directors of the Company and of its subsidiary companies have service contracts that need to be disclosed under section 221 of the Companies Act.

#### Contract of significance

There exists no contract of significance, save as disclosed above, between the Company and its Directors.

#### Political and Charitable Donations

BlueLife did not make any political or charitable donations during the year under review.

#### Auditors' remuneration

For the year under review, the fees paid to the Auditors for audit services and non-audit services are detailed hereunder:

	20	15	201	14
BDO & Co	Audit	Non-Audit	Audit	Non-Audit
	(MUR)	(MUR)	(MUR)	(MUR)
The Company  • BlueLife Limited	760,000	160,000	650,000	150,000
Subsidiaries of the Company				
PL Resort Ltd	225,000	-	190,000	-
Circle Square Holding Company Ltd	85,000	-	75,000	-
Haute Rive Holdings Ltd	100,000	-	100,000	-
Haute Rive Azuri Hotel Ltd	225,000	-	190,000	-
Haute Rive IRS Company Limited	105,000	-	70,000	-
Haute Rive Ocean Front Living Ltd	105,000	-	70,000	-
<ul> <li>Ocean Edge Property Management Company Ltd</li> </ul>	75,000	-	60,000	-

Non-audit fees relate to the review of abridged annual audited financial statements for the year ended December 31, 2015 and other advisory services.

The Auditors, BDO & Co, have expressed their willingness to continue in office and a resolution proposing their re-appointment will be submitted to the approval by the shareholders of the Company at its Annual Meeting.

#### Acknowledgement

The Directors wish to place on record their sincere appreciation and gratitude to the management and personnel of BlueLife for the work done during the year under review.

Approved by the Board on March 31, 2016 and signed on its behalf by

Arnaud Lagesse
Director

Christine Marot
Director

#### **Report on the Financial Statements**

We have audited the group financial statements of BlueLife Limited and its subsidiaries (the "Group") and the Company's separate financial statements on pages 82 to 149 which comprise the statements of financial position at December 31, 2015, the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

#### Directors' Responsibility for the Financial Statements

The directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and in compliance with the requirements of the Companies Act 2001, and as such internal control as the directors determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements on pages 82 to 149 give a true and fair view of the financial position of the Group and of the Company at December 31, 2015, and their financial performance and their cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the Companies Act 2001.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

#### Report on Other Legal and Regulatory Requirements

#### Companies Act 2001

We have no relationship with, or interests in, the Company or any of its subsidiaries, other than in our capacity as auditors, business advisers and dealings in the ordinary course of business.

We have obtained all information and explanations we have required.

In our opinion, proper accounting records have been kept by the Company as far as it appears from our examination of those records.

#### Financial Reporting Act 2004

The Directors are responsible for preparing the corporate governance report. Our responsibility is to report on the extent of compliance with the Code of Corporate Governance as disclosed in the annual report and on whether the disclosure is consistent with the requirements of the Code.

In our opinion, the disclosure in the annual report is consistent with the requirements of the Code.

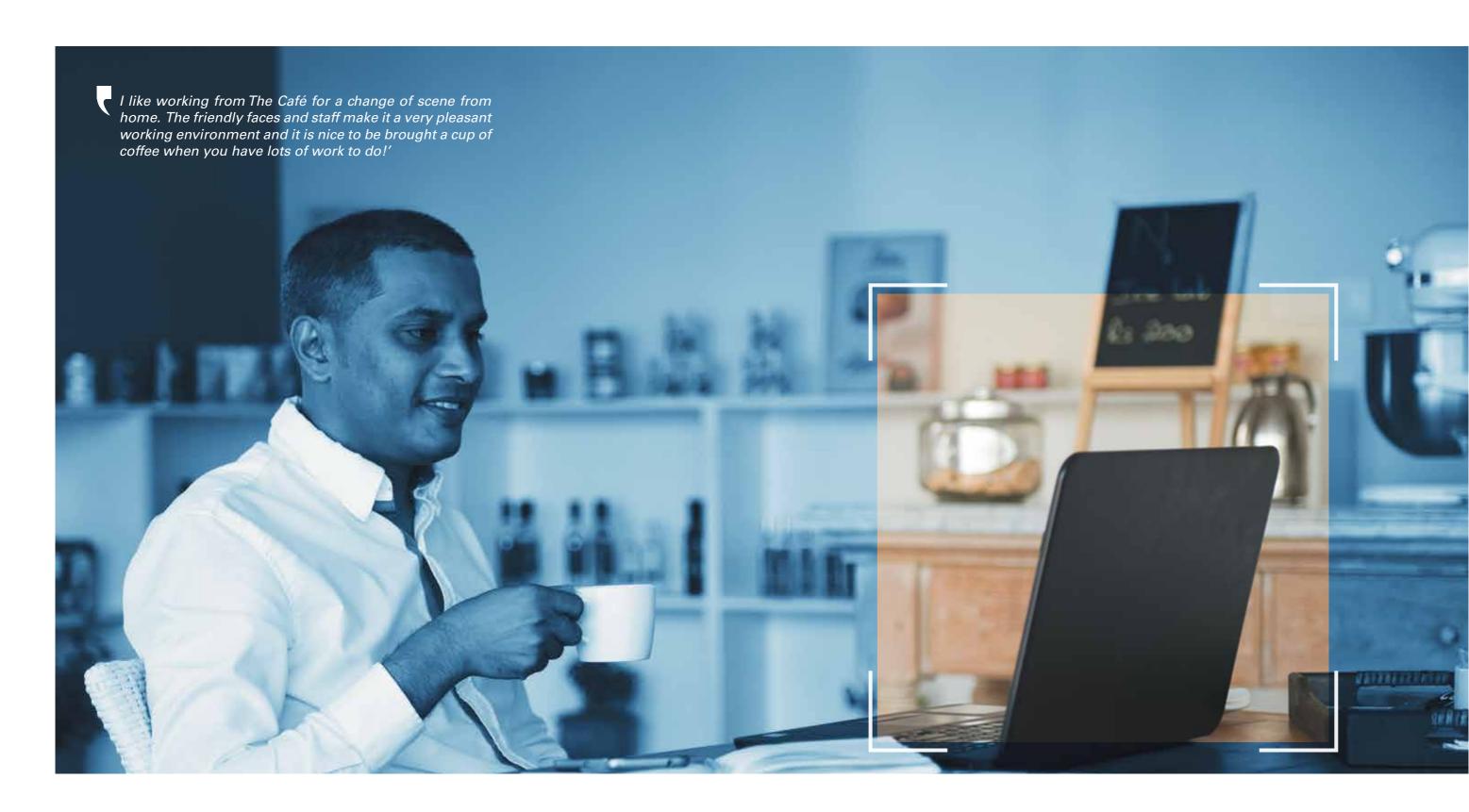
BD0 & CO

Chartered Accountants

Rookaya Ghanty, FCCA Licensed by FRC

Port Louis, Mauritius.

March 31, 2016



STATEMENTS OF **FINANCIAL POSITION** 

#### Rs Rs Rs **ASSETS** Non-current assets 1,218,576,695 1,243,284,598 4,233,600 Property, plant and equipment Investment properties 1,485,657,787 1,572,905,124 477,110,267 522,404,432 Intangible assets 389,832,498 420,827,040 51,019,392 88,671,005 9 1,819,979,741 1,754,288,000 36,222,387 Land and related development costs 10 2,389,026,450 2,434,814,001 Investment in subsidiaries 11 10,723,000 Investment in associate 16 49,765,122 22,055,200 Deferred tax assets 16,554,316 32 Non-current receivables 4,980,366,159 5,024,082,962 2,957,612,096 3,057,201,641 **Current assets** 8 137.672.247 370.860.763 Inventories Land and related development costs 9 213,439,590 239.534.529 36.222.387 Trade and other receivables 12 150,086,707 196.170.084 327,230,325 261.064.735 Cash and cash equivalents 29(c) 168,438,926 94,979,256 1,446,439 669,637,470 328,676,764 901,544,632 300,507,816 Non-current assets classified as held for sale 31 29,199,165 29,199,165 Rs. **5,679,202,794** 5,925,627,594 **3,315,488,025** 3,357,709,457 Total assets **EQUITY AND LIABILITIES** Capital and reserves (attributable to owners of the parent) 3.027.298.338 3,027,298,338 3,027,298,338 Stated capital 3,027,298,338 26,080,000 26,080,000 Other reserves Actuarial reserves (778,538)(576,831)(778,538)

THE GROUP

2014

240.049.355

142.071.730

3.434.922.592

1,208,617,803

1,217,807,602

470,062,980

793,330,425

1,272,897,400

9,503,995

1,583,815

7,605,984

3,292,850,862

2015

(181,144,667)

2,871,455,133

2.972.939.671

1,349,356,911

1,362,763,309

461,469,797

882,030,017

**2,706,263,123** 2,490,705,002

Rs. **5,679,202,794** 5,925,627,594

1.343,499,814

These financial statements have been approved for issue by the Board of Directors on March 31, 2016

3,438,408

9,967,990

101,484,538

THE COMPANY

2014

Rs

5,007,203

6,305,000

3,220,694

(576,831)

(212,017,145)

2,814,704,362

2.814.704.362

125,267,439

1,583,815

7,605,985

134,457,239

31,306,436

376,529,263

408.547.856

3,357,709,457

712,157

2015

(420,750,037)

2,605,769,763

2.605.769.763

182,544,480

1,614,185

9,967,991

194,126,656

46,981,856

468,609,750

515,591,606

709,718,262

3,315,488,025

STATEMENTS OF FINANCIAL POSITION

Notes

Non-current liabilities

Non-controlling interests

Owners' interests

Total equity

LIABILITIES

Borrowings Retirement benefit obligations Deferred tax liabilities

(Revenue deficit)/retained earnings

Year ended December 31, 2015

**Current liabilities** Trade and other payables Current tax liabilities Borrowings

**Total liabilities** Total equity and liabilities

**Arnaud Lagesse** Chairman

**Christine Marot** Director

The notes on pages 86 to 149 form an integral part of these financial statements. Auditors' report on pages 78 and 79.

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			THE C	ROUP	THE CO	MPANY
	Notes	S	2015	2014	2015	2014
			Rs	Rs	Rs	Rs
Revenue	18		1,035,251,579	1,481,500,372	36,933,019	71,899,540
Cost of sales	19		(871,514,125)	(1,296,249,668)	-	(28,238,307)
Gross profit			163,737,454	185,250,704	36,933,019	43,661,233
Other income	20		43,211,587	42,368,752	40,543,161	79,580,079
Other gains/(losses) - net	26		11,821,180	(1,565,284)	-	-
Selling and marketing expenses	19		(23,673,929)	(25,502,194)		-
Administrative expenses	19		(359,492,673)	(346,987,905)	(112,939,336)	(90,447,922)
Other operating expenses	19		(84,889,715)	(60,190,923)	(16,527,825)	(19,645,400)
			(249,286,096)	(206,626,850)	(51,990,981)	13,147,990
Net decrease in fair value						
of investment properties	6		(21,343,645)	(31,467,209)	(6,744,700)	(7,255,000)
Impairment charges	24		(47,499,385)	(184,968,636)	(93,286,936)	(184,161,850)
Finance costs	21		(183,568,613)	(148,483,957)	(48,719,878)	(36,901,912)
Share of results of associate	11		(1,823,048)	7,791,322	-	-
Loss on disposal of associate			(6,784,905)		(6,304,953)	
Loss before taxation	23		(510,305,692)	(563,755,330)	(207,047,448)	(215,170,772)
Income tax credit/(charge)	25		26,024,478	13,319,260	(1,685,444)	861,059
Loss for the year			(484,281,214)	(550,436,070)	(208,732,892)	(214,309,713)
Other comprehensive income						
for the year, net of tax						
Items that will not be reclassified						
subsequently to profit or loss: Remeasurements of post employment						
benefit obligations	27		(201,707)	(576,831)	(201,707)	(576,831)
Total comprehensive income for the year	21	Rs.		(551,012,901)	(208,934,599)	(214,886,544)
•						
Loss attributable to:						
Owners of the parent			(415,797,623)	(490,799,465)	(208,732,892)	(214,309,713)
Non-controlling interests			(68,483,591)	(59,636,605)	-	
		Rs.	(484,281,214)	(550,436,070)	(208,732,892)	(214,309,713)
Total comprehensive income attributable to:	:					
Owners of the parent			(415,999,330)	(491,376,296)	(208,934,599)	(214,886,544)
Non-controlling interests			(68,483,591)	(59,636,605)	-	,_55,5,
		Rs.	(484,482,921)	(551,012,901)	(208,934,599)	(214,886,544)
1 (5 ( )						
Loss per share (Rs/cs)	00		(0.070)	/4 4 F A\	(0.491)	/O FO /\
- basic	28		(0.976)	(1.154)	(0.491)	(0.504)

The notes on pages 86 to 149 form an integral part of these financial statements. Auditors' report on pages 78 and 79.

# STATEMENTS OF CASH FLOWS

Year ended December 31, 2015

# STATEMENTS OF CHANGES IN EQUITY

Year ended December 31, 2015

			At	tributable					
	Notes		Stated capital	Other reserves	Actuarial reserves	Retained earnings/ (revenue deficit)	Total	Non- controlling interests	Total Equity
			Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
THE GROUP									
At January 1, 2015			3,027,298,338	26,080,000	(576,831)	240,049,355	3,292,850,862	142,071,730	3,434,922,592
Loss for the year			-	-	-	(415,797,623)	(415,797,623)	(68,483,591)	(484,281,214)
Other comprehensive income for the year	27		-	-	(201,707)	-	(201,707)	-	(201,707)
Total comprehensive income for the year			-	-	(201,707)	(415,797,623)	(415,999,330)	(68,483,591)	(484,482,921)
Issue of shares			-	-	-	-	-	22,500,000	22,500,000
Changes in ownership interest in subsidiaries that do not result in a loss of control  Total transactions with owners of	a		-	_		(5,396,399)	(5,396,399)	5,396,399	<del>-</del> _
the parent			_	_	_	(5,396,399)	(5,396,399)	27,896,399	22,500,000
At December 31, 2015		Rs.	3,027,298,338	26,080,000	(778,538)		2,871,455,133		2,972,939,671
				-					
At January 1, 2014			3,027,298,338	-	-	730,848,820	3,758,147,158	227,788,335	3,985,935,493
Loss for the year Other comprehensive income for			-	-	-	(490,799,465)	(490,799,465)	(59,636,605)	(550,436,070)
the year Total comprehensive income for	27		-	-	(576,831)	-	(576,831)	-	(576,831)
the year			-	-	(576,831)	(490,799,465)	(491,376,296)	(59,636,605)	(551,012,901)
Movement in reserves			-	26,080,000	-	-	26,080,000	(26,080,000)	-
At December 31, 2014		Rs.	3,027,298,338	26,080,000	(576,831)	240,049,355	3,292,850,862	142,071,730	3,434,922,592

	Notes		Stated capital	Actuarial reserves	(Revenue deficit)/ Retained earnings	Total
			Rs.	Rs.	Rs.	Rs.
THE COMPANY						
At January 1, 2015			3,027,298,338	(576,831)	(212,017,145)	2,814,704,362
Loss for the year			-	-	(208,732,892)	(208,732,892)
Other comprehensive income for the year	27		-	(201,707)	-	(201,707)
Total comprehensive income for the year			-	(201,707)	(208,732,892)	(208,934,599)
At December 31, 2015		Rs.	3,027,298,338	(778,538)	(420,750,037)	2,605,769,763
At January 1, 2014			3,027,298,338	-	2,292,568	3,029,590,906
Loss for the year			-	-	(214,309,713)	(214,309,713)
Other comprehensive income for the year	27		-	(576,831)	-	(576,831)
Total comprehensive income for the year			-	(576,831)	(214,309,713)	(214,886,544)
At December 31, 2014		Rs.	3,027,298,338	(576,831)	(212,017,145)	2,814,704,362
		-				

The notes on pages 86 to 149 form an integral part of these financial statements. Auditors' report on pages 78 and 79.

		THE G	ROUP	THE CO	MPANY
		Year ended Year ended		Year ended	Year ended
		December 31,	December 31,	December 31,	December 31,
	Notes	2015	2014	2015	2014
-		Rs.	Rs.	Rs.	Rs.
Cash flows from operating activities					
Cash generated from/ (absorbed in) operations	29(a)	17,010,159	2,679,978	(104,153,113)	(55, 185, 747)
Interest paid		(188,450,325)	(154,693,650)	(47,673,093)	(36,959,351)
Interest received		274,868	207,368	1,533	15,068
Tax refunded/(paid)		2,034,249	(40,202,059)	-	2,579,540
Net cash used in operating activities		(169,131,049)	(192,008,363)	(151,824,673)	(89,550,490)
Cash flows from investing activities					
Purchase of property, plant and equipment, net		(10,966,515)	(33,697,224)	(692,631)	(4,003,099)
Purchase of intangible assets		(7,432,882)	(1,078,537)	(676,745)	(610,240)
Purchase of investment properties		-	-	(149,700)	-
Expenditure incurred for investment properties		(3,398,700)	(7,038,040)	-	-
Proceeds from disposal of investment properties		-	35,000,000	-	35,000,000
Proceeds from disposal of property,			173,913		173,913
plant and equipment			170,010		170,010
Dividend received from associate		2,115,000		2,115,000	-
Net cash (used in)/from investing activities		(19,683,097)	(6,639,888)	595,924	30,560,574
Cash flows from financing activities					
Proceeds from long term borrowings and loan		190,000,000	214,093,000	40,000,000	106,500,000
from related parties					
Payment on long term borrowings and loan from related parties		/405 004 505\	(404 447000)	(70 500 007)	(00 400 744)
		(105,961,707)	(101,147,306)	(73,526,287)	(88,108,741)
Proceeds from shareholder's loan		119,350,000	12,000,000	99,750,000	-
Proceeds from other loan		19,749,308	- (1 646 607)	-	(107506)
Finance lease capital repayment  Net cash flows from financing activities		(1,504,336)	(1,646,687)	CC 222 742	(127,536)
Net increase/(decrease) in cash		221,633,265	123,299,007	66,223,713	18,263,723
and cash equivalents	Rs.	32,819,119	(75,349,244)	(85,005,036)	(40,726,193)
•				. , , ,	
Movement in cash and cash equivalent					
At January 1,		(424,974,378)	(349,857,212)	(164,914,892)	(124,246,138)
Effect of foreign exchange difference		4,881,710	232,078	96,965	57,439
Increase/(decrease)		32,819,119	(75,349,244)	(85,005,036)	(40,726,193)
At December 31,	29(c) Rs.	(387,273,549)	(424,974,378)	(249,822,963)	(164,914,892)
·					

The notes on pages 86 to 149 form an integral part of these financial statements. Auditors' report on pages 78 and 79.

BlueLife Limited (the "Company") is a public company limited by shares, incorporated and domiciled in Mauritius. Its registered office is situated at Circle Square Retail Park, Forbach, Mauritius.

These financial statements will be submitted for consideration and approval at the forthcoming Annual Meeting of Shareholders of the Company.

#### 2. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### 2.1. Basis of preparation

The financial statements of BlueLife Limited comply with the Companies Act 2001 and have been prepared in accordance with International Financial Reporting Standards (IFRS).

The financial statements include the consolidated financial statements of the parent company and its subsidiary companies (the "Group") and the separate financial statements of the parent company (the "Company"). The financial statements are presented in Mauritian Rupees and all values are rounded to the nearest Rupee, except when otherwise indicated.

Where necessary, comparative figures have been amended to conform with changes in presentation in the current year. The financial statements are prepared under the historical cost convention, except that:

- (i) land and buildings are carried at revalued amounts;
- (ii) investment properties are stated at fair value; and
- (iii) relevant financial assets and liabilities are carried at amortised cost.

The Group had revenue deficit of Rs. 181.1 million and net current liabilities of Rs.673.9 million and the Company had revenue deficit Rs.420.7 million and net current liabilities of Rs.186.9 million as at December 31, 2015. In preparing the financial statements, the Board of Directors have given careful consideration to the liquidity of the Group having regards to:

- (1) Cash generation from sale of serviced land and villas in the Ocean River villas Project under Haute Rive IRS Company Ltd (HRIRS) which will be undertaken in year 2016. The Riviera Villas Project which will be undertaken over years 2016 and 2017 will also reduce the cash and revenue deficits of HRIRS. Dividends flowing from HRIRS will reduce cash and revenue deficits at company level as from 2016.
- (2) Reviewed master plan implementation will lead to the launching of new projects in the next financial years in order to create value through cash and revenue generation to bring the holding company back in positive retained earnings. These projects will include sale of land as well as development of new residential units.
- (3) Contemplated monetization plan on disposal of non-core assets having achieved maturity level.
- (4) Continued support from lenders through rescheduling of repayment terms of loans to certain subsidiaries.

The Board of Directors is confident that the Group would continue as a going concern in foreseeable future and they consider it appropriate to prepare the financial statements on a going concern basis.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.1. Basis of preparation (cont'd)

Amendments to published Standards and Interpretations effective in the reporting period

Defined Benefit Plans: Employee Contributions (Amendments to IAS 19) applies to contributions from employees or third parties to defined benefit plans and clarifies the treatment of such contributions. The amendment distinguishes between contributions that are linked to service only in the period in which they arise and those linked to service in more than one period. The objective of the amendment is to simplify the accounting for contributions that are independent of the number of years of employee service, for example employee contributions that are calculated according to a fixed percentage of salary. Entities with plans that require contributions that vary with service will be required to recognise the benefit of those contributions over employee's working lives. The amendment has no impact on the Group's financial statements.

#### Annual Improvements 2010-2012 Cycle

IFRS 2, 'Share based payments' amendment is amended to clarify the definition of a 'vesting condition' and separately defines 'performance condition' and 'service condition'. The amendment has no impact on the Group's financial statements.

IFRS 3, 'Business combinations' is amended to clarify that an obligation to pay contingent consideration which meets the definition of a financial instrument is classified as a financial liability or equity, on the basis of the definitions in IAS 32, 'Financial instruments: Presentation'. It also clarifies that all non-equity contingent consideration is measured at fair value at each reporting date, with changes in value recognised in profit and loss. The amendment has no impact on the Group's financial statements.

IFRS 8, 'Operating segments' is amended to require disclosure of the judgements made by management in aggregating operating segments. It is also amended to require a reconciliation of segment assets to the entity's assets when segment assets are reported. The amendment has no impact on the Group's financial statements.

IFRS 13 (Amendment), 'Fair Value Measurement' clarifies in the Basis for Conclusions that short-term receivables and payables with no stated interest rates can be measured at invoice amounts when the effect of discounting is immaterial. The amendment has no impact on the Group's financial statements.

IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets' are amended to clarify how the gross carrying amount and the accumulated depreciation are treated where an entity uses the revaluation model. The amendment has no impact on the Group's financial statements.

IAS 24, 'Related party disclosures' is amended to include, as a related party, an entity that provides key management personnel services to the reporting entity or to the parent of the reporting entity (the 'management entity'). Disclosure of the amounts charged to the reporting entity is required. The amendment has no impact on the Group's financial statements.

IAS 38, 'Intangible Assets' is amended to require an entity to take into account accumulated impairment losses when adjusting the amortisation on revaluation. The amendment has no impact on the Group's financial statements.

#### 2.1. Basis of preparation (cont'd)

Amendments to published Standards and Interpretations effective in the reporting period (cont'd)

#### Annual Improvements 2011-2013 Cycle

IFRS 1, 'First-time Adoption of International Financial Reporting Standards' is amended to clarify in the Basis for Conclusions that an entity may choose to apply either a current standard or a new standard that is not yet mandatory, but permits early application, provided either standard is applied consistently throughout the periods presented in the entity's first IFRS financial statements. The amendment has no impact on the Group's financial statements, since the Group is an existing IFRS preparer.

IFRS 3, 'Business combinations' is amended to clarify that IFRS 3 does not apply to the accounting for the formation of any joint venture under IFRS 11. The amendment has no impact on the Group's financial statements.

IFRS 13, 'Fair value measurement' is amended to clarify that the portfolio exception in IFRS 13 applies to all contracts (including non-financial contracts) within the scope of IAS 39 or IFRS 9. The amendment has no impact on the Group's financial statements.

IAS 40, 'Investment property' is amended to clarify that IAS 40 and IFRS 3 are not mutually exclusive. IAS 40 assists users to distinguish between investment property and owner-occupied property. Preparers also need to consider the guidance in IFRS 3 to determine whether the acquisition of an investment property is a business combination. The amendment has no impact on the Group's financial statements.

Standards, Amendments to published Standards and Interpretations issued but not yet effective

Certain standards, amendments to published standards and interpretations have been issued that are mandatory for accounting periods beginning on or after January 1, 2016 or later periods, but which the Group has not early adopted.

At the reporting date of these financial statements, the following were in issue but not yet effective:

IFRS 9 Financial Instruments

Defined Benefit Plans: Employee Contributions (Amendments to IAS 19)

IFRS 14 Regulatory Deferral Accounts

Accounting for Acquisitions of Interests in Joint Operations (Amendments to IFRS 11)

Clarification of Acceptable Methods of Depreciation and Amortisation (Amendments to IAS 16 and IAS 38)

IFRS 15 Revenue from Contract with Customers

Agriculture: Bearer Plants (Amendments to IAS 16 and IAS 41)

Equity Method in Separate Financial Statements (Amendments to IAS 27)

Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)

Annual Improvements to IFRSs 2012-2014 Cycle

Investment Entities: Applying the Consolidation Exception (Amendments to IFRS 10, IFRS 12 and IAS 28) Disclosure Initiative (Amendments to IAS 1)

Where relevant, the Group is still evaluating the effect of these Standards, amendments to published Standards and Interpretations issued but not yet effective, on the presentation of its financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.1. Basis of preparation (cont'd)

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

#### 2.2. Property, plant and equipment

Land and buildings, held for use in the production or supply of goods or for administrative purposes, are stated at their fair value, based on periodic, but at least triennial valuations, by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the assets carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Increases in the carrying amount arising on revaluation are credited to other comprehensive income and shown as revaluation surplus in shareholder's equity. Decreases that offset previous increases of the same asset are charged against revaluation surplus directly in equity; all other decreases are charged to profit or loss.

Each year, the depreciation based on the revalued carrying amount of the asset charged to the profit or loss and depreciation based on the asset's original cost is transferred from revaluation surplus to retained earnings.

Properties in the course of construction for production or administrative purposes or purposes not yet determined are carried at cost less any recognised impairment loss. Cost includes professional fees and for qualifying assets, borrowing costs are capitalised. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Depreciation is calculated on the straight-line method to write off the cost of the assets to their residual values over their estimated useful lives at the following rates:

- Buildings 2%

- Plant and equipment 10% - 30% - Furniture, Fixtures and equipment 20% - 25% - Motor vehicles 20% - 25%

Freehold land is not depreciated.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount. Gains and losses on disposals of property, plant and equipment are determined by comparing proceeds with carrying amount and are included in the profit or loss.

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.3. Investment property

Investment property, held to earn rentals or for capital appreciation or both and not occupied by the Group, is carried at fair value, representing the open-market value. Changes in fair values are included in the profit or loss. The fair value of certain investment properties are determined by independent valuation specialists while that of others are determined by the directors of the Group with the assistance of internal valuers.

Properties that are under construction or development to earn rentals or for capital appreciation or both is accounted as investment property. When the use of a property changes such that it is reclassified as property, plant and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

#### 2.4. Intangible assets

#### (a) Goodwill

Goodwill arising on acquisition of a business is carried at cost as established at the date of the acquisition of the business less accumulated impairment losses, if any.

Goodwill is tested annually for impairment.

Goodwill is allocated to cash generating units for the purpose of impairment testing.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the gains and losses on disposal.

#### (b) Leasehold rights

Leasehold rights represent the amount paid to acquire the rights to the lease of land and is amortised over the period of the lease, that is, 60 years.

#### (c) Computer software

Acquired computer software licences are capitalised on the basis of costs incurred to acquire and bring to use the specific software and are amortised using straight line method over their estimated useful lives of 3 to 4 years.

Costs associated with developing and maintaining computer software are recognised as an expense as incurred. Costs that are directly associated with the production if identifiable and unique software controlled by the Group and that will generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

# NOTES TO THE FINANCIAL STATEMENTS

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.5. Investment in subsidiaries

Separate financial statements of the investor

In the separate financial statements of the investor, investments in subsidiaries are carried at cost. The carrying amount is reduced to recognise any impairment in the value of individual investments.

Consolidated financial statements

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisitionrelated costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interests in the acquiree either at fair value or at the non-controlling interests' proportionate share of the acquiree's net assets.

The excess, of the consideration transferred, the amount of any non-controlling interests in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree (if any) over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss as a bargain purchase gain.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Transactions and non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

#### Disposal of subsidiaries

When the Group ceases to have control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, jointly controlled entities or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

#### 2.6. Investment in associates

Separate financial statements of the investor

In the separate financial statements of the investor, investments in associated companies are carried at cost.

The carrying amount is reduced to recognise any impairment in the value of individual investments.

Consolidated financial statements

An associate is an entity over which the Group has significant influence but not control, or joint control, generally accompanying a shareholding between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method. Investments in associates are initially recognised at cost as adjusted by post acquisition changes in the group's share of the net assets of the associate less any impairment in the value of individual investments.

Any excess of the cost of acquisition and the Group's share of the net fair value of the associate's identifiable assets and liabilities recognised at the date of acquisition is recognied as goodwill, which is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of identifiable assets and liabilities over the cost of acquisition, after assessment, is included as income in the determination of the Group's share of the associate's profit or loss.

When the Group's share of losses exceeds its interest in an associate, the Group discontinues recognising further losses, unless it has incurred legal or constructive obligation or made payments on behalf of the associate.

Unrealised profits and losses are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred

Where necessary, appropriate adjustments are made to the financial statements of associates to bring the accounting policies used in line with those adopted by the Group.

If the ownership in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

Dilution gains or losses arising in investments in associates are recognised in profit or loss.

#### 2.7. Non-current assets held for sale

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through a continuing use. This condition is regarded as met only, when the sale is highly probable and the asset is available for immediate sale in its present condition.

# NOTES TO THE FINANCIAL STATEMENTS

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.8. Financial assets

#### (a) Categories of financial assets

The group classifies its financial assets as loans and receivables. The classification depends on the purpose for which the investments were acquired. Management determines the classification of their financial assets at initial recognition.

#### (i) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

The Group's loans and receivables comprise of cash and cash equivalents, non-current receivables and trade and other receivables.

#### (b) Recognition and measurement

Purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Investments are initially measured at fair value plus transaction costs for all financial assets except for those that are carried at fair value through profit or loss.

Loans and receivables are carried at amortised cost using effective interest method.

#### (c) Impairment of financial assets

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. For loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

#### 2.9. Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of provision is recognised in profit or loss.

#### 2.10. Trade and other payables

Trade and other payables are stated at fair value and are subsequently measured at amortised cost using the effective interest method.

#### 2.11. Borrowings

Borrowings are recognised initially at fair value being their issue proceeds net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period date.

#### 2.12. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of 3 months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statements of financial position.

#### 2.13. Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as deduction, net of tax, from proceeds.

#### 2.14. Current and deferred income tax

The tax expense for the period comprises of current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

#### Current tax

The current income tax charge is based on taxable income for the year calculated on the basis of tax laws enacted or substantively enacted by the end of the reporting period.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.14. Current and deferred income tax (cont'd)

#### Deferred tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, if the deferred income tax arises from initial recognition of an asset or liability in a transaction, other than a business combination, that at the time of the transaction affects neither accounting nor taxable profit or loss, it is not accounted for.

Deferred income tax is determined using tax rates that have been enacted or substantively enacted at the reporting date and are expected to apply in the period when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which deductible temporary differences can be utilised.

For the purposes of measuring deferred tax liabilities and deferred tax assets for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodies in the investment property over time, rather than through sale.

#### 2.15. Foreign currencies

#### (a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using Mauritian rupees, the currency of the primary economic environment in which the entity operates. The consolidated financial statements are presented in Mauritian rupees, which is the Group's functional and presentation currency.

#### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing on the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in profit or loss within 'finance income or cost'. All other foreign exchange gains and losses are presented in profit or loss within 'other (losses)/gains - net'.

Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date the fair value was determined.

Year ended December 31, 2015

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.16 Leases

(a) Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

#### (b) Accounting for leases - where Group is the lessee

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to profit or loss unless they are attributable to qualifying assets in which case, they are capitalised in accordance with the policy on borrowing costs.

#### (c) Accounting for leases - where Group is the lessor

Assets leased out under operating leases are included in investment property in the statements of financial position. They are carried at fair value, as determined by external valuers. Rental income is recognised in line with the relevant lease terms.

#### (d) Operating leases - where Group is the lessor

Payments under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

#### 2.17 Retirement benefit obligations

#### (a) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The Group operates a defined contribution retirement benefit plan for all qualifying employees. Payments to defined contribution retirement plans are charged as an expense as they fall due.

#### (b) Defined benefit plans

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the statements of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.17 Retirement benefit obligations (cont'd)

#### (b) Defined benefit plans (cont'd)

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), is recognised immediately in other comprehensive income in the period in which they occur. Remeasurements are accumulated in a separate reserve and will not be reclassified to profit or loss in a subsequent period.

The Group determines the net interest expense/(income) on the net defined benefit liability/(asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit liability/(asset), taking into account any changes in the net defined liability/(asset) during the period as a result of contributions and benefit payments. Net interest expense/(income) is recognised in profit or loss.

Service costs comprising of the current service cost, past service cost, as well as gains and losses on curtailments and settlements are recognised immediately in profit or loss.

#### (c) Retirement gratuity

For employees who are not covered (or who are insufficiently covered by the above pension plans), the net present value of gratuity on retirement payable under the Employment Rights Act 2008 is calculated and provided for. The obligations arising under this item are not funded.

#### (d) Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either: terminating the employment of current employees according to a detailed formal plan without possibility of withdrawl, or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

#### 2.18 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the first-in, first out (FIFO) method. The cost of consumables comprises of purchase cost and other direct costs but excludes interest expense. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

#### 2.19 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

#### 2.20 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for goods supplied and services rendered, stated net of discounts, returns, value added taxes, rebates and other similar allowances and after eliminating sales within the Group.

#### (a) Sale of goods

Sales of goods are recognised when the goods are delivered and titles have passed, at which time all of the following conditions are satisfied:

- the Group has transferred, to the buyer the significant risks and rewards of ownership of the goods;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

#### (b) Rendering of services

Revenue from rendering of services are recognised in the accounting year in which the services are rendered (by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of total services to be provided).

#### (c) Other revenues earned by the Group are recognised on the following bases:

- Rental income from investment property recognised in profit or loss on an accrual basis in accordance with the rental agreement.
- Interest income recognised on a time proportion basis using the effective interest method.
- Dividend income when the shareholder's right to receive payment is established.

#### (d) Sale of completed property

A property is regarded as sold when the significant risks and returns have been transferred to the buyer, which is normally on unconditional exchange of contracts. For conditional exchanges, sales are recognised only when all the significant conditions are satisfied.

#### (e) Sale of property under development

Where property is under development and agreement has been reached to sell such property when construction is complete, the directors consider whether the contract comprises:

- A contract to construct a property, or
- A contract for the sale of a completed property

Where a contract is judged to be for the construction of a property, revenue is recognised using the percentage of completion method as construction progresses.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 2.20 Revenue recognition (cont'd)

#### (e) Sale of property under development (cont'd)

Where the contract is judged to be for the sale of a completed property, revenue is recognised when the significant risks and rewards of ownership of the real estate have been transferred to the buyer. If, however, the legal terms of the contract are such that the construction represents the continuous transfer of work in progress to the purchaser, the percentage of completion method of revenue recognition is applied and revenue is recognised as work progresses. Continuous transfer of work in progress is applied when:

- The buyer controls the work in progress, typically when the land on which the development is taking place is owned by the final customer, and;
- All significant risks and rewards of ownership of the work in progress in its present state are transferred to the buyer as construction progresses, typically when the buyer cannot put the incomplete property back to the Group.

In such situations, the percentage of work completed is measured based on the costs incurred up until the end of the reporting period as a proportion of total costs expected to be incurred.

#### 2.21 Borrowing costs

Borrowing costs directly attributable to the acquisition or construction of qualifying assets are capitalised until such time as the assets are substantially ready for their intended use or sale. Other borrowing costs are expensed.

#### 2.22 Dividend distribution

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are declared.

#### 2.23 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources, that can be reliably estimated, will be required to settle the obligation.

#### 2.24 Segment reporting

Segment information presented relate to operating segments that engage in business activities for which revenues are earned and expenses incurred.

#### 2.25 Land and related development costs

Land and related development costs consist of cost of land, infrastructural and other development expenditures. These land and related development costs are released to profit or loss as and when sale or disposal is being effected, that is, when risks and rewards pass on to buyers.

Land and related development costs are classified under current assets when completion is imminent and the assets are likely to be disposed of within the next financial year. Otherwise, it is classified under non-current assets.

#### 2.25 Land and related development costs (cont'd)

The Group uses the 'percentage of completion method' to determine the appropriate amount to recognise in a given period. The stage of completion is measured by reference to the costs incurred up to the end of the reporting period as a percentage of total estimated costs for each project (or by reference to surveys of work performed or completion of a physical proportion of the contract work). Costs incurred in the year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. They are presented as inventories, prepayments or other assets, depending on their nature.

The Group presents as an asset the gross amount due from customers for work in progress for which costs incurred plus recognised profits (less recognised losses) exceeds progress billings. Progress billings not yet paid by customers and retention are included within 'trade and other receivables'.

The Group presents as a liability the gross amount due to customers for all work in progress for which progress billings exceed costs incurred plus recognised profits/(losses).

#### 2.26 Non-current receivables

Non current receivables with fixed maturity terms are measured at amortised cost using the effective interest rate method, less provision for impairment.

#### 3. FINANCIAL RISK MANAGEMENT

#### 3.1 Financial Risk Factors

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow and fair value interest risk), credit risk and liquidity risk.

The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

A description of the significant risk factors is given below together with the risk management policies applicable.

#### (a) Market risk

#### (i) Currency risk

The Group is exposed to foreign exchange risk arising from currency exposures primarily with respect to the USD, EURO, ZAR and GBP. Foreign exchange risk arises from future currency exposures, commercial transactions and recognised assets and liabilities.

Management has set up a policy to require the Group to manage its foreign exchange risk exposure with treasury performed by GML Management Ltee.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 3. FINANCIAL RISK MANAGEMENT (CONT'D)

#### 3.1 Financial Risk Factors (cont'd)

#### (a) Market risk (cont'd)

#### (i) Currency risk (cont'd)

#### Currency profile

The currency profile of the Group and the Company's financial assets and liabilities are summarised below:

	2015		201	4
	Financial	Financial	Financial	Financial
THE GROUP	assets	liabilities	assets	liabilities
	Rs.	Rs.	Rs.	Rs.
MUR	270,254,966	2,505,082,723	242,658,358	2,169,270,071
USD	39,617,538	41,968,350	14,986,018	373,100
EURO	11,601,722	47,013,274	12,154,620	3,986,906
ZAR	22,592	-	2,630,940	615,000
GBP	7,464,405	11,838,463	3,481,903	8,849,018
	328,961,223	2,605,902,810	275,911,839	2,183,094,095

	201	2015		4
	Financial	Financial Financial		Financial
THE COMPANY	assets	liabilities	assets	liabilities
	Rs.	Rs.	Rs.	Rs.
MUR	325,513,232	684,855,583	260,550,021	521,425,992
USD	174,985	-	893,393	-
	325,688,217	684,855,583	261,443,414	521,425,992

The figures above exclude prepayments and accruals.

#### Sensitivity analysis

At the end of reporting date, if the rupee had weakened/strengthened by 5% against the the above foreign currencies with all the variables remaining constant, the impact on post tax result for the year would have been as shown in the table below, mainly as a result of foreign exchange gains/losses on translation of foreign currency denominated financial assets and liabilities as detailed above.

#### 3.1 Financial Risk Factors (cont'd)

#### (a) Market risk (cont'd)

#### (i) Currency risk (cont'd)

Currency profile (cont'd)

THE GROUP
Impact on post-tax results
USD EURO ZAR GBP

20	15	2014	
Financial	Financial	Financial	Financial
assets	liabilities	assets	liabilities
Rs.	Rs.	Rs.	Rs.
-	-	-	-
1,980,877	2,098,418	749,301	18,655
580,086	2,350,664	607,731	199,345
1,130	-	131,547	30,750
373,220	591,923	174,095	442,451

THE COMPANY
Impact on post-tax results

USD

20	15	201	4
Financial assets	Financial liabilities	Financial assets	Financial liabilities
Rs.	Rs.	Rs.	Rs.
+	+	+	+
-	-	-	-
8,749		44,670	

#### (ii) Cash flow and fair value interest rate risk

The Group's interest rate risk arises from borrowings. Borrowings issued at variable rates expose the Group to cash flow interest-rate risk. Borrowings issued at fixed rates expose the Group to fair value interest-rate risk. The group maintains its deposits held at bank and borrowings in variable rate instruments and its finance lease obligations at fixed rate.

#### Cash flow interest rate risk

#### Sensitivity analysis

At the end of the reporting period, if variable interest rates on borrowings had been 50 basis points higher/lower with all other variables held constant, post-tax result for the year would have changed as shown in the table below.

Impact on	post-tax results
,	,

**Liabilities**Borrowings

THE GROUP		THE COMPANY		
2015	2014	2015	2014	
Rs.	Rs.	Rs.	Rs.	
+/-	+/-	+/-	+/-	
10,038,364	9,562,640	2,711,569	2,467,015	

#### 3. FINANCIAL RISK MANAGEMENT (CONT'D)

#### 3.1 Financial Risk Factors (cont'd)

#### (a) Market risk (cont'd)

#### Fair value interest rate risk

At the end of reporting date, if interest rates on fixed rate borrowings had been 50 basis points lower/ higher with all variables held constant, the impact on post-tax result for the year would not be material.

NOTES TO THE FINANCIAL STATEMENTS

#### (b) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's trade receivable. The amounts presented in the statements of financial position are net of allowances for doubtful receivables, estimated by the Group's management based on prior experience and the current economic environment. The Group has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers. The Group has policies in place to ensure that sales of services are made to customers with an appropriate credit history.

#### (c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivery of cash or another financial asset.

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. The Group aims at maintaining flexibility in funding by keeping committed credit lines available.

Management monitors rolling forecasts of the Group's liquidity reserve on the basis of expected cash flow.

The table below analyses the Group's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting date to the contractual maturity date.

THE GROUP	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	Rs.	Rs.	Rs.	Rs.
At December 31, 2015				
Borrowings	616,434,206	293,139,870	729,527,898	777,839,524
Trade and other payables	461,469,797			-
<u>At December 31, 2014</u>				
Borrowings	925,600,406	188,619,696	841,075,478	716,214,710
Trade and other payables	470,062,980			-

#### 3. FINANCIAL RISK MANAGEMENT (CONT'D)

#### 3.1 Financial Risk Factors (cont'd)

(c) Liquidity risk (cont'd)

THE COMPANY	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	Rs.	Rs.	Rs.	Rs.
At December 31, 2015				
Borrowings	490,704,277	60,868,287	106,543,316	212,589,876
Trade and other payables	46,981,856			-
<u>At December 31, 2014</u>				
Borrowings	404,581,526	18,783,228	75,132,912	85,714,553
Trade and other payables	31,306,436			-

#### 3.2 Fair value estimation

The nominal value less estimated credit adjustments to trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cashflows at the current market interest rate that is available to the Group for similar financial instruments.

#### 3.3 Capital risk management

The Group's objectives when managing capital are:

- to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk.

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital on the basis of the debt-to-adjusted capital ratio. This ratio is calculated as net debt to adjusted capital. Net debt is calculated as total debt (as shown in the statement of financial position) less cash and cash equivalents. Adjusted capital comprises all components of equity (i.e, share capital, retained earnings/(revenue deficit) and non-controlling interests).

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 3. FINANCIAL RISK MANAGEMENT (CONT'D)

#### 3.3 Capital risk management (cont'd)

During the year 2015, the Group's strategy, which was unchanged from 2014, was to maintain the debt-to-adjusted capital ratio at the lowest level, in order to secure access to finance at a reasonable cost. The debt-to-adjusted capital ratios at December 31, 2015 and 2014 were as follows:

Total debt
Less: cash and cash equivalents
Net debt
Total equity
Debt-to-adjusted capital ratio

	THE G	ROUP	THE CO	MPANY
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
	2,231,386,928	2,001,948,228	651,154,230	501,796,702
	(168,438,926)	(94,979,256)	(1,446,439)	(3,220,694)
Rs.	2,062,948,002	1,906,968,972	649,707,791	498,576,008
Rs.	2,972,939,671	3,434,922,592	2,605,769,763	2,814,704,362
	0.69:1	0.56:1	0.25:1	0.18:1

There were no changes in the Group's approach to capital risk management during the year.

#### 4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continuously evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### 4.1 Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### (a) Estimated impairment of goodwill

The Group tests annually whether Goodwill has suffered any impairment, in accordance with the accounting policy stated in note 2.4.

#### (b) Revaluation of property, plant and equipment and investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in profit or loss. In addition, it measures land and buildings at revalued amounts with changes in fair value being recognised in other comprehensive income. The Group engaged independent valuation specialists to determine fair value of some of its investment properties as at 31 December 2015. For these investment properties, the valuer used a valuation technique based on capitalisation of net operating income. Other investment properties comprise of bare land held for capital appreciation whose fair values have been determined based on director's valuations on an open market basis.

The determined fair value of the investment properties is most sensitive to the estimated yield as well as the long term vacancy rate. The key assumptions used to determine the fair value of the investment properties, are further explained in Note 6.

#### 4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

#### 4.1 Critical accounting estimates and assumptions (cont'd)

#### (c) Limitation of sensitivity analysis

Sensitivity analysis in respect of market risk demonstrates the effect of a change in a key assumption while other assumptions remain unchanged. In reality, there is a correlation between the assumptions and other factors. It should also be noted that these sensitivities are non-linear and larger or smaller impacts should not be interpolated or extrapolated from these results.

Sensitivity analysis does not take into consideration that the Group's assets and liabilities are managed. Other limitations include the use of hypothetical market movements to demonstrate potential risk that only represent the Group's view of possible near-term market changes that cannot be predicted with any certainty.

#### (d) Pension benefits

The present value of the pension obligations depend on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/ (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms the related pension liability.

Other key assumptions for pension obligations are based in part on current market conditions.

#### (e) Asset lives and residual values

Property, plant and equipment are depreciated over its useful life, taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.

In reassessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values. Consideration is also given to the extent of current profits or losses on the disposal of similar assets.

#### (f) Depreciation policies

Property, plant and equipment are depreciated to their residual values over their estimated useful lives. The residual value of an asset is the estimated net amount that the company would currently obtain from disposal of the asset, if the asset was already of age and in condition expected at the end of its useful life.

The directors therefore make estimates based on historical experience and use best judgement to assess the useful lives of assets and to forecast the expected residual values of the assets at the end of their expected useful lives.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

#### 4.1 Critical accounting estimates and assumptions (cont'd)

#### (g) Impairment of assets

Property, plant and equipment and intangible assets are considered for impairment if there is a reason to believe that impairment may be necessary. Factors taken into consideration in reaching such a decision include the economic viability of the asset itself and where it is a component of a larger economic unit, the viability of that unit itself.

Future cash flows expected to be generated by the assets or cash generating units are projected, taking into account market conditions and the expected useful lives of the assets. The present value of these cash flows, determined using an appropriate discount rate, is compared to the current net asset value and, if lower, the assets are impaired to the present value. The impairment loss is first allocated to goodwill and then to the other assets of a cash-generating unit.

The Group utilises the valuation model to determine asset and cash-generating unit values supplemented, where appropriate, by discounted cash flow and other valuation techniques.

#### (h) Impairment of investment in subsidiaries and associate

The group follows the guidance of IAS 39 on determining when an investment is other-than-temporarily impaired. This determination requires significant judgement. In making this judgement, the group evaluates, amongst other factors, the duration and extent to which the fair value of an investment is less than cost, the financial health of and near-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

#### (i) Revenue recognition

The percentage of completion method is utilised to recognise revenue on long-term contracts. Management exercises judgement in calculating the deferred revenue reserve which is based on the anticipated cost of repairs over the life cycle of the equipment applied to the total expected revenue arising from maintenance and repair contracts.

In addition, management exercises judgement in assessing whether significant risks and rewards have been transferred to the customer to permit revenue to be recognised.

#### (i) Deferred tax on investment property

For the purposes of measuring deferred tax liabilities or deferred tax assets arising from investment property, the directors reviewed the Group's investment property and concluded that the property is held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time. Therefore, in determining the Group's deferred taxation on its investment property, the directors have determined that the presumption that the carrying amount of investment property measured using the fair value model is recovered entirely through sale is rebutted. As a result, the Group has recognised deferred taxes on changes in fair value of investment property.

#### 5. PROPERTY, PLANT AND EQUIPMENT

(a) <u>THE GROUP - 2015</u>		Freehold land and buildings	Plant and equipment	Motor vehicles	Furniture, Fixtures and equipment	Total
		Rs.	Rs.	Rs.	Rs.	Rs.
COST OR VALUATION						
At January 1, 2015		1,181,833,022	30,103,834	7,559,112	90,628,250	1,310,124,218
Additions		103,840	3,574,376	240,000	4,711,843	8,630,059
Transfer from investment						
properties (note 6)		12,597,911	-	-	-	12,597,911
Transfer between categories		26,157,429	(10,195,917)	-	(15,961,512)	-
Transfer to intangibles (note 7)		-	(3,196,296)	-	-	(3,196,296)
Adjustments		(4,861,625)	2,429,287	-	246,151	(2,186,187)
Write off			(22,693)			(22,693)
At December 31, 2015		1,215,830,577	22,692,591	7,799,112	79,624,732	1,325,947,012
DEPRECIATION						
At January 1, 2015		32,606,897	7,016,189	2,975,384	24,241,150	66,839,620
Charge for the year		25,133,618	3,734,736	1,322,098	14,364,342	44,554,794
Adjustments		(341,274)	(1,103,286)	-	803,500	(641,060)
Transfer between categories		1,433,765	(1,630,837)	_	(2,971,644)	(3,168,716)
Write off		1,433,703	(15,716)	_	(2,071,044)	(15,716)
Transfer to intangibles (note 7)		_	(198,605)	_	_	(198,605)
At December 31, 2015		58,833,006	7,802,481	4,297,482	36,437,348	107,370,317
,						
NET BOOK VALUE	_					
At December 31, 2015	Rs.	1,156,997,571	14,890,110	3,501,630	43,187,384	1,218,576,695
THE GROUP - 2014						
COST OR VALUATION						
At January 1, 2014		1,170,738,450	20,875,649	8,084,662	70,346,123	1,270,044,884
Additions		6,550,545	9,266,177	9,500	19,486,932	35,313,154
Transfer from investment						
properties (note 6)		4,544,027	-	-	-	4,544,027
Adjustments		-	-	-	795,195	795,195
Write off		-	(37,992)	-	-	(37,992)
Disposals		-	-	(535,050)	-	(535,050)
At December 31, 2014		1,181,833,022	30,103,834	7,559,112	90,628,250	1,310,124,218
DEPRECIATION						
At January 1, 2014		8,008,871	2,303,921	2,218,336	8,376,697	20,907,825
Charge for the year		24,598,026	4,720,183	1,292,098	15,864,453	46,474,760
Write off		2-7,000,020	(7,915)	1,202,000	10,004,400	(7,915)
Disposal adjustment		_	(7,515)	(535,050)	_	(535,050)
At December 31, 2014		32,606,897	7,016,189	2,975,384	24,241,150	66,839,620
NET BOOK VALUE	Po	1,149,226,125	23 027645	A 582 720	66 227 100	1,243,284,598
At December 31, 2014	ris.	1,143,220,123	23,087,645	4,583,728	66,387,100	1,243,204,330

#### 5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) <u>THE COMPANY - 2015</u>	-	Plant and equipment	Motor vehicles	Furniture, Fixtures and equipment	Total
		Rs.	Rs.	Rs.	Rs.
COST					
At January 1, 2015		1,867,570	1,282,100	10,016,403	13,166,073
Additions		439,296	-	253,335	692,631
Write off	_	(22,693)	-		(22,693)
At December 31, 2015	-	2,284,173	1,282,100	10,269,738	13,836,011
DEPRECIATION					
At January 1, 2015		1,339,365	1,282,100	5,537,405	8,158,870
Charge for the year		256,044	-	1,203,213	1,459,257
Write off		(15,716)	-	-	(15,716)
At December 31, 2015		1,579,693	1,282,100	6,740,618	9,602,411
NET BOOK VALUE					
At December 31, 2015	Rs.	704,480		3,529,120	4,233,600
THE COMPANY - 2014					
COST					
At January 1, 2014		1,464,596	1,817,150	6,416,278	9,698,024
Additions		402,974	-	3,600,125	4,003,099
Disposal		-	(535,050)		(535,050)
At December 31, 2014	-	1,867,570	1,282,100	10,016,403	13,166,073
DEPRECIATION					
At January 1, 2014		1,111,477	1,817,150	4,619,850	7,548,477
Charge for the year		227,888	-	917,555	1,145,443
Disposal adjustement		-	(535,050)	-	(535,050)
At December 31, 2014	-	1,339,365	1,282,100	5,537,405	8,158,870
NET BOOK VALUE					
At December 31, 2014	Rs.	528,205	-	4,478,998	5,007,203

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Year ended December 31, 2015

#### 5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(c) Additions include assets under finance leases of Rs.Nil (2014: Rs.2,324,619) for the Group and Rs.Nil (2014: Rs.Nil) for the Company.

(d) Leased assets included above comprise of:

		Plant and r	nachinery	Motor v	ehicles
THE GROUP		2015	2014	2015	2014
		Rs.	Rs.	Rs.	Rs.
Cost - capitalised finance leases		2,324,619	2,324,619	6,267,512	6,267,512
Accumulated depreciation		(504,080)	(234,372)	(2,258,116)	(1,678,192)
Net book amount	Rs.	1,820,539	2,090,247	4,009,396	4,589,320

- (e) The reclassification to and from investment property is in respect of property previously occupied or now occupied by the Group respectively.
- (f) The group freehold land were last revalued on December 31, 2013 by an independent Chartered Valuer, Rhoy Ramlackhan B.Sc (Hons)., M.R.I.C.S., M.M.I.S. The fair value was determined based on open-market value basis primarily derived using the Sales Comparison Approach.

Details of the Group's freehold land measured at fair value and information about the fair value hierarchy as at December 31, 2015 are as follows:

		2015	2014
		Rs.	Rs.
Level 2			
Freehold land	Rs.	165,200,000	165,200,000

The buildings have not been revalued and have been based on construction cost as at December 31, 2013 and December 31, 2014. Management is of the opinion that the cost of the buildings approximate their fair value as at December 31, 2015.

If the land was stated on historical cost basis, the amounts would be as follows:

	THE G	ROUP
	2015	2014
	Rs.	Rs.
Rs.	99,200,000	99,200,000

Cost

- (h) Bank borrowings are secured by fixed and floating charges on the assets of the Group and the Company including property, plant and equipment.
- (i) Depreciation expense of Rs.44,554,794 (2014: Rs.46,474,760) for the Group and Rs.1,459,257 (2014: Rs.1,145,443) for the Company have been charged in administrative expenses.

#### 6. INVESTMENT PROPERTIES

		THE G	ROUP	THE CO	MPANY
		2015	2014	2015	2014
		Rs.	Rs.	Rs.	Rs.
Fair value model					
At January 1		1,572,905,124	1,399,086,369	522,404,432	555,622,000
Transfer to property, plant and equipment (note 5)		(12,597,911)	(4,544,027)	-	-
Transfer from land and related development costs (note 9)		-	228,754,519	-	-
Additions		3,398,701	7,038,040	149,700	-
Decrease in fair value		(21,343,645)	(31,467,209)	(6,744,700)	(7,255,000)
Disposal		-	(25,962,568)	-	(25,962,568)
Transfer to non-current assets classified as held for sales (note 31)		(38,699,165)	-	(38,699,165)	-
Transfer to non-current receivables (note 32)		(16,554,316)	-	-	-
Write off		(1,451,001)		-	
At December 31,	Rs.	1,485,657,787	1,572,905,124	477,110,267	522,404,432

(i) The information about the fair value hierarchy of the investment properties as at 31 December 2015 and 2014 are as follows:

	_		THE GROUP	
	_	Level 2	Level 3	Total
		Rs.	Rs.	Rs.
<u>December 31, 2015</u>				
Bare lands (note 6 (ii))		310,338,266	-	310,338,266
Riverside shopping centre and Circle Square retail				
park (note 6 (iii))		-	630,431,835	630,431,835
Industrial building (note 6 (iv))		-	114,867,000	114,867,000
Harbour Front Building (note 6 (iv))		-	191,430,997	191,430,997
Commercial building - Retail (note 6 (v))		-	200,651,291	200,651,291
Investment property in progress (note 6 (v))		-	37,938,398	37,938,398
	Rs.	310,338,266	1,175,319,521	1,485,657,787
December 31, 2014				
Bare lands (note 6 (ii))		349,037,432	-	349,037,432
Riverside shopping centre and Circle Square retail				
park (note 6 (iii))		-	654,290,780	654,290,780
Industrial building (note 6 (iv))		-	114,867,000	114,867,000
Harbour Front Building (note 6 (iv))		-	188,016,996	188,016,996
Commercial building - Retail (note 6 (v))		-	210,749,202	210,749,202
Investment property in progress (note 6 (v))		-	55,943,714	55,943,714
	Rs.	349,037,432	1,223,867,692	1,572,905,124

Year ended December 31, 2015

NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 6. INVESTMENT PROPERTIES (CONT'D)

			THE COMPANY	
	_	Level 2	Level 3	Total
	_	Rs.	Rs.	Rs.
<u>December 31, 2015</u>				
Bare lands (note 6 (ii))		125,838,267	-	125,838,267
Riverside shopping centre (note 6 (iii))		-	236,405,000	236,405,000
Industrial building (note 6 (iv))		-	114,867,000	114,867,000
	Rs.	125,838,267	351,272,000	477,110,267
	_			
<u>December 31, 2014</u>				
Bare lands (note 6 (ii))		164,537,432	-	164,537,432
Riverside shopping centre (note 6 (iii))		-	243,000,000	243,000,000
Industrial building (note 6 (iv))		-	114,867,000	114,867,000
	Rs.	164,537,432	357,867,000	522,404,432

- (ii) Bare lands at Piton, Riviere Du Rempart and Forbach, were valued on October 18, 2013 by an independent valuer, Rhoy Ramlackhan, M.R.I.C.S M.M.I.S, Chartered Valuer. The valuation was made based on market value which is the estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties have each acted knowledgeably, prudently and without compulsion. The Directors believe that there is no significant change in the value of the lands as at the balance sheet date.
- (iii) The centres were valued by Messrs Ernst & Young on December 31, 2015 based on capitalisation of net operating income. The rentals were calculated on a fully let basis, allowing for a long term vacancy provision. The net operating income has then been capitalised at yields representing different characteristics of the centres, including their location, age and tenant mix. Yields range from 7.5% to 9%.
- (iv) The industrial building at Riviere Du Rempart and lots in harbour front building at Port Louis were valued by the Directors as at December 31, 2015 based on capitalisation of net operating income based on yield representing the different characteristics of the different properties.
- (v) The directors are of the opinion that the carrying amount of the investment property under progress and commercial building - Retail approximate their fair value as at December 31, 2015.
- (vi) The Group and the Company have pledged the investment properties to secure general banking facilities of Rs.1,002,320,000 (2014: Rs.852,320,000) for the group and Rs.403,320,000 (2014: Rs.403,320,000) for the company.
- (vii) The following have been recognised in profit or loss:

Rental income
Direct operating expenses arising from investment properties that generate rental income
Direct operating expenses arising from investment properties that do not generate rental income

THE (	GROUP	THE CO	MPANY
2015	2014	2015	2014
Rs.	Rs.	Rs.	Rs.
71,721,641	77,980,817	36,933,019	36,899,540
22,427,026	21,564,184	4,875,058	4,407,821
2,121,866	1,316,327	658,827	3,590,486

#### 7. INTANGIBLE ASSETS

**NET BOOK VALUE** At December 31, 2014

	Goodwill	Lease		Computer software	Total
(a) THE GROUP	Rs.	R	S.	Rs.	Rs.
COST					
At January 1, 2015	543,521,8	22 61,	568,451	2,756,556	607,846,829
Additions		-	-	7,432,882	7,432,882
Transfer from property, plant					
and equipment (note 5)		-	-	3,196,296	3,196,296
Write off			-	(213,141)	(213,141)
At December 31, 2015	543,521,8	22 61,	568,451	13,172,593	618,262,866
AMORTISATION					
At January 1, 2015	181,595,3	14 4,0	060,780	1,363,695	187,019,789
Charge for the year		- 1,2	231,371	2,694,088	3,925,459
Transfer from property, plant					
and equipment (note 5)		-	-	198,605	198,605
Adjustment		- (	762,521)	49,651	(712,870)
Impairment charge	37,999,3	85	-	-	37,999,385
At December 31, 2015	219,594,6	99 4,	529,630	4,306,039	228,430,368
NET POOK VALUE					
NET BOOK VALUE At December 31, 2015	Rs. <b>323,927,1</b>	23 57,0	038,821	8,866,554	389,832,498
	Rs. <b>323,927,1</b>		· ·		389,832,498
	Rs. <u>323,927,1</u>	23 57,0	ehold	8,866,554  Computer software	389,832,498 Total
		Lease	ehold hts	Computer	
At December 31, 2015  (a) THE GROUP	Goodwill	Lease rigl	ehold hts	Computer software	Total
At December 31, 2015  (a) THE GROUP COST	Goodwill Rs.	Lease rigl	ehold hts	Computer software	Total Rs.
At December 31, 2015  (a) THE GROUP COST At January 1, 2014	Goodwill Rs.	Lease rigl R:	ehold hts	Computer software  Rs.  2,695,667	Total Rs. 629,212,940
(a) THE GROUP COST At January 1, 2014 Additions	Goodwill Rs.	Lease rigl Rs 22 70,8	ehold hts s.	Computer software  Rs.  2,695,667	Total Rs. 629,212,940 1,078,537
At December 31, 2015  (a) THE GROUP COST At January 1, 2014 Additions Adjustment	Goodwill  Rs. 555,948,8	Lease rigl Rs 22 70,5 - (9,000)	ehold hts s.	Computer software  Rs.  2,695,667 1,078,537	Total Rs. 629,212,940 1,078,537 (9,000,000)
At December 31, 2015  (a) THE GROUP COST At January 1, 2014 Additions Adjustment Write off At December 31, 2014	Goodwill Rs. 555,948,8	Lease rigl Rs 22 70,5 - (9,000)	ehold hts s. 568,451 - 000,000)	Computer software  Rs.  2,695,667 1,078,537 - (1,017,648)	Total Rs. 629,212,940 1,078,537 (9,000,000) (13,444,648)
At December 31, 2015  (a) THE GROUP COST At January 1, 2014 Additions Adjustment Write off At December 31, 2014  AMORTISATION	Goodwill Rs. 555,948,8	Lease rigl R: 22 70,! - (9,000) 22 61,!	ehold hts s. 568,451 - 000,000) - 568,451	Computer software  Rs.  2,695,667 1,078,537 - (1,017,648) 2,756,556	Total Rs. 629,212,940 1,078,537 (9,000,000) (13,444,648) 607,846,829
(a) THE GROUP COST At January 1, 2014 Additions Adjustment Write off At December 31, 2014  AMORTISATION At January 1, 2014	Goodwill Rs. 555,948,8	Lease rigl R: 22 70,8 - (9,000) 22 61,8	ehold hts s. 568,451 - 000,000) - 568,451	Computer software  Rs.  2,695,667 1,078,537 - (1,017,648) 2,756,556	Total Rs. 629,212,940 1,078,537 (9,000,000) (13,444,648) 607,846,829
(a) THE GROUP COST At January 1, 2014 Additions Adjustment Write off At December 31, 2014  AMORTISATION At January 1, 2014 Charge for the year	Goodwill Rs. 555,948,8	Lease rigl Rs  22 70,8  - (9,000)  22 61,8  - 2,7  - 1,7	ehold hts s. 568,451 - 000,000) - 568,451	Computer software  Rs.  2,695,667 1,078,537 - (1,017,648) 2,756,556	Total Rs. 629,212,940 1,078,537 (9,000,000) (13,444,648) 607,846,829
(a) THE GROUP COST At January 1, 2014 Additions Adjustment Write off At December 31, 2014  AMORTISATION At January 1, 2014	Goodwill Rs. 555,948,8 (12,427,0 543,521,8	Lease rigl Rs  22 70,8  - (9,000)  22 61,8  - 2,7  - 1,7	ehold hts s. 568,451 - 000,000) - 568,451	Computer software  Rs.  2,695,667 1,078,537 - (1,017,648) 2,756,556	Total Rs. 629,212,940 1,078,537 (9,000,000) (13,444,648) 607,846,829  3,858,591 2,237,532

361,926,508

57,507,671

1,392,861

420,827,040

Year ended December 31, 2015

#### 7. INTANGIBLE ASSETS (CONT'D)

(b) THE COMPANY	Goodwill	Computer software	Total
(1)	Rs.	Rs.	Rs.
COST			
At January 1, 2015	267,711,850	1,526,945	269,238,795
Additions		676,745	676,745
At December 31, 2015	267,711,850	2,203,690	269,915,540
AMORTISATION			
At January 1, 2015	179,743,850	823,940	180,567,790
Charge for the year	-	328,973	328,973
Impairment charge	37,999,385		37,999,385
At December 31, 2015	217,743,235	1,152,913	218,896,148
NET BOOK VALUE			
	Rs. <b>49,968,615</b>	1,050,777	51,019,392
THE COMPANY			
COST			
At January 1, 2014	280,138,850	916,705	281,055,555
Write off	(12,427,000)	-	(12,427,000)
Additions		610,240	610,240
At December 31, 2014	267,711,850	1,526,945	269,238,795
AMORTISATION			
At January 1, 2014	-	631,197	631,197
Charge for the year	-	192,743	192,743
Impairment charge	179,743,850	-	179,743,850
At December 31, 2014	179,743,850	823,940	180,567,790
NET BOOK VALUE			
	Rs. <b>87,968,000</b>	703,005	88,671,005

(c) The assessment of impairment of goodwill is as follows:

#### The Company - Goodwill arising on amalgamation

Impairment of goodwill arising on amalgamation with Indian Ocean Real Estate Company Ltd has been assessed based on discounted cash flow technique, taking into consideration future cash flows expected to be generated on the assets and also the market conditions prevailing.

#### The Group - Goodwill arising on business combinations

The assessment on impairment of goodwill on acquisition of subsidiaries has been carried out by comparing the share of the net asset value of the companies to the carrying amount of the goodwill arising.

During the year, an impairment charge of Rs.37,999,385 (2014: Rs.181,595,314) for the Group and Rs.37,999,385 (2014: Rs.179,743,850) for the Company has been accounted in profit or loss.

(d) Amortisation charge of Rs.3,925,459 (2014: Rs.2,237,532) for the Group and Rs.328,973 (2014: Rs.192,743) for the Company has been charged in administrative expenses.

#### 8. INVENTORIES

**THE GROUP** 2015 2014 Rs. Rs. COST Stock of apartments 343,465,141 118,961,902 10,244,054 19,853,661 Operating equipment Consumables 8,466,291 7,541,961 137,672,247 370,860,763

- (a) Inventories recognised as expense during the year amounts to Rs.265,927,678 (2014: Rs.27,395,622).
- (b) The bank borrowings are secured by floating charges on the assets of the Group, including inventory.

#### 9. LAND AND RELATED DEVELOPMENT COSTS

		THE GROUP	
	Non-current	Current	Total
	Rs.	Rs.	Rs.
	1,754,288,000	239,534,529	1,993,822,529
	29,469,354	476,487,394	505,956,748
	-	(460,324,301)	(460,324,301)
	36,222,387	(36,222,387)	-
	-	(6,035,645)	(6,035,645)
Rs.	1,819,979,741	213,439,590	2,033,419,331
	1,938,703,291	645,244,988	2,583,948,279
	91,442,069	709,441,174	800,883,243
	(21,600,000)	21,600,000	-
	-	(1,136,751,633)	(1,136,751,633)
	(228,754,519)	-	(228,754,519)
	(25,502,841)	-	(25,502,841)
Rs.	1,754,288,000	239,534,529	1,993,822,529
		Rs.  1,754,288,000 29,469,354  36,222,387  Rs.  1,819,979,741  1,938,703,291 91,442,069 (21,600,000) - (228,754,519) (25,502,841)	Non-current         Current           Rs.         Rs.           1,754,288,000         239,534,529           29,469,354         476,487,394           -         (460,324,301)           36,222,387         (36,222,387)           -         (6,035,645)           Rs.         1,819,979,741         213,439,590           1,938,703,291         645,244,988           91,442,069         709,441,174           (21,600,000)         21,600,000           -         (1,136,751,633)           (228,754,519)         -           (25,502,841)         -

	THE COMPANY					
	Non-current	Current	Total			
	Rs.	Rs.	Rs.			
	-	36,222,387	36,222,387			
	36,222,387	(36,222,387)	-			
Rs.	36,222,387	-	36,222,387			
Rs.		36,222,387	36,222,387			
	:	Non-current Rs.  36,222,387 Rs.  36,222,387	Non-current         Current           Rs.         Rs.           -         36,222,387           36,222,387         (36,222,387)           Rs.         36,222,387			

Land and related development costs comprise of land infrastructure and related development expenditures. The Group develops residential and IRS properties, which it sells in the ordinary course of business and has entered into agreement to sell these properties on completion of construction.

The Group has considered the application of IFRIC 15 to the land and related development costs. The percentage of completion method of revenue recognition has been applied and revenue recognised as work in progress. Development expenditure incurred in respect of work in progress dealt with under the percentage of completion method is recognised in profit or loss in the period incurred.

At December 31, 2015, advance received from customers for development projects is Rs.180,814,895 (2014: Rs.Nil) for the Group and Rs. Nil (2014: Rs.Nil) for the Company.

The amount recognised in cost of sales for the year in respect of land development projects is:

		THE G	ROUP
		2015	2014
		Rs.	Rs.
In respect of sales recognised on a			
percentage of completion basis	Rs.	756,867,850	1,136,751,633

The following table provides information about such continuous transfer agreements that are in progress at the reporting date:

	IHE G	ROUP
	2015	2014
	Rs.	Rs.
Aggregate costs incurred and expensed to date	756,867,850	2,101,736,151
Profit before tax recognised to date	24,202,191	136,396,175

THE COMPANY

2014 Rs.

2,434,814,001

2,434,814,001

2015

#### 10. INVESTMENT IN SUBSIDIARIES - COST

	Rs.
At January 1,	2,434,814,001
Impairment losses	(45,787,551)
December 31,	2,389,026,450

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 10. INVESTMENT IN SUBSIDIARIES - COST (CONT'D)

(a) The list of the Company's significant subsidiaries is as follows:

December 31, 2015	Class of shares	Year end	Stated Capital	of ow	ortion nership erest	Proportion of ownership interests held by non controlling interests	Proportion of voting power held	Place of registration and operation	Main business
Names				Direct %	Indirect %		%		
Société des Primevères	Ordinary	December 31, 2015	60,000,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société de l'Oie	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société de la Perruche	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société du Héron	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société de l'Ibis	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société des Cocotiers	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société de l'Ecureuil	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property developed
Société des Figuiers	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Société du Tigre	Ordinary	December 31, 2015	1,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
PL Resort Ltd	Ordinary	December 31, 2015	215,000,000	60.0	-	40.0	60.0	Mauritius	Land promoter and property develope
Circle Square Holding Ltd	Ordinary	December 31, 2015	335,000,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Ocean Edge Property Management Company Ltd	Ordinary	December 31, 2015	100	100.0	-	-	100.0	Mauritius	Managemen and consultance activities
Haute Rive Holdings Ltd	Ordinary	December 31, 2015	1,150,000,000	100.0	-	-	100.0	Mauritius	Land promoter and property develope
Haute Rive IRS Company Ltd	Ordinary	December 31, 2015	1	-	100.0	-	100.0	Mauritius	Land promoter and property develope
Haute Rive Ocean Front Living Ltd	Ordinary	December 31, 2015	1,000	-	100.0	-	100.0	Mauritius	Real estate activitie
Haute Rive Azuri Hotel Ltd	Ordinary	December 31, 2015	399,000,000	-	62.9	37.1	60.0	Mauritius	Land promoter and property develope
Haute Rive Educational Holdings Ltd	Ordinary	December 31, 2015	1,000	-	100.0	-	100.0	Mauritius	Developmen of building projects for sale
Azuri Suites Ltd	Ordinary	December 31, 2015	100	-	100.0	-	100.0	Mauritius	Managemen and consultanc activitie

#### 10. INVESTMENT IN SUBSIDIARIES - COST (CONT'D)

(a) The list of the Company's significant subsidiaries is as follows:

December 31, 2014	Class of shares	Year end	Stated Capital	of ow	ortion nership erest	Proportion of ownership interests held by non controlling interests	Proportion of voting power held	Place of registration and operation	Main business
				Direct	Indirect				
Names				%	%		%		
Société des Primevères	Ordinary	December 31, 2014	60,000,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société de l'Oie	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société de la Perruche	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société du Héron	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société de l'Ibis	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société des Cocotiers	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société de l'Ecureuil	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société des Figuiers	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Société du Tigre	Ordinary	December 31, 2014	1,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
PL Resort Ltd	Ordinary	December 31, 2014	215,000,000	60.0	-	40.0	60.0	Mauritius	Land promoter an property develope
Circle Square Holding Ltd	Ordinary	December 31, 2014	335,000,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Ocean Edge Property Management Company Ltd	Ordinary	December 31, 2014	100	100.0	-	-	100.0	Mauritius	Managemer and consultanc activitie
Haute Rive Holdings Ltd	Ordinary	December 31, 2014	1,150,000,000	100.0	-	-	100.0	Mauritius	Land promoter an property develope
Haute Rive IRS Company Ltd	Ordinary	December 31, 2014	1	-	100.0	-	100.0	Mauritius	Land promoter an property develope
Haute Rive Ocean Front Living Ltd	Ordinary	December 31, 2014	1,000	-	100.0	-	100.0	Mauritius	Real estat activitie
Haute Rive Azuri Hotel Ltd	Ordinary	December 31, 2014	309,000,000	-	60.0	40.0	60.0	Mauritius	Land promoter an property develope
Haute Rive Educational Holdings Ltd	Ordinary	December 31, 2014	1,000	-	100.0	-	100.0	Mauritius	Developmer of buildin projects for sal
Azuri Suites Ltd	Ordinary	December 31, 2014	100	-	100.0	-	100.0	Mauritius	Managemer and consultand

activities

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 10. INVESTMENT IN SUBSIDIARIES - COST (CONT'D)

#### (b) Subsidiaries with non-controlling interests

Details of subsidiaries that have non-controlling interests:

	20	15	2014		
	Loss allocated to	Accumulated	Loss allocated	Accumulated	
	non-controlling	non-controlling	to non-controlling	non-controlling	
	interests during	interests at	interests during	interests at	
	the year	<b>December 31, 2015</b>	the year	December 31, 2014	
<u>Name</u>	Rs.	Rs.	Rs.	Rs.	
PL Resort Ltd	(20,070,722)	22,820,384	(16,927,815)	42,891,105	
Haute Rive Azuri Hotel Ltd	(48,412,869)	78,664,154	(42,708,790)	99,180,625	
	(68,483,591)	101,484,538	(59,636,605)	142,071,730	

#### (c) Summarised financial information of subsidiaries with non-controlling interests

(i) Summarised statements of financial position and statement of profit or loss and other comprehensive income:

<u>2015</u>	Current assets	Non- current assets	Current liabilities	Non- current liabilities	Revenue	Loss from continuing operations	Other comprehensive income for the year	Total comprehensive income for the year
<u>Name</u>	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
PL Resort Ltd	32,585,067	461,068,438	149,872,844	286,729,702	98,070,016	(50,176,806)	-	(50,176,806)
Haute Rive Azuri Hotel Ltd	74,184,809	820,852,911	273,173,359	409,831,601	149,360,909	(125,918,799)		(125,918,799)

2014	Current assets	Non- current assets	Current liabilities	Non- current liabilities	Revenue	Loss from continuing operations	Other comprehensive income for the year	Total comprehensive income for the year
<u>Name</u>	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
PL Resort Ltd	33,843,036	468,796,613	83,959,067	311,452,817	126,193,254	(42,319,538)	-	(42,319,538)
Haute Rive Azuri Hotel Ltd	73,917,307	827,766,135	200,492,406	453,239,474	147,860,124	(106,771,975)		(106,771,975)

#### 10. INVESTMENT IN SUBSIDIARIES - COST (CONT'D)

(ii) Summarised cash flow information:

Name	Operating activities	Investing activities	Financing activities	Net (decrease)/ increase in cash and cash equivalents
	Rs.	Rs.	Rs.	Rs.
<u>2015</u>				
PL Resort Ltd	8,201,310	(3,591,900)	(7,781,230)	(3,171,820)
Haute Rive Azuri Hotel Ltd	(17,596,869)	(10,490,175)	31,139,514	3,052,470
2014				
PL Resort Ltd	(2,109,249)	(1,050,350)	(7,757,113)	(10,916,712)
Haute Rive Azuri Hotel Ltd	(43,454,779)	(25,923,780)	49,863,360	(19,515,199)

The summarised financial information above is the amount before intra-group eliminations.

#### 11. INVESTMENT IN ASSOCIATE

		THE G	ROUP	THE COMPANY				
		2015	2014	2015	2014			
		Rs.	Rs.	Rs.	Rs.			
At January 1,		10,723,000	10,723,000	6,305,000	10,723,000			
Share of results		(1,823,048)	7,791,322	-	-			
Dividends		(2,115,000)	(4,418,000)	-	-			
Impairment		-	(3,373,322)	-	(4,418,000)			
Disposal		(6,784,952)	-	(6,305,000)	-			
At December 31,	Rs.	-	10,723,000	-	6,305,000			

The investment in associate refers to 47% holdings in Akwire Procurement Services Ltd, a company incorporated on November 29, 2012. On December 31, 2015, Bluelife Limited disposed of its stake in Akwire Procurement Services Ltd.

(a) Details of associated company is as follows:

	Country of operation & incorporation	Class of shares	Financial Year end	Nature of business	Direct ownership interest
<u>2015</u>				-	
Akwire Procurement Services Ltd	Mauritius	Ordinary	December 31	Specialist procurement and sourcing company	-
2014					
				Specialist procurement	
Akwire Procurement Services Ltd	Mauritius	Ordinary	December 31	and sourcing company	47%

(b) The investment in associate is accounted for using the equity method.

(c) Akwire Procurement Services Ltd is a private company and there is no quoted market price available for its shares.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 11. INVESTMENT IN ASSOCIATE (CONT'D)

(d) Summarised financial information in respect of the associate is set out below :-

<u>Name</u>	Current assets	Non- current assets	Current liabilities	Non Current liabilities	Revenue	(Loss)/Profit from continuing operations	Other comprehensive income for the year	Total comprehensive income for the year	Dividends during the year
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
2015 (Prior to disposal*)									
Akwire Procurement Services Ltd	10,657,592	178,948	10,205,950	28,864	3,044,039	(3,878,827)		(3,878,827)	(4,500,000)
<u>2014</u>									
Akwire Procurement									
Services Ltd	21,585,130	242,350	12,818,064	28,864	43,744,470	16,577,281		16,577,281	(9,400,000)

The summarised financial information above represents amounts shown in the associate's financial statements prepared in accordance with IFRS adjusted for equity accounting purposes such as fair value adjustments made at the time of acquisition.

#### (e) Reconciliation of the above summarised financial information

Reconciliation of the above summarised financial information to the carrying amount recognised in the financial statements:

Name	Operating net assets January 1	(Loss)/ profit the year	Dividends paid	Closing net assets	Ownership interest	Interest in associates	Goodwill	Carrying value
	Rs.	Rs.		Rs.	%	Rs.	Rs.	Rs.
2015 Akwire Procurement Services Ltd	8,980,552	(3,878,827)	(4,500,000)	601,725				
2014 Akwire Procurement Services Ltd	1,803,271	16,577,281	(9,400,000)	8,980,552	47%	4,220,859	6,502,141	10,723,000

<sup>\*</sup> Effective December 31, 2015, BlueLife Limited disposed of its 47% holdings in Akwire Procurement Services Ltd.

#### 12. TRADE AND OTHER RECEIVABLES

Trade receivables
Less provision for impairment
Net trade receivables
Receivables from related parties,
net of impairment (note 35)
Other receivables
Current tax assets (note 25(a))
Prepayments

THE G	ROUP	THE CO	MPANY					
2015	2014	2015	2014					
Rs.	Rs.	Rs.	Rs.					
106,268,439	131,096,281	12,338,750	11,599,935					
(19,786,053)	(13,491,438)	(10,719,738)	(9,957,268)					
86,482,386	117,604,843	1,619,012	1,642,667					
250,858	7,688,771	319,776,462	249,625,811					
57,234,737	44,812,882	2,846,304	6,954,242					
-	10,826,087	-	-					
6,118,726	15,237,501	2,988,547	2,842,015					
150,086,707	196,170,084	327,230,325	261,064,735					
	2015 Rs. 106,268,439 (19,786,053) 86,482,386 250,858 57,234,737	Rs. Rs. 131,096,281 (19,786,053) (13,491,438) 86,482,386 117,604,843 250,858 7,688,771 57,234,737 44,812,882 10,826,087 6,118,726 15,237,501	2015         2014         2015           Rs.         Rs.         Rs.           106,268,439         131,096,281         12,338,750           (19,786,053)         (13,491,438)         (10,719,738)           86,482,386         117,604,843         1,619,012           250,858         7,688,771         319,776,462           57,234,737         44,812,882         2,846,304           -         10,826,087         -           6,118,726         15,237,501         2,988,547					

As at December 31, 2015, trade receivables of Rs.19,786,053 (2014: Rs.13,491,438) for the Group and Rs.10,719,738 (2014: Rs.9,957,268) for the Company were impaired. The amount of the provision was Rs.19,786,053 (2014: Rs.13,491,438) for the Group and Rs.10,719,738 (2014: Rs.9,957,268) for the Company. The individually impaired receivables mainly relate to tenants, which are in unexpectedly difficult economic situation. The ageing of these receivables are as follows:

Less than three months
Three to six months
Over six months

THE G	ROUP	THE COMPANY		
2015	2014	2015	2014	
Rs.	Rs.	Rs.	Rs.	
826,194	2,298,718	308,305	1,102,189	
9,164,308	1,412,881	615,882	849,308	
9,795,551	9,779,839	9,795,551	8,005,771	
19,786,053	13,491,438	10,719,738	9,957,268	

As of December 31, 2015, trade receivables of Rs.21,795,221 (2014: Rs.25,270,504) for the Group and Rs.8,844,666 (2014: Rs.6,184,696) for the Company were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

The ageing analysis of these trade receivables are as follows:

Three to six month
Over six months

THE G	ROUP	THE COMPANY		
2015	2014	2015	2014	
Rs.	Rs.	Rs.	Rs.	
16,899,240	6,311,868	3,948,685	871,368	
4,895,981	18,958,636	4,895,981	5,313,327	
21,795,221	25,270,504	8,844,666	6,184,695	

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 12. TRADE AND OTHER RECEIVABLES (CONT'D)

Movement on the provision for impairment on trade receivables are as follows:

	THE G	ROUP	THE COMPANY		
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
At January 1,	13,491,438	12,600,796	9,957,268	8,667,159	
Provision for receivable impairment	6,794,406	2,569,559	784,470	2,679,609	
Receivables written off during the year as uncollectible	(499,791)	(1,678,917)	(22,000)	(1,389,500)	
At December 31,	19,786,053	13,491,438	10,719,738	9,957,268	

The carrying amounts of the Group's and Company's trade and other receivables approximate their fair values and are denominated in the following currencies:

	THE G	ROUP	THE COMPANY		
	<b>2015</b> 2014 Rs. Rs.		2015	2014	
			Rs.	Rs.	
Mauritian Rupee	97,427,091	176,945,531	327,230,325	261,064,735	
US Dollar	39,452,009	6,709,340	-	-	
UK Pound	4,480,608	2,851,296	-	-	
Euro	8,726,999	8,916,978	-	-	
ZAR	-	746,939	-		
	150,086,707	196,170,084	327,230,325	261,064,735	

The maximum exposure to credit risk at the end of the reporting date is the fair value of each class of receivable mentioned above.

The other classes within trade and other receivables do not contain impaired assets.

#### 13. RETIREMENT BENEFIT OBLIGATIONS

	THE GROUP		THE COMPANY	
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
Amounts recognised in the statements of financial position				
Defined pension benefits (note 13 (a) (ii))	1,514,607	1,455,655	1,514,607	1,455,655
Other post retirement benefits (note 13 (b))	1,923,801	128,160	99,578	128,160
	3,438,408	1,583,815	1,614,185	1,583,815
Analysed as follows:				
Non-current liabilities	3,438,408	1,583,815	1,614,185	1,583,815
Amount charged/(credited) to profit or loss:				
-Defined pension benefits (note 13 (a)(iii))	542,223	304,034	542,223	304,034
-Other post retirement benefits (note 13 (b))	1,795,641	(58,484)	(28,852)	(58,484)
	2,337,864	245,550	513,371	245,550
Amount charged to other comprehensive income:				
-Defined pension benefits (note 13 (a)(iii))	237,302	678,625	237,302	678,625

Actuarial loss arising from experience adjustment

At January 1,

Current service cost

Interest expense Remeasurements:

At December 31,

At January 1, Remeasurements:

Scheme expenses Actuarial losses **At December 31,** 

Cost of insuring risk benefits Contributions by the employer

(vi) Actual return on plan assets

NOTES TO THE FINANCIAL STATEMENTS

	THE GROUP AND THE COMPANY				
	2015	2014			
	Rs.	Rs.			
	2,590,309 44,244	1,793,960			
	184,419	125,577			
	183,585	670,772			
Rs.	3,002,557	2,590,309			

Year ended December 31, 2015

(v) The movement in the fair value of plan assets of the year is as follows:

-Return in plan assets, excluding amount included in interest expense

	THE GROUP AND THE COMPANY					
	<b>2015</b> 2014					
	Rs. Rs.					
	<b>1,134,654</b> 838,563					
	90,504	66,993				
	(290,550)	(177,723)				
	720,573	482,401				
	(113,514)	(67,727)				
	(53,717)	(7,853)				
Rs.	1,487,950	1,134,654				
	-					
Rs.	37,000	59,000				

#### 13. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

#### (a) Defined pension benefits

(i) The Company operates a defined benefit pension. The plan is a final salary plan, which provides benefits to members in the form of a guaranteed level of disablement in service before retirement. The level of benefits provided depends on members' length of pension payables for life and a benefit on death or service and their salary in the final years leading to retirement.

The assets of the plan are part of the GML Pension Fund which are held independently and administered by Pension Consultants and Administrators Ltd.

The most recent actuarial valuation of the plan assets and the present value of the defined benefit obligations were carried out at 31 December 2015 by Anglo Mauritius (Actuarial Valuer).

The present value of the defined benefit obligations, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

(ii) The amounts recognised in the statements of financial position are as follows:

		THE GROUP AND THE COMPANY	
		2015	2014
		Rs.	Rs.
Present value of funded obligations		1,532,772	1,327,614
Fair value of plan assets		(1,487,950)	(1,134,654)
Deficit of funded plans		44,822	192,960
Present value of unfunded obligations		1,469,785	1,262,695
Liability in the statements in financial position	Rs.	1,514,607	1,455,655

(iii) The reconciliation of the opening balances to the closing balances for the net defined benefit liability is as follows:

		THE GROUP AND THE COMPANY		
		2015	2014	
		Rs.	Rs.	
At January 1,		1,455,655	955,397	
Charged to profit or loss		542,223	304,034	
Charged to other comprehensive income		237,302	678,625	
Contributions paid		(720,573)	(482,401)	
At December 31,	Rs.	1,514,607	1,455,655	

(vii) The fair value of the plan assets at the end of the reporting period for each category, are as follows:

		THE GROUP AND THE COMPANY		
	2015	2014		
	Rs.	Rs.		
Cash and cash equivalents	79,940	69,214		
Equity investments categorised by industry type:				
- Banks & Insurance	211,959	178,141		
- Industry	21,507	20,421		
- Investment	122,887	102,119		
- Leisure & Hotels	70,045	56,733		
- Sugar	2,128	3,404		
- Commerce	36,286	29,501		
- Transport	4,336	3,404		
- Others	17,620	2,269		
Fixed interest instruments	335,874	335,858		
Properties				
- Commercial properties in Mauritius	16,239	20,424		
Investment funds - Overseas	470,949	265,511		
Private equity	98,180	47,655		
Total market value of assets	1,487,950	1,134,654		

The fair values of the above equity and debt instruments are determined based on quoted market prices in active markets whereas the fair values of properties and derivatives are not based on quoted market prices in active markets.

(viii) Principal actuarial assumptions used for accounting purposes were:

		THE GROUP AND THE COMPANY		
	2015	2014		
	%	%		
Discount rate	7.00	7.00		
Expected return on plan assets	7.00	7.00		
Future long-term salary increase	5.00	5.00		
Future expected pension increase	2.00	2.00		

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 13. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(ix) Sensitivity analysis on defined benefit obligations at end of the reporting date:

	_	Increase	Decrease
		Rs.	Rs.
31 December 2015			
Discount rate (1% increase)	Rs.	-	1,485,161
Future long term salary assumption (1% increase)	Rs	1,244,023	-
	_	Increase	Decrease
	_	Rs.	Rs.
31 December 2014		113.	113.
Discount rate (1% increase)	Rs.	-	1,306,654
Future long term salary assumption (1% increase)	Rs.	1,152,487	

An increase/decrease of 1% in other principal actuarial assumptions would not have a material impact on defined benefit obligations at the end of the reporting period.

The sensitivity above have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The present value of the defined benefit obligation has been calculated using the projected unit credit method.

The sensitivity analysis may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

The defined benefit pension plan exposes the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

The funding requirements are based on the pension fund's actuarial measurement framework set out in the funding policies of the plan.

(xi) The Group expects to pay Rs.200,000 in contributions to its post-employment benefit plans for the year ending 31 December 2016.

The weighted average duration of the defined benefit obligation is 11 years at the end of the reporting period (2014: 18 years).

(b) Other post retirement benefits

Other post retirement benefits comprise gratuities payable under the Employment Rights Act 2008.

Movement in gratuity on retirement:

		THE GROUP		THE CO	MPANY	
		2015	2014	2015	2014	
		Rs.	Rs.	Rs.	Rs.	
At January 1,		128,160	186,644	128,160	186,644	
Charged/(credited) to profit or loss		1,795,641	(58,484)	(28,582)	(58,484)	
At December 31,	Rs.	1,923,801	128,160	99,578	128,160	

It has been assumed that the rate of future salary increases will be equal to the discount rate.

#### 14. STATED CAPITAL

	THE GROUP AND THE COMPANY			
	2015	2014	2015	2014
	Number	of shares	Rs.	Rs.
Issued and fully paid				
ordinary shares at no par value				
At January 1 and December 31,	425,342,317	425,342,317	3,027,298,338	3,027,298,338

Fully paid ordinary shares carry one vote per share and carry a right to dividends.

#### **15. BORROWINGS**

Non-current
Bank loans (notes 15(a) & 15(d))
Finance lease liabilities (notes 15(a) & 15(e)
Shareholder's loan (note 15 (f) & 35)
Other loans (note 15(f))
Current
Bank overdrafts
Bank loans (notes 15(a) & 15(d))
Loans with related parties (note 15 (f))

Shareholder S loan (hote 10 (i) & 30)
Other loans (note 15(f))
Current
Bank overdrafts
Bank loans (notes 15(a) & 15(d))
oans with related parties (note 15 (f))
Finance lease liabilities (notes 15(a) & 15(e
Shareholder's Ioan (note 15 (f) & 35)
līotal .

	THE GROUP		THE COMPANY		
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
	1,257,211,001	1,192,574,395	116,044,480	125,267,439	
	2,250,009	4,043,408	-	-	
	70,146,594	12,000,000	66,500,000	-	
	19,749,307		-		
	1,349,356,911	1,208,617,803	182,544,480	125,267,439	
	555,712,475	519,953,634	251,269,402	168,135,586	
	115,919,732	71,518,044	9,090,348	8,393,677	
	175,000,000	200,000,000	175,000,000	200,000,000	
	2,147,810	1,858,747	-	-	
	33,250,000		33,250,000		
	882,030,017	793,330,425	468,609,750	376,529,263	
ò.	2,231,386,928	2,001,948,228	651,154,230	501,796,702	

# NOTES TO THE FINANCIAL STATEMENTS

#### 15. BORROWINGS (CONT'D)

- (a) The borrowings include secured liabilities (leases, bank loans and bank overdrafts) amounting to Rs.1,430,527,859 (2014: Rs.1,269,994,594) for the Group and Rs.125,134,828 (2014: Rs.133,661,116) for the Company. The bank borrowings are secured by fixed and floating charges over the property, plant and equipment, inventories and part of the investment properties of the Group. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.
- (b) The carrying amounts of the borrowings are not materially different from their fair value and are denominated in the following currencies:

		THE G	ROUP	THE CO	MPANY	
		2015	2014	2015	2014	
		Rs.	Rs.	Rs.	Rs.	
Mauritian Rupee		2,208,743,736	1,997,961,322	651,154,230	501,796,702	
USD		2,893,885	3,986,906	-	-	
Euro		19,749,307	-	-	-	
	Rs.	2,231,386,928	2,001,948,228	651,154,230	501,796,702	

(c) The exposure of the Group's and Company's borrowings to interest rate changes and the contractual repricing dates are as follows:

THE GROUP		Six months or less	6 -12 months	1 - 5 years	Over 5 years	Total
		Rs.	Rs.	Rs.	Rs.	Rs.
At December 31, 2015 Total borrowings	Rs.	631,721,535	73,160,672	773,919,787	553,437,808	2,032,239,802
At December 31, 2014 Total borrowings	Rs.	556,843,306	34,628,372	618,681,360	573,893,035	1,784,046,073
Ü						
THE COMPANY		Six months or less	6 -12 months	1 - 5 years	Over 5 years	Total
		Rs.	Rs.	Rs.	Rs.	Rs.
At December 31, 2015						
Total borrowings	Rs.	255,723,986	37,885,764	111,058,980	71,485,500	476,154,230
At December 31, 2014						
Total borrowings	Rs.	172,248,777	4,280,485	53,649,328	71,618,112	301,796,702

Year ended December 31, 2015

#### 15. BORROWINGS (CONT'D)

- after five years

(d) (i) The maturity of non-current borrowings is as follows:

- after one year and before two years - after two years and before five years

	THE G	ROUP	THE CO	MPANY
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
	231,811,721	104,107,545	43,094,842	9,090,348
	544,358,074	518,617,222	67,964,138	44,558,980
	573,187,116	585,893,036	71,485,500	71,618,111
Rs.	1,349,356,911	1,208,617,803	182,544,480	125,267,439

(ii) Non-current borrowings can be analysed as follows:

	THE G	ROUP	THE CO	MPANY		
	2015	2014	2015	2014		
	Rs.	Rs.	Rs.	Rs.		
- After one year and before two years						
- Bank loans	196,873,643	102,167,673	9,844,842	9,090,348		
- Finance lease liabilities	1,688,078	1,939,872	-	-		
- Shareholder's Ioan	33,250,000	-	33,250,000	-		
	231,811,721	104,107,545	43,094,842	9,090,348		
- After two years and before five years						
- Bank loans	510,546,143	516,513,686	34,714,138	44,558,980		
- Finance lease liabilities	561,931	2,103,536	-	-		
- Shareholder's loan	33,250,000	-	33,250,000	-		
	544,358,074	518,617,222	67,964,138	44,558,980		
- After five years						
- Shareholder's Ioan	3,646,593	12,000,000	-	-		
- Other loan	19,749,308	-	-	-		
- Bank loans	549,791,215	573,893,036	71,485,500	71,618,111		
	573,187,116	585,893,036	71,485,500	71,618,111		
Rs	1,349,356,911	1,208,617,803	182,544,480	125,267,439		

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 15. BORROWINGS (CONT'D)

(e) Finance lease liabilities - minimum lease payments:

	)14  s.
Do Do Do	S
Rs. Rs. Rs.	0.
Not later than one year <b>2,326,380</b> 2,110,911 -	-
Later than one year not later than 2 years 1,780,980 2,110,911 -	-
Later than 2 years not later than 5 years 590,724 2,223,028 -	-
<b>4,698,084</b> 6,444,850 -	-
Future finance charges on finance leases (300,265) (542,695)	
Present value of finance lease liabilities Rs. 4,397,819 5,902,155 -	-
The present value of finance lease liabilities may be analysed as follows:	
Not later than one year <b>2,147,810</b> 1,858,747 -	-
Later than one year not later than 2 years 1,688,078 1,939,872 -	-
Later than 2 years not later than 5 years <b>561,931</b> 2,103,536 -	-
Rs. <b>4,397,819</b> 5,902,155 -	

- (f) Loans with related parties are unsecured and repayable at call. Other loans are unsecured, interest free and repayable after five years. Shareholder's loan is unsecured and interest bearing.
- (g) The effective interest rates at the end of reporting date were as follows:

	THE GROUP		THE CO	MPANY
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
Bank overdrafts	7.65% - 8.15%	8% - 9%	8%	8%
Finance lease liabilities	2.90% -9%	2.9% - 12%	-	-
Loan to related parties	5.775% - 10.5%	5.575% - 7.9%	5.775% - 10.5%	5.575% - 7.9%
Shareholder's loan	8.65%-9.15%	8.65%	9.15%	-
Bank loans	8% - 8.9%	8% -9.15%	8%	8%

Shar	reholder's loan	
Banl	k loans	

#### 16. DEFERRED INCOMETAXES

Deferred income tax is calculated on all temporary differences under the liability method at 15% (2014: 15%).

(a) There is a legally enforceable right to offset current tax assets against current tax liabilities and deferred income tax assets and liabilities when the deferred income taxes relate to the same fiscal authority on the same entity. The following amounts are shown in the statements of financial position:

		THE GROUP		THE COMPANY	
		2015	2014	2015	2014
		Rs.	Rs.	Rs.	Rs.
Deferred tax assets		(49,765,122)	(22,055,200)	(242,128)	-
Deferred tax liabilities		9,967,990	7,605,984	10,210,119	7,605,985
Net deferred tax (assets)/liabilities	Rs.	(39,797,132)	(14,449,216)	9,967,991	7,605,985

Year ended December 31, 2015

#### 16. DEFERRED INCOMETAXES (CONT'D)

(b) The movement on the deferred income tax account is as follows:

At January 1, Charged/(credited) to profit or loss (note 25) Tax credited to equity At December 31,

THE G	ROUP	THE CO	MPANY
2015	2014	2015	2014
Rs.	Rs.	Rs.	Rs.
(14,449,216)	7,763,676	7,605,985	8,568,838
(25,312,321)	(22,111,098)	2,397,601	(861,059)
(35,595)	(101,794)	(35,595)	(101,794)
(39,797,132)	(14,449,216)	9,967,991	7,605,985
	2015 Rs. (14,449,216) (25,312,321) (35,595)	Rs. Rs. (14,449,216) 7,763,676 (25,312,321) (22,111,098) (35,595) (101,794)	2015         2014         2015           Rs.         Rs.         Rs.           (14,449,216)         7,763,676         7,605,985           (25,312,321)         (22,111,098)         2,397,601           (35,595)         (101,794)         (35,595)

(c) The movement in deferred tax assets and liablities during the year, without taking into consideration of the offsetting of balances within the same fiscal authority on the same entity is as follows:

THE GROUP
Deferred tax liabilities  Accelerated tax depreciation  Change in fair value of investment properties
Deferred tax assets Retirement benefit obligations Tax losses

		Charged/		
	At January 1,	(credited) to	Credited	At December
	2015	profit or loss	to equity	31, 2015
	Rs.	Rs.	Rs.	Rs.
	18,256,333	(6,572,602)	-	11, 683,731
	(1,441,869)	(3,866,921)	-	(5,308,790)
	16,814,464	(10,439,523)	-	6,374,941
	(756,612)	(9,802)	(35,595)	(802,009)
	(30,507,068)	(14,862,996)	-	(45,370,064)
	(31,263,680)	(14,872,798)	(35,595)	(46,172,073)
Rs.	(14,449,216)	(25,312,321)	(35,595)	(39,797,132)

	At January 1,	Charged/ (credited) to profit or loss	Credited to equity	At December 31, 2014
	Rs.	Rs.	Rs.	Rs.
Deferred tax liabilities				
Accelerated tax depreciation	13,434,128	4,822,205	-	18,256,333
Change in fair value of investment properties	3,747,870	(5,189,739)	-	(1,441,869)
	17,181,998	(367,534)	_	16,814,464
Deferred tax assets				
Retirement benefit obligations	(171,306)	(483,512)	(101,794)	(756,612)
Tax losses	(9,247,016)	(21,260,052)	-	(30,507,068)
	(9,418,322)	(21,743,564)	(101,794)	(31,263,680)
1	Rs. <b>7,763,676</b>	(22,111,098)	(101,794)	(14,449,216)

#### 16. DEFERRED INCOMETAXES (CONT'D)

			Charged/		
		At January 1,	(credited) to	Credited	At December
		2015	profit or loss	to equity	31, 2015
THE COMPANY		Rs.	Rs.	Rs.	Rs.
Deferred tax liabilities					
Accelerated tax depreciation		8,119,462	1,232,876	-	9,352,338
Change in fair value of investment properties		1,869,485	(1,011,704)	-	857,781
		9,988,947	221,172		10,210,119
Deferred tax assets					
Retirement benefit obligations		(237,571)	31,038	(35,595)	(242,128)
Tax losses		(2,145,391)	2,145,391	-	-
		(2,382,962)	2,176,429	(35,595)	(242,128)
I	Rs.	7,605,985	2,397,601	(35,595)	9,967,991
		-			
			Charged/		
		At January 1,	(credited) to	Credited	At December
		2014	profit or loss	to equity	31, 2014
		Rs.	Rs.	Rs.	Rs.
<u>Deferred tax liabilities</u>					
Accelerated tax depreciation		5,782,407	2,337,055	-	8,119,462
Change in fair value of investment properties		2,957,736	(1,088,251)		1,869,485
		8,740,143	1,248,804		9,988,947
Deferred tax assets					
Retirement benefit obligations		(171,305)	35,528	(101,794)	(237,571)
Tax losses			(2,145,391)		(2,145,391)
		(171,305)	(2,109,863)	(101,794)	(2,382,962)
į	Rs.	8,568,838	(861,059)	(101,794)	7,605,985

NOTES TO THE FINANCIAL STATEMENTS

(d) At the end of the reporting period, the Group has unused tax losses of Rs.537,822,917 (2014: Rs.379,177,621) and the Company Rs.128,443,620 (2014: Rs.14,961,812), available for offset against future profits. A deferred tax asset has been recognised in respect of Rs.249,225,888 (2014: Rs.203,380,453) for the Group and Rs.Nil (2014: Rs.14,961,812) for the Company of such losses. No deferred tax asset has been recognised in respect of the remaining Rs.288,597,029 (2014: Rs.175,797,168) for the Group due to unpredictability of future profit streams. The tax losses expire on a rolling basis over 5 years.

Year ended December 31, 2015

#### 17. TRADE AND OTHER PAYABLES

Trade payables
Amount due to related parties (note 35)
Deposit from tenants
Deposit from buyers
Accruals
Other payables

	THE GROUP		THE COMPANY		
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
	124,010,333	100,735,529	806,626	6,094,844	
	24,901,957	18,771,282	25,277,761	6,714,351	
	7,399,778	8,074,613	5,470,252	5,285,537	
	180,814,895	-	-	-	
	86,953,914	288,917,113	13,280,503	12,013,735	
	37,388,920	53,564,443	2,146,714	1,197,969	
Rs.	461,469,797	470,062,980	46,981,856	31,306,436	

<sup>(</sup>a) The carrying amounts of trade and other payables approximate their fair values.

#### **18. REVENUE**

Revenue from the sale of goods
Revenue from the rendering of services
Proceeds from sale of apartments
(recognised on percentage of completion basis)
Management fee income
Rental income
Proceeds from sale of land

THE GROUP		THE CO	MPANY
2015	2014	2015	2014
Rs.	Rs.	Rs.	Rs.
47,111,451	58,283,525	-	-
186,979,288	213,196,218	-	-
722,511,504	1,095,483,174	-	-
6,567,695	1,556,638	-	-
72,081,641	77,980,817	36,933,019	36,899,540
-	35,000,000	-	35,000,000
1,035,251,579	1,481,500,372	36,933,019	71,899,540

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 19. EXPENSES BY NATURE

	THE G	ROUP	THE CO	THE COMPANY	
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
Depreciation	44,554,794	46,474,760	1,459,257	1,145,443	
Amortisation	3,925,459	2,237,532	328,973	192,743	
Bad debts written off	2,230,845	428,239	6,982,511	138,823	
Intangible assets written off	-	21,773,000	-	12,427,000	
Provision for impairment of receivables	6,794,406	2,569,559	784,470	2,679,609	
Employee benefit expense (note 23)	201,013,093	176,233,938	73,106,387	59,775,239	
Land transfer tax, notary fees and commission	16,656,584	28,238,307	-	28,238,307	
Advertising costs	10,168,789	26,635,260	-	450,664	
Business administration and professional fees	47,294,485	33,526,831	18,922,915	17,805,564	
Security expenses	1,407,847	2,481,958	-	-	
Syndic levies and snagging costs	25,654,852	6,743,804	-	-	
Recharge of utilities	26,343,078	40,701,417	9,208,168	8,966,098	
Non-current receivables written off	-	14,575,228	-	-	
Land development costs written off	6,035,645	25,502,841	-	-	
Repairs and maintenance	18,895,441	31,028,622	375,112	271,619	
Changes in inventories of finished goods	232,617,567	61,227	-	-	
Consumables and operating equipment	53,252,079	44,635,236	-	-	
Cost of sales (recognised on percentage					
completion basis)	460,324,301	1,136,751,633	-	-	
Rental expense paid to villas owners	56,517,700	33,342,726	-	-	
Other expenses	125,883,477	54,988,572	18,299,368	6,240,520	
Total cost of sales, selling and marketing,					
administrative and other operating expenses Rs.	1,339,570,442	1,728,930,690	129,467,161	138,331,629	

#### **20. OTHER INCOME**

Accounting fees
Service fee income from tenants
Syndicates fee income
Interest income
Dividend income
Profit for disposal of property, plant and equipment
Insurance reimbursement
Miscellaneous other income

	THE GROUP		THE CO	MPANY
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
	594,000	451,330	2,994,000	2,276,130
	12,975,738	13,285,553	13,673,156	13,285,554
	13,887,316	13,051,782	-	-
	274,868	207,368	2,383,780	15,068
	-	-	2,115,000	24,418,000
	-	173,913	-	173,913
	10,183,105	-	-	-
	5,296,560	15,198,806	19,377,225	39,411,414
Rs.	43,211,587	42,368,752	40,543,161	79,580,079

Rs.

Year ended December 31, 2015

#### 21. FINANCE COSTS

Interest expense:

- Bank overdrafts
- Bank and other loans
- Loan from related parties
- Finance leases

Net foreign exchange financing gains on financing activities

3,211
,288
,289
,563
,351
7,439)
,912
3

### 22. NET FOREIGN EXCHANGE GAINS/ (LOSSES)

The exchange differences credited/(charged) to the profit or loss included as follows:
Other gains/(losses)-net (note 26)
Finance costs (note 21)

THE G	ROUP	THE CO	MPANY
2015	2014	2015	2014
Rs.	Rs.	Rs.	Rs.
11,821,180	(1,565,284)	-	-
(4,881,712)	(6,209,693)	(96,965)	(57,439)
6,939,468	(7,774,977)	(96,965)	(57,439)

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 23. LOSS BEFORE TAXATION

	THE G	ROUP	THE CO	THE COMPANY	
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
Loss before taxation is arrived at after:					
Crediting:					
Profit on disposal of property, plant and equipment	-	173,913	-	173,913	
and (charging):					
Depreciation of property, plant and equipment					
- owned assets	42,760,991	44,950,664	1,459,257	1,145,443	
- leased assets under finance lease	1,793,803	1,524,096	-	-	
Amortisation of intangible assets	3,925,459	2,237,532	328,973	192,743	
Impairment charges	47,499,385	184,968,636	93,286,936	184,161,850	
Write offs:					
- Non-current receivables written off	-	14,575,228	-	-	
- Property, plant and equipment	22,693	30,077	22,693	-	
- Intangible assets	213,141	21,773,000	-	12,427,000	
- Bad debts written off	2,230,845	428,239	6,982,511	138,823	
Employee benefit expense (note 23(a))	201,013,093	176,233,938	73,106,387	59,775,239	

#### (a) Employee benefit expense

Wages and salaries, including termination benefits Social security costs Pension costs - defined contribution plans Pension costs - defined benefit plans (note 13) Other post-retirement benefits (note 13)

THE G	ROUP	THE COMPANY		
2015	2014	2015	2014	
Rs.	Rs.	Rs.	Rs.	
187,200,346	171,399,973	68,624,075	57,182,283	
8,687,805	3,246,332	1,181,593	1,005,323	
2,787,078	1,342,083	2,787,078	1,342,083	
542,223	304,034	542,223	304,034	
1,795,641	(58,484)	(28,582)	(58,484)	
201,013,093	176,233,938	73,106,387	59,775,239	

Year ended December 31, 2015

#### **24. IMPAIRMENT CHARGES**

Impairment charges on:
Investment in associate (note 11)
Investment in subsidiary (note 10)
Intangible assets (note 7)
Non-current assets held for sale (note 31)

	THE	GROUP	THE COMPANY				
	2015	2014	2015	2014			
	Rs.	Rs.	Rs.	Rs.			
	-	3,373,322	-	4,418,000			
	-	-	45,787,551	-			
	37,999,385	181,595,314	37,999,385	179,743,850			
	9,500,000	-	9,500,000	-			
S.	47,499,385	184,968,636	93,286,936	184,161,850			

#### **25. INCOMETAX EXPENSE**

#### (a) Statements of financial position

At January 1,
Current tax on the adjusted result
for the year at 15% (2014: 15%)
Refunded/(paid) during the year
Overprovision in previous year
At December 31,

Classified as follows:
Current tax assets (note 12)
Current tax liabilities

	THE GROUP		THE CO	OMPANY	
	2015	<b>2015</b> 2014		2014	
	Rs.	Rs.	Rs.	Rs.	
	(1,322,092)	30,088,129	712,157	(1,867,383)	
	-	8,791,838	-	-	
	2,034,249	(40,202,059)	-	2,579,540	
	(712,157)	-	(712,157)	-	
Rs.	-	(1,322,092)	-	712,157	
	-	(10,826,087)	-	-	
	-	9,503,995	-	712,157	
Rs.	-	(1,322,092)	-	712,157	

#### (b) Statement of profit or loss

Current tax on the adjusted result for the year at 15% (2014: 15%) Overprovision in previous year Deferred tax (note 16(b)) Income tax (credit)/charge

	THE GROUP		THE COMPANY		
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
	-	8,791,838	-	-	
	(712,157)	-	(712,157)	-	
	(25,312,321)	(22,111,098)	2,397,601	(861,059)	
Rs.	(26,024,478)	(13,319,260)	1,685,444	(861,059)	

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 25. INCOMETAX EXPENSE (CONT'D)

(c) The tax on the Group and Company's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

		THE	POLID	THE COMPANY		
		THE G	ROUP	THE CO	IVIPAINY	
		2015	2014	2015	2014	
		Rs.	Rs.	Rs.	Rs.	
Loss before taxation		(539,775,045)	(563,755,330)	(207,047,448)	(215,170,772)	
Less share of results of associate		1,823,048	(7,791,322)	-	-	
		(537,951,997)	(571,546,652)	(207,047,448)	(215,170,772)	
Tax calculated at the rate of 15% (2014: 15%)		(80,692,800)	(85,731,998)	(31,057,117)	(32,275,616)	
Expenses not deductible for tax purposes		40,912,285	46,872,367	16,800,484	35,288,370	
Income not subject to tax		(2,110,866)	(11,440,758)	(785,701)	(3,873,813)	
Overprovision in previous year		(712,157)	-	(712,157)	-	
Tax losses for which no						
deferred tax was recognised		43,475,447	16,902,278	19,266,048	-	
Other adjustments		(1,744,321)	-	(1,826,113)	-	
Deferred tax asset previously not recognised		(6,231,076)	-	-	-	
Consolidation adjustments		(18,920,990)	20,078,851	-		
Income tax (credit)/charge	Rs.	(26,024,478)	(13,319,260)	1,685,444	(861,059)	

#### 26. OTHER GAINS/(LOSSES)-NET

Net foreign exchange gains/(losses)

	THE G	ROUP	THE CO	MPANY		
	<b>2015</b> 2014		2015	2014		
	Rs.	Rs.	Rs.	Rs.		
Rs.	11,821,180	(1,565,284)	-	-		

#### 27. OTHER COMPREHENSIVE INCOME

	THE GROUP AND THE COMPANY	
	2015	2014
	Rs.	Rs.
Actuarial reserves		
Items that will not be reclassified to profit or loss:		
Remeasurement of defined benefit obligations	(237,302)	(678,625)
Deferred tax relating to remeasurement of defined benefit obligations	35,595	101,794
	(201,707)	(576,831)

#### **Actuarial losses**

The actuarial losses reserve represents the cumulative remeasurement of defined benefit obligation recognised.

#### **28. LOSS PER SHARE**

	THE GROUP		THE CO	MPANY
	2015	2014	2015	2014
	Rs.	Rs.	Rs.	Rs.
Basic loss per share				
Loss attributable to equity holders of the Company Rs.	(415,797,623)	(490,799,465)	(208,732,892)	(214,309,713)
Number of ordinary shares in issue	425,342,317	425,342,317	425,342,317	425,342,317
Basic loss per share	(0.976)	(1.154)	(0.491)	(0.504)

#### 29. NOTES TO THE STATEMENTS OF CASH FLOWS

#### (a) Cash generated from operations

	THE G	ROUP	THE COMPANY		
	2015	2014	2015	2014	
	Rs.	Rs.	Rs.	Rs.	
Loss before taxation	(510,305,692)	(563,755,330)	(207,047,448)	(215,170,772)	
Adjustments for:					
Depreciation	44,554,794	46,474,760	1,459,257	1,145,443	
Amortisation of intangible assets	3,925,459	2,237,532	328,973	192,743	
Impairment charges	47,499,385	184,968,636	93,286,936	184,161,850	
Receivables written off	2,230,845	-	6,982,511	-	
Write of non-current receivables	-,,	14,575,229	-	_	
Intangible assets written off	213,141	21,773,000	_	12,427,000	
Assets written off	6,977	30,077	6,977	-	
Dividend income	-	-	(2,115,000)	(24,418,000)	
Profit on disposal of property, plant and equipment	-	(173,913)	-	(173,913)	
Profit on disposal of investment properties	_	(9,037,432)	_	(9,037,432)	
Loss on disposal of investment in associate	6,784,952	-	6,305,047	-	
Net decrease in fair value of investment properties	21,343,646	31,467,209	6,744,700	7,255,000	
Provision for impairment of trade and other receivables	6,294,615	2,569,559	762,470	2,679,609	
Exchange (gains)/losses	(7,793,036)	94,885	(96,965)	(57,439)	
Interest income	(274,868)	(207,368)	(1,533)	(15,068)	
Interest expense	188,450,325	154,693,650	47,673,093	36,959,351	
Retirement benefit obligations	1,617,291	(236,851)	(206,932)	(236,851)	
Investment property written off	1,451,001	-	-	-	
Land development costs written off	6,035,645	-	-	-	
Share of results of associate	1,823,048	(7,791,322)	-	-	
	(186,142,472)	(122,317,679)	(45,917,914)	(4,288,479)	
Changes in working capital:					
- Inventories	233,188,516	(344,907,641)	-	-	
-Trade and other receivables	29,643,156	252,225,800	(73,910,620)	(33,519,128)	
- Trade and other payables	(14,046,592)	(143,691,733)	15,675,421	(17,378,140)	
- Land and related development costs	(45,632,449)	361,371,231	-	-	
Cash generated from/ (absorbed in) operations Rs.	17,010,159	2,679,978	(104,153,113)	(55,185,747)	

# NOTES TO THE FINANCIAL STATEMENTS

#### 29. NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

#### (b) Non cash transactions

The principal non cash transactions are the acquisition of property, plant and equipment using finance leases (note 5).

#### (c) Cash and cash equivalents

		THE GROUP		THE CO	MPANY
		2015	2014	2015	2014
		Rs.	Rs.	Rs.	Rs.
Cash in hand and at bank	Rs.	168,438,926	94,979,256	1,446,439	3,220,694

Cash and cash equivalents and bank overdrafts include the following for the purpose of the statements of cash flows.

		THE GROUP		THE CO	MPANY
		2015	2014	2015	2014
		Rs.	Rs.	Rs.	Rs.
Cash and cash equivalents		168,438,926	94,979,256	1,446,439	3,220,694
Bank overdrafts		(555,712,475)	(519,953,634)	(251,269,402)	(168,135,586)
	Rs.	(387,273,549)	(424,974,378)	(249,822,963)	(164,914,892)

#### **30. COMMITMENTS AND CONTINGENCIES**

#### (a) Capital commitments

Capital expenditure contracted for at the end of the reporting period but not yet incurred is as follows:

		THE GROUP		THE CO	MPANY
		<b>2015</b> 2014		2015	2014
		Rs.	Rs.	Rs.	Rs.
Property, plant and equipment		-	605,487	-	-
Land and related development costs		376,884,289	423,934,595	-	-
	Rs.	376,884,289	424,540,082	-	

#### (b) Operating lease commitments - Group as lessee

The Group has entered into operating lease commitments for some of its motor vehicles and leasehold rights on its land. The leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions.

#### **30. COMMITMENTS AND CONTINGENCIES (CONT'D)**

Future minimum rentals payable under non-cancellable operating leases at the end of the reporting date are as follows:

Within one year
After one year but not more than five years
Over five years

	THE GROUP					
	2015	2014				
	Rs.	Rs.				
	2,449,869	1,514,091				
	7,676,637	6,832,658				
	83,813,975	48,379,275				
s.	93,940,481	56,726,024				

#### (c) Operating lease commitments - Group as lessor

The Group has also entered into commercial property leases with respect to its investment property portfolio. All leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions.

Future minimum rentals receivable under non-cancellable operating leases at the end of the reporting date are as follows:

Within one year After one year but not more than five years Over five years

	THE G	ROUP	THE COMPANY			
	2015	2014	2015	2014		
	Rs. Rs.		Rs.	Rs.		
	64,727,015	86,164,065	32,370,896	36,231,457		
	137,684,386	208,437,393	51,601,891	79,411,937		
	-	1,343,526	-			
Rs.	<b>202,411,401</b> 295,944,984		83,972,787	115,643,394		

#### (d) Contingencies

At December 31, 2015, the Group had no contingent liabilities in respect of bank guarantees, legal claims and other matters arising in the ordinary course of business for which it is anticipated that material liabilities would arise.

#### 31. NON-CURRENT ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS

	THE GROUP AND THE COMPANY		
	2015	2014	
	Rs.	Rs.	
At January 1,	-	-	
Transfer from investment property (note 6)	38,699,165	-	
Impairment	(9,500,000)		
At December 31,	29,199,165		

Following board resolutions dated 13 May 2015 and 9 September 2015, the lands earmarked for disposal have been classified as non-current assets held for sale. As at December 31, 2015, there is no liability associated to the non-current asset held for sale.

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 32. NON-CURRENT RECEIVABLES

At January 1,
Transfer from investment property (note 6)
At December 31,

	THE GROUP				
	2015	2014			
	Rs.	Rs.			
	-		-		
	16,554,316		-		
Rs.	16,554,316		-		

#### 33. EVENTS AFTER THE REPORTING PERIOD

Events after the reporting period are disclosed only to the extent that they relate directly to the set of financial statements and are material in effect.

#### Termination of contract with Super Construction Co Ltd

On the 19th February 2016, Haute Rive Ocean Front Living Ltd ("HROFL"), the promoter of the local residences of Azuri and a wholly owned subsidiary of BlueLife Limited, has decided to terminate its contract, with effect on 5th March 2016, with Super Construction Co Ltd ('SCC'), the building contractor for the second phase of the Azuri development.

The termination was effected in accordance with the terms and conditions of the contract. This decision has been taken jointly by the Boards of Directors of HROFL and BlueLife Limited as a result of SCC's repeated and material breaches of its contract of construction.

SCC entered in administration on the 21st February 2016. A claim was submitted to the Administrator on 8th March 2016 representing the amounts due by SCC to HROFL net of unpaid valuation certificates as well as additional costs to completion due under the construction contract. Claims were also submitted to SBM Bank (Mauritius) Ltd under the performance bond and the advance payment guarantee provided in respect of the Azuri project.

Manser Saxon Contracting Ltd ("MS"), one of the sub-contractor on this project, is fully conversant with the site and has already commenced the completion of the remaining work. MS expects to complete the project with minimum delays.

On 22nd March 2016, a claim of Rs 213,407,865 was received from the Administrator of SCC allegedly for unlawful and abusive termination of the contract and for works performed to date. HROFL is currently contesting the basis of those claims as the termination was justified, and none of SCC's claims are substantiated or are supported by independent valuations.

Year ended December 31, 2015

BlueLife Limited's reportable segments namely land development, property, hotel and service are strategic business units that offer different products and services. They are managed separately because each business requires different technology and marketing strategies. Most of the businesses were acquired as individual units, and the management at the time of the acquisition was retained.

The Group has four reportable segments: Land development, Yielding property, Hotel and Service.

The accounting policies of the operating segments are the same as those described in the summary of significant accounting policies. Performance is evaluated on the basis of profit or loss from operations before tax expense. Intersegment sales and transfers are accounted for as if the sales or transfers were to third parties, that is, at current market prices.

	Land Development	Yielding Property	Hotel	Service	Total
	Rs.	Rs.	Rs.	Rs.	Rs.
December 31, 2015					
Total segment revenues	854,611,504	83,096,233	247,430,925	6,927,695	1,192,066,357
Inter-segment revenues	(132,100,000)	(11,374,592)	(11,242,183)	(2,098,003)	(156,814,778)
Revenues from external customers	722,511,504	71,721,641	236,188,742	4,829,692	1,035,251,579
Loss before finance costs	(127,343,304)	11,440,580	(67,146,257)	(66,237,115)	(249,286,096)
Loss before finance costs	(181,587,389)	(3,158,365)	(67,146,257)	(66,237,115)	(318,129,126)
Finance costs	(71,736,565)	(40,457,025)	(71,325,778)	(49,245)	(183,568,613)
Share of results of associate	(1,823,048)	-	-	-	(1,823,048)
Loss on disposal of associate	(6,784,905)				(6,784,905)
Loss before taxation	(261,931,907)	(43,615,390)	(138,472,035)	(66,286,360)	(510,305,692)
Income tax credit/(charged)	12,892,519	3,001,855	10,258,163	(128,059)	26,024,478
Loss for the year	(249,039,388)	(40,613,535)	(128,213,872)	(66,414,419)	(484,281,214)
Interest revenue	269,589	874	4,405	-	274,868
Interest expense	(86,418,301)	(30,196,249)	(71,786,530)	(49,245)	(188,450,325)
Material items of income:					
Service fee income from tenants	12,975,737	-	-	-	12,975,737
Syndicates fee income	-	3,393,997	-	10,493,319	13,887,316
Material items of expense:					
Impairment of intangible assets	37,999,385	_	_	_	37,999,385
Impairment of non-current asset held for sale	9,500,000	_	_	_	9,500,000
Investment property written off	1,451,001	-	-	_	1,451,001
Land development costs written off	6,035,645	-	-	-	6,035,645
Addition to the second	22.074.005	740.000	14 104 707	75.044	40,000,000
Additions to non-current assets	33,974,325	749,000	14,131,727	75,944	48,930,996
Depreciation and amortisation	6,337,880	429,539	41,367,746	345,088	48,480,253
Segment liabilities	3,075,271,382	1,224,505,969 408,583,179	1,374,828,699	4,596,744 14,946,822	5,679,202,794
Segment liabilities	1,372,508,252	400,000,179	910,224,870	14,540,022	2,706,263,123

The Group' four business segments are managed and operated in Mauritius.

#### 34. SEGMENTAL INFORMATION - THE GROUP (CONT'D)

	Land Development	Yielding Property	Hotel	Service	Total
	Rs.	Rs.	Rs.	Rs.	Rs.
December 31, 2014					
Total segment revenues	1,130,483,174	87,403,252	274,053,378	3,397,342	1,495,337,146
Inter-segment revenues	-	(9,422,435)	(2,058,596)	(2,355,743)	(13,836,774)
Revenues from external customers	1,130,483,174	77,980,817	271,994,782	1,041,599	1,481,500,372
Loss before finance costs	(87,928,921)	(5,675,553)	(65,337,364)	(46,119,729)	(205,061,567)
Loss before finance costs	(272,897,557)	(37,142,762)	(65,337,364)	(46,119,728)	(421,497,411)
Finance costs	(35,540,854)	(46,088,669)	(68,359,321)	(60,397)	(150,049,241)
Share of results of associate	7,791,322	-	-	(00,007)	7,791,322
Loss before taxation	(300,647,089)	(83,231,431)	(133,696,685)	(46,180,125)	(563,755,330)
Income tax credit	8,083,165	4,689,819	-	546,276	13,319,260
Loss for the year	(292,563,924)	(78,541,612)	(133,696,685)	(45,633,849)	(550,436,070)
Interest revenue	207,368				207,368
Interest expense	(38,846,496)	(46,088,669)	(69,698,086)	(60,399)	(154,693,650)
Material items of income:					
Service fee income from tenants	_	13,285,553	_	_	13,285,553
Syndicates fee income	_	-	_	13,051,782	13,051,782
	-	_	-	.0,00.,,02	.0,00.,7.02
Material items of expense:					
Impairment of intangible assets					
and investment in associate	(184,968,635)	-	-	-	(184,968,635)
Intangible assets written off	(12,427,000)	-	(9,346,000)	-	(21,773,000)
Non current receivable written off	(14,575,228)	-	-	-	(14,575,228)
Land development costs written off	(25,502,841)	-	-	-	(25,502,841)
Additions to non-current assets	99,855,408	7,038,040	27,512,997	465,355	134,871,800
Depreciation and amortisation	5,020,230	917,981	42,445,220	328,861	48,712,292
Investment in associates	10,723,000	-	-	-	10,723,000
Segment assets	3,306,277,803	1,233,159,277	1,382,666,951	3,523,563	5,925,627,594
Segment liabilities	925,654,896	647,728,109	902,243,552	15,078,445	2,490,705,002

The Group' four business segments are managed and operated in Mauritius.

# 35. RELATED PARTY TRANSACTIONS

(a) THE GROUP	Bank	Sale of decopack	Sale of appartments on a percentage completion basis	Consultancy	Purchases of goods or services	Sale of goods or services	Sale of land	Interest (expense)/ income	Dividend	Management fee income/ (expense)	Loan	Amount owed to related parties	Amount owed by related parties
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
(i) December 31, 2015													
Enterprises that have a number of directors in common	,			,	- 12,083,696			- (19,662,705)		•	•	963,615	
Significant shareholder						328,713		(1,506,872)			- 117,396,593	8,231,673	٠
Subsidiaries of significant shareholder					8,524,821	1,382,057					. 161,000,000 14,973,070	14,973,070	245,107
Associates of significant shareholders	(48,751,420)										- 493,690,960		
Directors and close family members				144,624						,			
Associate			•		•	389,400			2,115,000			733,599	5,751
(ii) December 31, 2014													
Enterprises that have a number of directors in common					- 19,103,572 12,910,740	12,910,740		- (13,349,289)				4,924,704 1,376,900	1,376,900
Significant shareholder				•							78,500,000		340,975
Subsidiaries of significant shareholder						1	- 35,000,000	٠		•	- 133,500,000		
Associates of significant shareholders	(21,380,320)									٠	364,061,843	•	
Directors and close family members		4,678,340	13,572,944	1,643,670		. 65 050			. 000	- 000 000		. 073 940 64	. 900
Associate						1,2/0,131	•	(402,304)	4,418,000	39,979,040		13,840,378 3,970,830	0,9/0/630

# 35. RELATED PARTY TRANSACTIONS (CONT'D)

) THE COMPANY	Bank overdraft	Consultancy fees	Purchases of goods or services	Sale of goods or services	Sale of land	Interest (expense )/ income	<b>Dividend</b> income	Management fee income	Loan	Amount owed to related parties	Amount owed by related parties
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
December 31, 2015 Enterprises that have a number of directors in common			12,083,696	,	•	(19,662,705)		•	•	963,615	•
Significant shareholder	•	•		328,713	•		•		113,750,000	1,268,750	•
Subsidiaries of significant shareholder		•	5,270,390	1,382,057				•	161,000,000	21,012,382	245,107
Associates of significant shareholders	(48,048,370)	•						•			
Directors		144,624					•	•			
Associate		•		348,000			2,115,000	•		5,959	5,751
Subsidiaries		'	3,640,868	11,238,699		2,382,212		20,882,983		2,027,055	319,525,604
December 31, 2014											
Enterprises that have a number of directors in common			7,522,281	7,522,281 12,910,740		- (13,349,289)			•	1,116,737	1,376,900
Significant shareholder								•	78,500,000		340,975
Subsidiaries of significant shareholder	(20,464,332)	•			35,000,000			•	121,500,000	5,309,813	
Directors	•	945,087	•			•	•	•	•		
Associate				1,038,131		(462,304)	4,418,000	•			3,293,126
Subsidiaries			1,923,623	28,503,944		٠	20,000,000		•	287,801	244,614,810

#### 35. RELATED PARTY TRANSACTIONS (CONT'D)

(c) The sales to and purchases from related parties are made in the normal course of business. Outstanding balances at the year end are unsecured, interest free and settlement occurs in cash.

There have been no guarantees provided or received for any related party receivables or payables.

For the period ended December 31, 2015, the Company has recorded an impairment of receivables of Rs.6,982,511 relating to amounts owed by related parties (2014:Nil). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operate.

#### (d) Chairman Support Agreement

During the year ended December 31, 2015, an enterprise with common directors, the service provider, has entered into a chairman support agreement with the Company for the provision of consultancy, advisory and support services to the chairman and Directors of BlueLife Limited. An annual flat fee of Rs.2m shall be paid for the services provided by the service provider.

#### (e) Directors and key management personnel compensation

Director fees Salaries and short term employee benefits Termination benefits Post employment benefits

	THE GROUP ANI	THE COMPANY			
	2015	2014			
	Rs.	Rs.			
	1,775,000	1,825,000			
	7,572,221	16,130,687			
	2,364,327	2,364,327			
	632,502	306,709			
Rs.	12,344,050	20,626,723			

#### **36. BUSINESS COMBINATIONS**

#### (a) Acquisition of additional interest in a subsidiary

On September 2, 2015, the Group acquired an additional 2.9% interest in Haute Rive Azuri Hotel Ltd for Rs.90m in cash, increasing its ownership from 60% to 62.9%. The carrying amount of Haute Rive Azuri Hotel Ltd's net assets in the consolidated financial statements on the date of the acquistion was Rs.189,434,508. The Group recognised an increase in non-controlling interest and a decrease in retained earnings of Rs.5,396,399.

The following summarises the effect of changes in the Group's ownership interest in Haute Rive Azuri Hotel Ltd:

Parent's ownership interest at beginning of period Effect of increase in parent's ownership interest Share of comprehensive income Parent's ownership interest at end of period

2015 Rs. 148,770,935 (5,396,399) (58,655,170) 84,719,366

# NOTES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2015

#### 37. FINANCIAL SUMMARY OF PUBLISHED RESULTS AND ASSETS AND LIABILITIES

		Year ended December 31, 2015	Year ended December 31, 2014	6 months December 31, 2013
		Rs.	Rs.	Rs.
(a)	THE GROUP			
	Statements of profit or loss and other comprehensive income Revenue	1,035,251,579	1,481,500,372	
	nevenue	1,033,231,373	1,401,300,372	
	Share of results of associate	(1,823,048)	7,791,322	23,975,033
	(Loss)/profit before taxation	(510,305,692)	(563,755,330)	629,939,324
	Income tax credit/(charge)	26,024,478	13,319,260	(723,569)
	(Loss)/profit for the year/period	(484,281,214)	(550,436,070)	629,215,755
	Other comprehensive income for the year/period, net of tax	(201,707)	(576,831)	-
	Total comprehensive income for the year/period	(484,482,921)	(551,012,901)	629,215,755
	(Loss)/profit attributable to:			
	- Owners of the parent	(415,797,623)	(490,799,465)	629,215,755
	- Non-controlling interests	(68,483,591)	(59,636,605)	-
		(484,281,214)	(550,436,070)	629,215,755
	Total comprehensive income attributable to:			
	- Owners of the parent	(415,999,330)	(491,376,296)	629,215,755
	- Non-controlling interests	(68,483,591)	(59,636,605)	
		(484,482,921)	(551,012,901)	629,215,755
		(0.000)	(4.454)	
	(Loss)/Earnings per share - basic	(0.976)	(1.154)	4.267
		2015	2014	2013
		Rs.	Rs.	Rs.
	Statements of financial position			
	ASSETS			
	Non current assets	4,980,366,159	5,024,082,962	5,238,872,880
	Current assets	669,637,470	901,544,632	1,145,545,976
	Non-current assets classified as held for sale	29,199,165	-	-
	Total assets	5,679,202,794	5,925,627,594	6,384,418,856
	EQUITY AND LIABILITIES			
	Capital and reserves	2,871,455,133	3,292,850,862	3,758,147,158
	Non-controlling interests	101,484,538	142,071,730	227,788,335
	Total equity	2,972,939,671	3,434,922,592	3,985,935,493
	LIADULTIFO			
	LIABILITIES  Non ourset liabilities	1 262 702 202	1 017007000	1 161 010 700
	Non current liabilities	1,362,763,309	1,217,807,602	1,161,213,728
	Current liabilities	1,343,499,814	1,272,897,400	1,237,269,635
	Total liabilities	2 706 262 122	2 400 705 000	J JOO 107 JEJ
	Total liabilities	2,706,263,123	2,490,705,002	2,398,483,363
	Total liabilities  Total equity and liabilities	2,706,263,123	2,490,705,002	2,398,483,363 6,384,418,856

# 150 NOTICE OF ANNUAL MEETING

Notice is hereby given that the Annual Meeting of the Shareholders of the Company will be held at L'Ibéloise, 6th Floor, IBL House, Caudan Waterfront, Port Louis on Friday, June 24, 2016 at 10.00 hours to transact the following business in the manner required for the passing of ORDINARY RESOLUTIONS:

#### **AGENDA**

- 1. To consider the Annual Report of the Company.
- 2. To receive the report of Messrs. BDO & Co, the auditors of the Company.
- 3. To consider and adopt the Group's and Company's audited financial statements for the year ended December 31, 2015.
- 4. To elect as Director of the Company, Mr. Christophe Barge , who has been nominated by the Board and who offers himself for election.
- 5. To authorise, in accordance with section 138 (6) of the Companies Act 2001, Mr. Jean-Claude Harel to continue to hold office as a Director until the next Annual Meeting of the Shareholders of the Company.
- 6. To fix the remuneration of the Directors for the year to December 31, 2016 and to ratify the emoluments paid to the Directors for the year ended December 31, 2015.
- 7. To reappoint Messrs BDO & Co as Auditors of the Company for the ensuing year and to authorise the Board of Directors to fix their remuneration.
- 8. To ratify the remuneration paid to the Auditors for the financial year ended December 31, 2015.

By order of the Board

(s) Thierry Labat

Per GML Management Ltée

Company Secretary

May 13, 2016

#### NOTES:

- 1. A Shareholder of the Company entitled to attend and vote at this meeting may appoint a proxy of his/her own choice to attend and vote on his/her behalf.
- 2. The instrument appointing a proxy or any general power of attorney shall be deposited at the Share Registry and Transfer Office of the Company, Abax Corporate Administrators Ltd, 6th Floor, Tower A, 1 CyberCity, Ebène not less than twenty four hours before the time appointed for the holding of the meeting or adjourned meeting at which the person named on such instrument proposes to vote, and in default, the instrument of proxy shall not be treated as valid.
- 3. A proxy form is included in this Annual Report and is also available at the Share Registry and Transfer Office of the Company.
- 4. For the purpose of this Annual Meeting, the Directors have resolved, in compliance with Section 120(3) of the Companies Act 2001, that the Shareholders who are entitled to receive notice of the meeting shall be those Shareholders whose names are registered in the share register of the Company as at June 1, 2016.
- 5. The minutes of the Annual Meeting to be held on June 24, 2016 will be available for consultation during office hours at the registered office of the Company from August 1 to August 12, 2016.

# PROXY FORM | 151

	e, of being a shareholder/shareholders o			
	of			
him	/her of			
	failing him/her, the Chairman, as my/our proxy to vote	for me/us and	d on my/our k	ehalf at th
Anr	nual Meeting of the Company to be held on <b>Friday, June 24, 2016</b> at <b>10.00</b>	<b>hours</b> and at	t any adjournn	nent thereo
I/VV	e direct my/our proxy to vote in the following manner:			
		FOR	AGAINST	ABSTAIN
1.	To consider the Annual Report of the Company.			
2.	To receive the report of Messrs. BDO & Co, the auditors of the Company.			
3.	To consider and adopt the Group's and Company's audited financial statements for the year ended December 31, 2015.			
4.	To elect, as Director of the Company, Mr. Christophe Barge, who has been nominated by the Board and who offers himself for election.			
5.	To re-elect, as Director of the Company to hold office until the next Annual Meeting, in accordance with Section 138(6) of the Companies Act 2001, Mr. Jean-Claude Harel who offers himself for re-election.			
6.	To fix the remuneration of the Directors for the year to December 31, 2016 and to ratify the emoluments paid to the Directors for the year ended December 31, 2015.			
7.	To reappoint Messrs BDO & Co as Auditors for the ensuing year and to authorise the Board of Directors to fix their remuneration.			
8.	To ratify the remuneration paid to the Auditors for the financial year ended December 31, 2015.			
Sigi	ned this day of			
	nature(s)			

#### Notes

- 1. A Shareholder of the Company entitled to attend and vote at this meeting may appoint a proxy of his/her own choice (whether a shareholder or not) to attend and vote on his /her behalf.
- 2. Please mark in the appropriate box how you wish to vote. If no specific direction as to voting is given, the proxy will exercise his/her discretion as to how he/she votes.
- 3. The instrument appointing a proxy or any general power of attorney shall be deposited at the Share Registry and Transfer Office, Abax Corporate Administrators Ltd, 6th Floor, Tower A, 1 CyberCity, Ebène, not less than twenty four hours before the time appointed for the holding of the meeting or else the instrument of proxy shall not be treated as valid.