



Leading  
with **kindness**  
and purpose



01 Overview

## CHAIRMAN'S LETTER



SUN delivered an **outstanding year**, achieving our best performance to date ... and reported a profit after tax of **Rs 2.0 bn**.

### Dear Shareholders,

I am pleased to present to you the annual report for Sun Limited ("SUN") for the year ended 30 June 2024 - a year marked by strength, innovation and progress, especially in how we engaged with our most valuable assets: our employees, our guests and our shareholders.

This year has been transformative, particularly in how we serve our guests. Through our 'Come Alive' collection of experiences, the Sunlife brand has continued to evolve, creating moments that inspire, energise and connect with our guests. Our employees, as ambassadors of our brand, have been instrumental in bringing this vision to life. At SUN, we believe that our success is built on the foundation of a strong and motivated team, guided by purpose. This year, we continued to invest in our Employee Value Proposition, ensuring an environment where trust, collaboration and personal growth thrive. Our teams across all levels have worked together with dedication and a shared sense of purpose, embodying the spirit of teamwork and excellence that defines our culture.

Financially, SUN delivered an outstanding year, achieving our best performance to date. Despite operating in a high-inflation environment, we managed costs effectively and maintained healthy margins across our operations and reported a profit after tax of Rs 2.0 bn. Our proactive approach to managing debt, bringing it down by circa 20%, coupled with the strong recovery post-COVID, has led to a significant reduction in leverage, positioning the Company for long-term sustainable growth. Our share price has reflected this success, with continued upward momentum throughout the year and the Group declared a dividend of Rs 2.50 for the year.

A major milestone during the year was the announcement on 24 June 2024 that the Group had decided to split Sun Limited into two distinct listed companies. On the one hand, Sunlife, will focus on the owner-managed resorts, namely, Sugar Beach, La Pirogue, Long Beach and Ambre, and on the other, Riveo, which hold the asset-managed branded luxury resorts, the Shangri-La Le Touessrok and

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the Four Seasons Resort Mauritius at Anahita as well as the islands of Ile aux Cerfs. Riveo's success will be driven from its distinctive blend of international luxury brand expertise combined with Sunlife's innovative local knowledge. We believe that this strategic move will create significant value for our shareholders by centering our attention on each business model and thereby unlocking new growth opportunities. We will continue to leverage on the scale and expertise of the two new businesses, aiming at accelerating progress through economies of scale in procurement, training and operational efficiencies.

Like any year, 2024 was not without its challenges. Rising inflation, wage pressures and increased international competition tested our resilience. By maintaining a strong focus on guest experience, cost management and employee engagement, we were able to navigate these headwinds effectively.

We remain wholly committed to our sustainability journey as we continue to evolve our operations by minimising our environmental footprint, embracing energy efficiency and promoting long-term value for our stakeholders. As we renovate our resorts, we will continue to foster innovation through sustainable practices. These investments in our prime-location properties will enhance their competitiveness while also creating work environments that promote employee productivity and well-being. Renovations at the Shangri-La Le Touessrok are progressing smoothly, with completion expected in time for the peak season as from mid-October 2024. This will be followed by a significant investment program at the Four Seasons Resort Mauritius at Anahita to ensure that we maintain leadership in the luxury segment.

I would like to extend my appreciation to our CEO, Francois Eynaud, for leading SUN with unwavering dedication over the last five years. Francois and his team navigated the extremely challenging COVID years with determination, positioning the Company on a foundation of operational excellence whilst ensuring its financial strength to support future expansion.

As I step down after seven and a half years of serving as Chairman, I want to extend my deepest gratitude to our dedicated team, valued guests, loyal shareholders and fellow directors. Together, we have navigated challenges and achieved incredible milestones, always staying true to our commitment to excellence.

On 17 September 2024, we announced Guillaume Dalais as my successor. With Guillaume's leadership and vision, SUN is well-positioned for an exciting new chapter. We are entering a transformative phase with the upcoming split, creating a win-win formula for all. Our team is proud to be part of this evolution, and I am confident that Guillaume will lead with the great passion and dedication, whilst driving long-term value.

Together, we will continue to innovate, inspire and deliver experiences that keep SUN at the forefront of its industry and at the same time set new standards for excellence with a clear vision for sustainable growth.

Jean-Pierre Dalais  
Chairman

## CEO'S INTERVIEW



### What were the key highlights for SUN this year?

This year has been a confirmation of our transformation journey for SUN ("the Group"). We've continued to focus on enhancing the guest experience, investing in our people, and rolling out key projects that set the foundation for long-term growth. Our commitment to innovation, operational excellence, and employee engagement has driven success across our portfolio. These achievements have not gone unnoticed.

In 2024, our leadership and team efforts were recognized through numerous National Sustainability Awards, which reflect our dedication to delivering on our sustainability objectives.

On the digital transformation front, we have implemented advanced technologies, including AI, to enhance guest and employee experiences as well as improve operational efficiencies.

### How did the Group perform in the 2024 financial year?

The Group delivered a solid performance this year. Our revenue grew to Rs 8.8 billion, driven by an 11% increase in the Group's average daily rate (ADR). EBITDA

also rose to Rs 2.6 million, up from Rs 2.4 million last year, with a healthy margin of 30%.

We achieved a record profit after tax (PAT) of Rs 2.0 billion, with a gain of Rs 371 million resulting from an increase in the share of profit and a reversal of previously booked impairments, following the change in the majority shareholder in EastCoast Hotel Investment Ltd (ECHI), the property company of Ambre Resort. This change in shareholding enabled SUN to secure a new long-term rental agreement with ECHI and brings clear visibility on the long-term enhancement of Ambre Resort.

### What major strategic decisions were made this year?

One of the most significant decisions we made this year was to split Sun Limited into two distinct listed entities. On 24 June 2024, we announced that owner-managed resorts would now operate under the Sunlife brand, while Riveo will hold the asset managed branded luxury resorts, including the Shangri-La Le Touessrok, Four Seasons Resort Mauritius at Anahita and Ile aux Cerfs. Shares of Riveo will be distributed through a special dividend, with plans to list the company on 25 October 2024. This strategic move enables each business to focus on its unique business model and strengths, creating greater value for both entities.

## Our commitment to innovation, operational excellence, and employee engagement has driven success across our portfolio.

I am also very proud of our progress in enhancing the employee experience. Our Employee Value Proposition (EVP) rollout was celebrated at Sugar Beach and we've validated 26 new innovative employee experiences aimed at improving the overall employee journey and attracting top talents. With our EVP statement "You are our gift of kindness" we have given our employees their purpose to deliver on our mission "To see a world where kindness shines".

In addition, the results of our 2023/24 Great Place to Work survey reflected a significant improvement in engagement, rising from 65% to 73%.

### What progress has been made in customer satisfaction?

Our focus on delivering exceptional customer satisfaction is a daily commitment from every Sunlife employee. Over the past year, we've seen strong customer satisfaction scores, a testament to our dedication to service excellence. This achievement has been supported by a more stable and engaged workforce.

Every year, Sunlife resorts introduce several new and innovative customer experiences through our 'Come Alive Collection', continually enhancing the guest experience.

### Can you give us an update on SUN's key projects?

We've made significant progress on several key projects this year. The renovation of Shangri-La Le Touessrok, which began in June 2024, is on track and progressing smoothly. When the resort reopens in mid-October, guests will enjoy an enhanced experience with renovated rooms, public spaces, and restaurants. We anticipate strong growth in ADR following these improvements.

Our property and hotel residences projects are also advancing well. Construction of La Pirogue Residences began in June, and we're excited about its development.

Meanwhile, the Ile aux Cerfs Regeneration Master Plan is progressing, in consultation with the respective stakeholders.

At Ambre, we are pleased to welcome Mauritius Investment Corporation Ltd as our new partner following their acquisition of a majority stake in ECHI.

### What message would you like to convey to SUN's shareholders and stakeholders?

I am incredibly proud of what we've accomplished this year. Despite various challenges, we delivered strong financial results, maintained operational excellence and prioritised the well-being of our employees and guests. I can sense the dynamism and the energised Sunlife culture within all our teams. In the coming year, our operational focus will be on mitigating cost increases by improving productivity, driving additional sales and reducing energy consumption.

The decision to split Sun Limited is a bold and strategic step toward future growth, enabling us to streamline operations and unlock new opportunities for both Sunlife and Riveo. Looking ahead, we remain committed to driving long-term value creation, ensuring that the SUN Group continues to thrive and lead in the hospitality industry. Together, we will build on this momentum and capitalise on new opportunities for growth.

I look forward to the year ahead and the exciting possibilities that await the Group.



Francois Eynaud  
CEO