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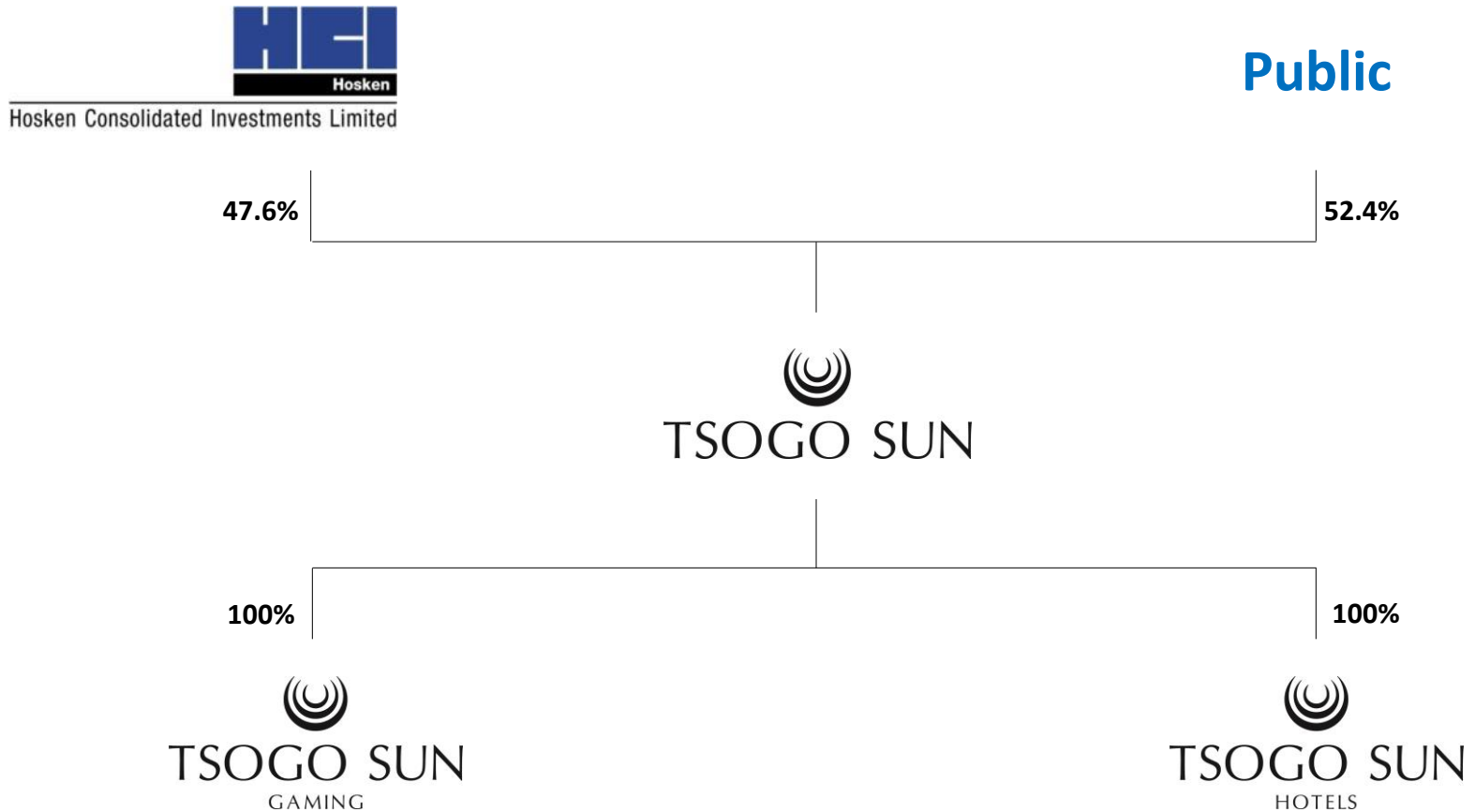
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Key Indicators

Income	Ebitdar	Ebitdar Margin	Adjusted HEPS	Dividends per share
12.3 billion	4.5 billion	37.0%	196.5 cents	98 cents
↑ 8%	↑ 8%	↓ 0.2p.p	↑ 12%	↑ 10%
1 st Half ↑ 7%	1 st Half ↑ 6%			
2 nd Half ↑ 9%	2 nd Half ↑ 9%			



Group Structure



Gaming Portfolio

Gauteng

100%



100%



100%



KZN

100%



100%



98%



Western Cape

100%



100%



70%



Mpumalanga

100%



100%



Eastern Cape

65%



25%



Free State

100%



Hotel Portfolio



Luxury

Each hotel offers guests world-class style, unparalleled service and accommodation and signature touches that define luxury travel.



Full Service

With products and services that meet the needs of tomorrow's savvy global travellers, whether travelling for business or leisure.



Select Service

Delights the self-sufficient traveller with what is needed for a good level of comfort and productivity. Great hotels at great rates.



Budget

One number you can rely on for a great night's rest at the right price. Easily accessible basic accommodation.



Management and Board

- **TSH Board of Directors**

- **Executive Directors**

- Marcel von Aulock – Group CEO
- Rob Huddy – Group CFO

- **Non-Executive Directors**

- Johnny Copelyn (Chairman)
- Marcel Golding
- Busi Mabuza
- Elias Mphande
- Rex Tomlinson
- Jabu Ngcobo
- Yunis Shaik



Management and Board

- **Group Executive Committee**

- **Corporate**

- Marcel von Aulock – Group CEO
- Rob Huddy – Group CFO
- Noeleen Bruton – Marketing Director
- Vusi Dlamini – Group HR Director
- Laurelle Fick – Corporate Finance and Treasury Manager
- Zibusiso Kganyago – Development Director Gaming
- Kevin Page – Group Development Director
- Henry Parrymore – Chief Information Officer
- Graham Tyrrell – Group Legal Director and Company Secretary

- **Gaming**

- Jacques Booysen – MD Gaming
- Greg Lunga – FD Gaming

- **Hotels**

- Richard Weilers – COO and MD Offshore
- Jaco Boshoff – FD Hotels



Group – Income and Ebitdar (Rm)

	Six months ended 30 September			Six months ended 31 March			Year ended 31 March		
	F'16	F'15	% Change	F'16	F'15	% Change	F'16	F'15	% Change
Income									
Gaming	4 310	4 071	6	4 590	4 264	8	8 900	8 335	7
Net gaming win	3 562	3 428	4	3 799	3 548	7	7 361	6 976	6
Other	748	643	16	791	716	10	1 539	1 359	13
Hotels SA	1 230	1 146	7	1 514	1 360	11	2 744	2 506	9
Hotels Offshore	337	251	34	354	301	18	691	552	25
Corporate (intra-group-elimination)	(26)	(24)	*	(26)	(26)	*	(52)	(50)	*
Total Group	5 851	5 444	7	6 432	5 899	9	12 283	11 343	8
Ebitdar									
Gaming	1 616	1 581	2	1 813	1 684	8	3 429	3 265	5
Hotels SA	349	334	4	571	496	15	920	830	11
Hotels Offshore	98	51	92	94	86	9	192	137	40
Forex losses	(6)	(3)	*	(17)	(18)	*	(23)	(21)	*
Corporate	8	(9)	*	17	21	*	25	12	*
Total Group	2 065	1 954	6	2 478	2 269	9	4 543	4 223	8

Tsogo Sun Segmental (Rm)

	Income			Ebitdar ⁽¹⁾			Ebitdar Margin %	
	F'16	F'15	% Change	F'16	F'15	% Change	F'16	F'15
Montecasino	2 674	2 510	7	1 194	1 133	5	44.7	45.1
Suncoast	1 701	1 581	8	791	732	8	46.5	46.3
Gold Reef City	1 380	1 270	9	525	479	10	38.1	37.7
Silverstar	735	676	9	254	248	3	34.6	36.7
The Ridge	391	415	(6)	160	188	(15)	40.9	45.2
Emnotweni	384	367	5	152	154	(2)	39.5	42.0
Golden Horse	369	334	10	163	148	10	44.2	44.3
Hemingways	318	310	3	113	109	4	35.4	35.1
Garden Route	218	188	16	92	79	17	42.3	42.0
Blackrock	168	152	11	63	58	9	37.7	38.1
The Caledon	163	149	10	43	38	12	26.2	25.5
Mykonos	156	145	7	68	64	8	44.0	44.1
Goldfields	134	138	(3)	44	51	(15)	32.4	37.1
Other gaming operations	109	100	9	(233)	(216)	(8)		
Total gaming operations	8 900	8 335	7	3 429	3 265	5	38.5	39.2
South African hotels division ⁽²⁾	2 744	2 506	9	920	830	11	33.5	33.1
Offshore hotels division	691	552	25	169	116	46	24.5	21.0
<i>Pre-foreign exchange</i>				192	137	40	27.8	24.8
<i>Foreign exchange losses</i>				(23)	(21)	(10)		
Corporate ^{(2) (3)}	(52)	(50)	*	25	12	*		
Group	12 283	11 343	8	4 543	4 223	8	37.0	37.2

Note: ⁽¹⁾ All casino units are reported pre-internal gaming management fees

⁽²⁾ Includes R52million (F15: R50million) intergroup management fees

⁽³⁾ Includes the treasury and management function of the group



Key Strategic Issues

Gaming

Gaming Win (Rm)

	F'16	F'15	% Change
Gaming win	7 361	6 976	6
Tables	1 750	1 573	11
Slots	5 611	5 403	4
Drop/hold % – tables	21.5	21.8	(0.3)pp
Handle/win % – slots	5.0	5.2	(0.2)pp

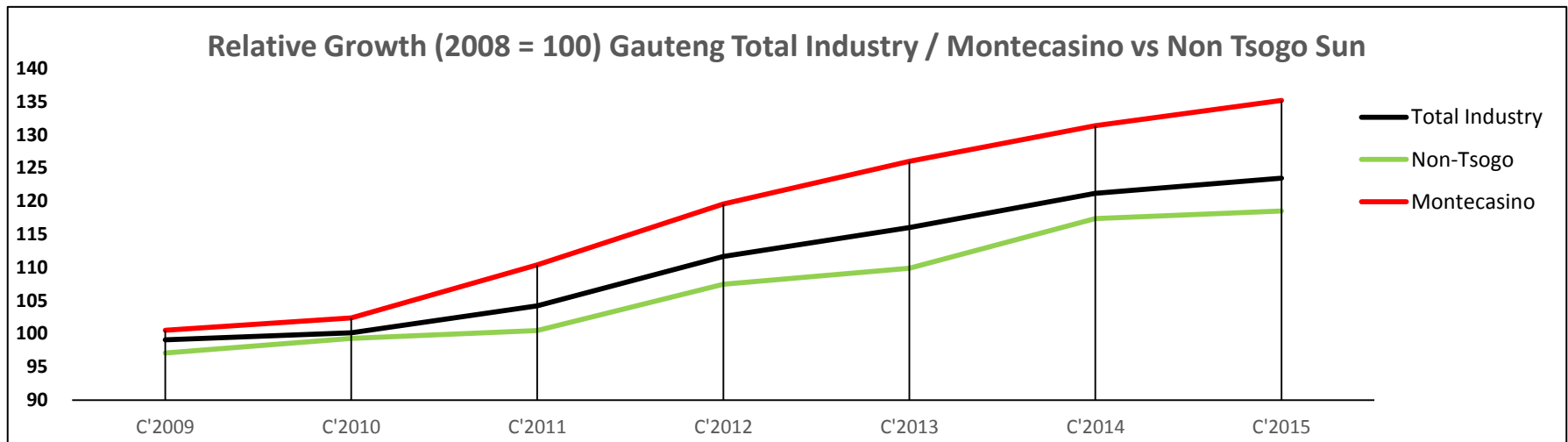
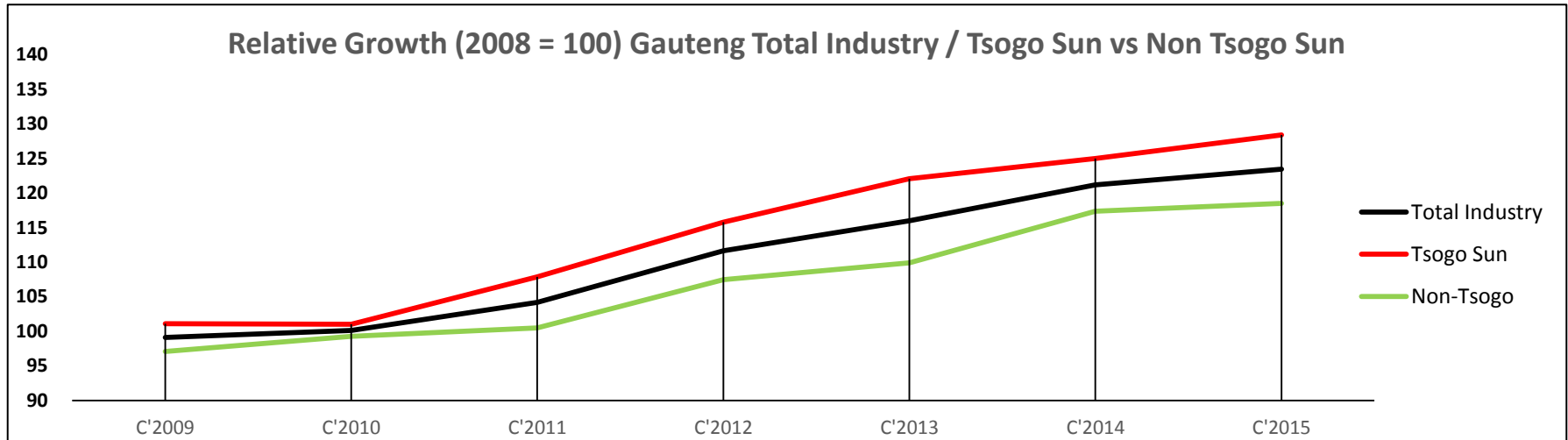
	F'16	F'15	% Change
Gauteng	3 903	3 682	6
KwaZulu-Natal	2 014	1 873	8
Mpumalanga	591	611	(3)
Western Cape	481	431	12
Other	372	379	(2)
	7 361	6 976	6

Gauteng Gaming Tax Revenues

Growth in Gaming win (%)	Gauteng	Monte-casino	Gold Reef City	Silver-star
Calendar years				
2000 Monte vs Sundome	25.0	(4.9)		
2001 Other casinos opened	5.8	20.9		
2002	13.9	16.5		
2003	11.0	9.6		
2004	18.9	15.5		
2005	11.1	13.2		
2006	14.9	14.5		
2007	13.1	12.6		
2008	7.8	(6.8)	(1.0)	*
2009	(0.9)	0.5	(1.3)	7.4
2010	1.1	2.0	(3.6)	0.6
2011	4.1	7.8	8.8	0.5
2012	7.2	8.0	7.5	4.2
2013	3.9	5.6	4.7	6.5
2014	4.5	4.6	(1.7)	4.2
2015	2.0	2.5	1.1	5.3
6 months to September 2015	0.7	1.2	0.2	7.4
6 months to March 2016	6.6	9.0	9.6	3.8
12 months to March 2016	3.7	5.1	4.9	5.5

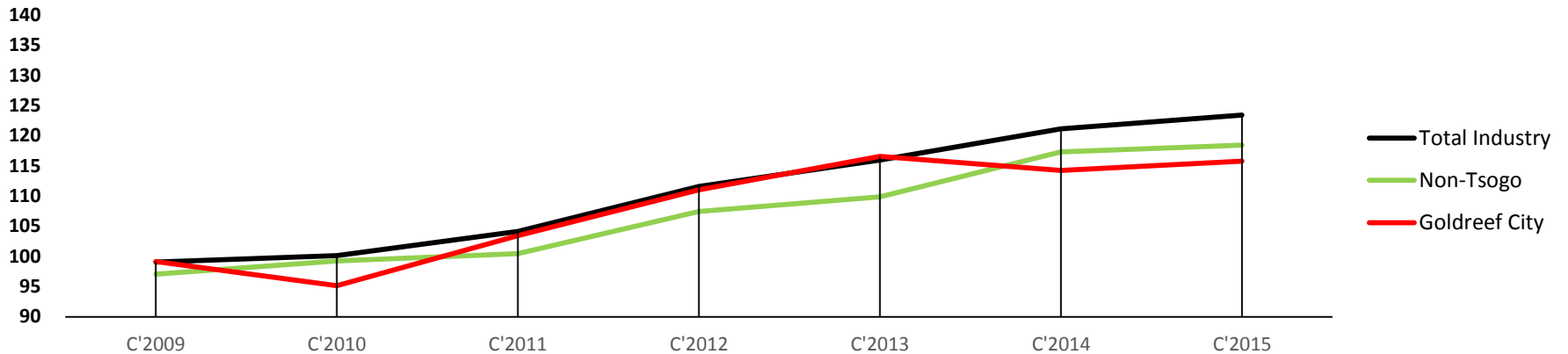
Note: Gaming stats differ to accounting due to timing and IFRS

Gauteng Gaming Tax Revenues

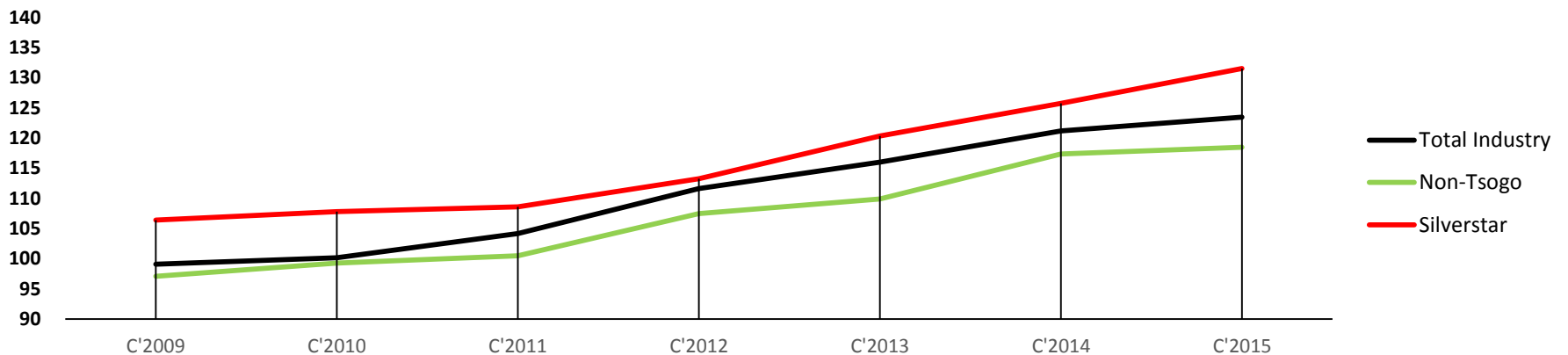


Gauteng Gaming Tax Revenues

Relative Growth (2008 = 100) Gauteng Total Industry / Gold Reef vs Non Tsogo Sun



Relative Growth (2008 = 100) Gauteng Total Industry / Silverstar vs Non Tsogo Sun

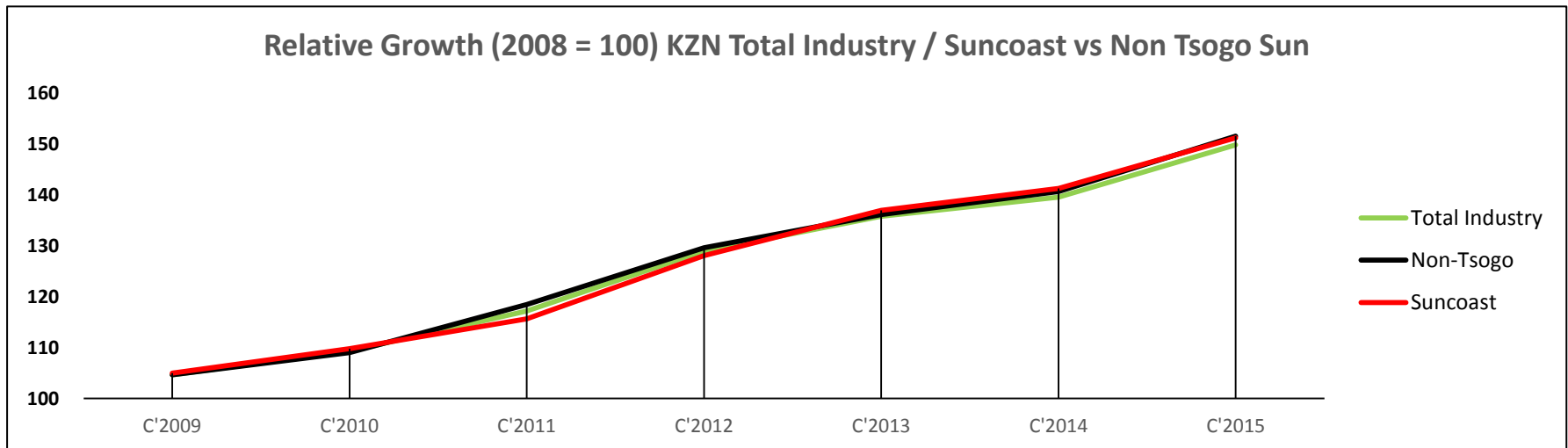
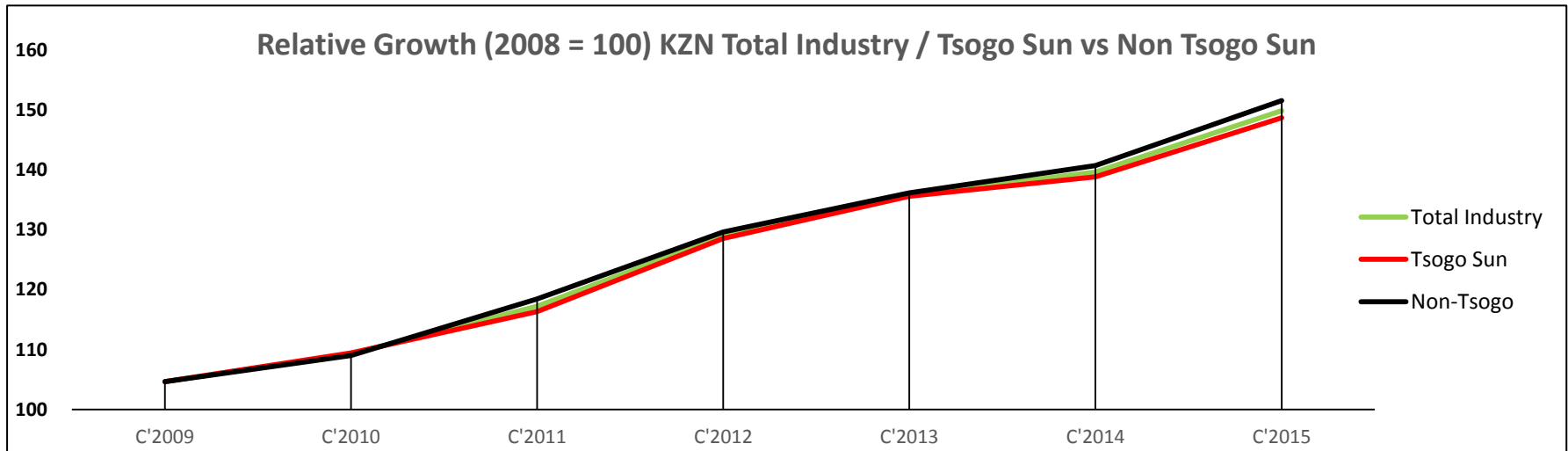


KZN Gaming Tax Revenues

Growth in Gaming win (%)	KwaZulu-Natal	Suncoast	Golden Horse	Blackrock
Calendar years				
2004	24.5	37.3		
2005	24.7	22.5		
2006	16.2	15.1		
2007	19.6	15.6		
2008	6.9	8.3		
2009	4.6	5.0	1.4	5.5
2010	4.4	4.6	4.1	10.1
2011	7.3	5.3	9.2	10.8
2012	10.0	10.8	8.9	11.6
2013	5.3	6.9	(1.6)	7.3
2014	2.8	3.2	(1.6)	2.7
2015	7.9	6.9	6.8	8.3
6 months to September 2015	8.7	9.2	5.1	11.3
6 months to March 2016	6.0	5.2	13.6	6.5
12 month to March 2016	7.3	7.1	9.5	8.8

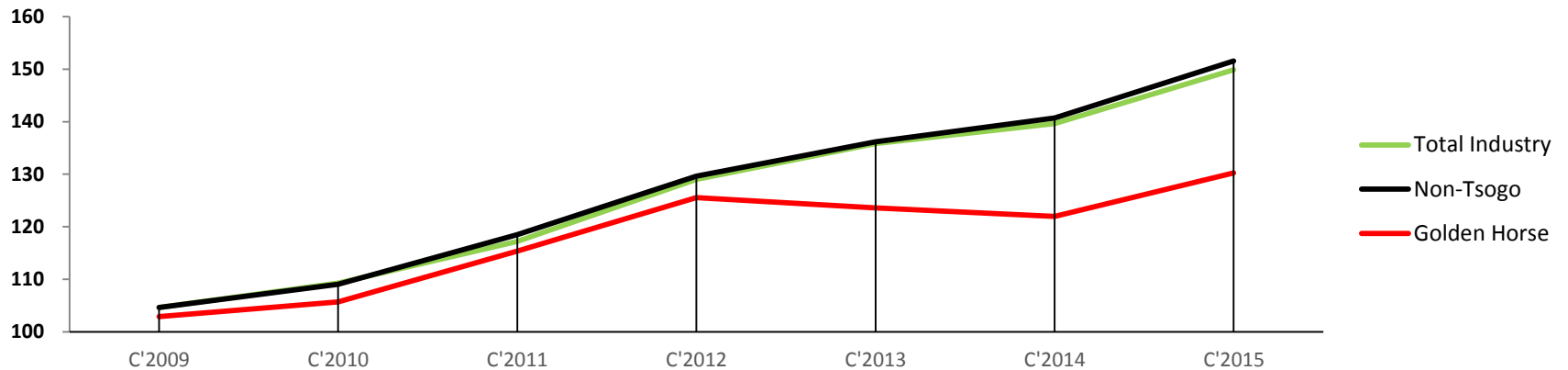
Note : Gaming stats differ to accounting due to timing and IFRS

KZN Gaming Tax Revenues

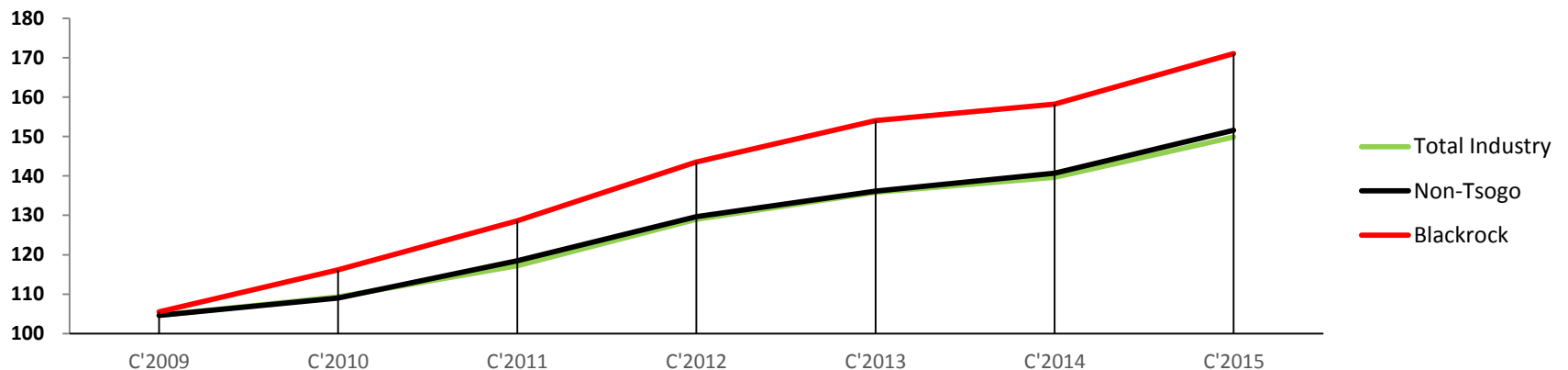


KZN Gaming Tax Revenues

Relative Growth (2008 = 100) KZN Total Industry / Golden Horse vs Non Tsogo Sun



Relative Growth (2008 = 100) KZN Total Industry / Blackrock vs Non Tsogo Sun



Other Gaming Tax Revenues

Growth in Gaming win (%)	Province	Unit	Unit	Unit
	Mpumalanga	Ridge	Emnotweni	
6 months to September 2015	(5.0)	(8.7)	0.7	
6 months to March 2016	(0.6)	(6.0)	3.5	
12 months to March 2016	(2.8)	(7.4)	2.2	
	Western Cape	Caledon	Mykonos	Garden Route
6 months to September 2015	3.3	13.0	6.9	18.4
6 months to March 2016	4.3	7.2	6.6	18.1
12 months to March 2016	3.8	10.0	6.7	18.2
	Eastern Cape	Hemingways	Queens	
6 months to September 2015	1.4	(1.9)	10.1	
6 months to March 2016	2.3	0.5	1.3	
12 months to March 2016	1.9	(0.7)	5.7	
	Free State	Goldfields		
6 months to September 2015	7.2	(0.3)		
6 months to March 2016	2.0	(8.0)		
12 months to March 2016	4.5	(4.2)		

Note: Gaming stats differ to accounting due to timing and IFRS

Key Strategic Issues – Gaming

■ SunWest and Worcester Casinos

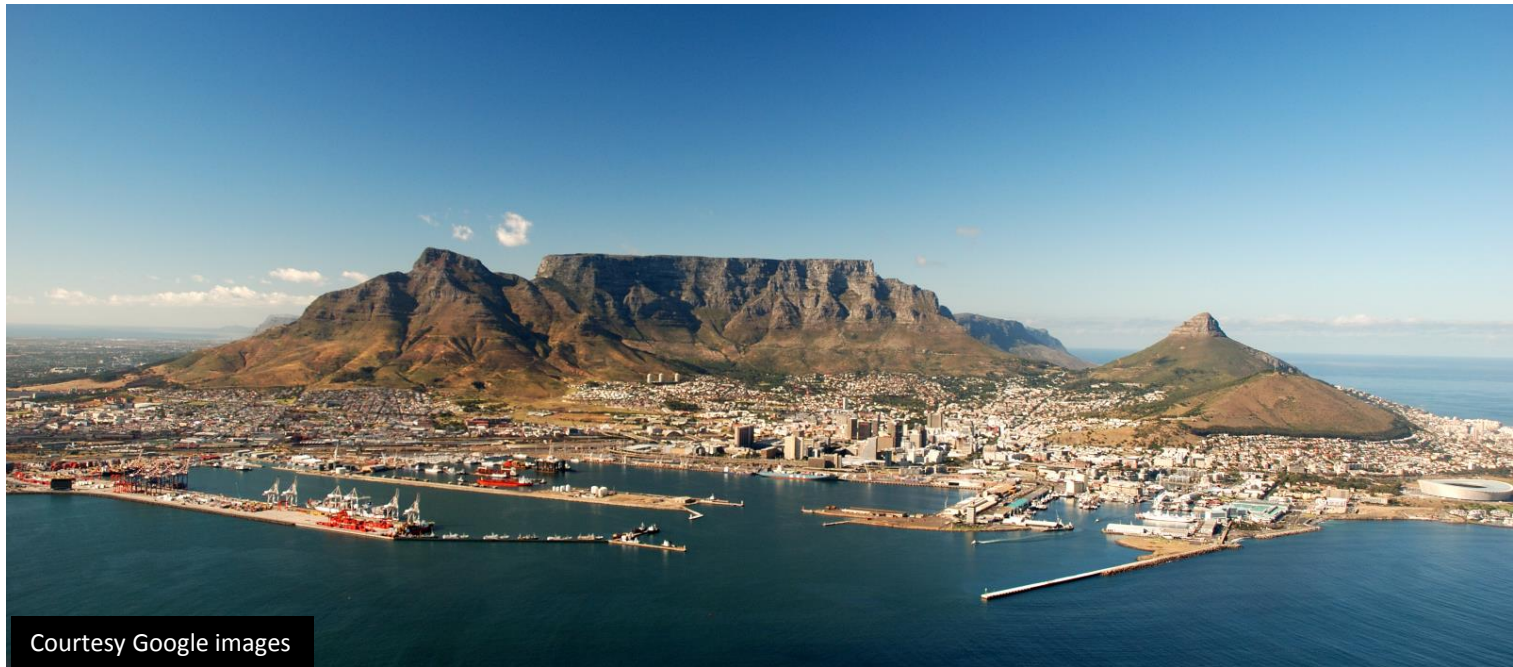
- Previous deal cancelled due to excessive competition commission delays
- Deal restructured at a 20% equity stake
 - 10% from Sun International (“SI”) and Grand Parade Investments (“GPI”) each or 20% from Sun International
 - R1.35bn with R75m payable monthly over 18 months interest free
 - Effective price R1.25bn – 7.45 x EV/Ebitda
- Pre-emptive rights over GPI/SI shares
- No board representation or operational responsibilities
- No change of control or material interest
- Effective 1 April 2016



Key Strategic Issues - Gaming

■ Western Cape

- Potential to bid for the relocation of one of the smaller casino in the Western Cape to the Cape metropole remains an opportunity for the group should the provincial authorities allow such a process
- Sun International launched court action to set aside the decision of the Western Cape Government to allow relocation of an outlying casino to the metropole
- The group launched court action to compel the Western Cape Government to allow the relocation



Courtesy Google images

Key Strategic Issues – Gaming

■ Gauteng Gaming Taxes

- The Gauteng Provincial Government published a proposed revision of the casino tax regime for comment in January 2016 where the current fixed rate will be replaced with a sliding scale with a maximum marginal rate of 15%
- The impact on the group would be approximately R157m p.a. (R100m post VAT and income tax)
- CASA submitted an objection to the proposed increase due to its procedural illegality, gross unfairness and excessive nature



Key Strategic Issues - Gaming

■ B-BEEE condition of licence

- Regulators seek to impose the achievement and maintenance of a prescribed BBBEE rating as a condition of licence
- Given the nature of the recent revised draft codes whereas TSH could drop from Level 2 to Level 7, the issue is more relevant than ever
- Legal action instituted with review held on 27 and 28 February and 10 April 2014 and judgement remains reserved
- Western Cape considering a similar proposal which would be challenged legally



Key Strategic Issues - Gaming

■ Mpumalanga 4th licence

- Mpumalanga Gambling Board withdrew the RFP on 25 July 2013 on the basis that the RFP did not clearly stipulate the MGB's intentions in respect of shareholding and profit entitlement by black persons within the province
- A revised bid was submitted and the board subsequently advised that the process was cancelled again
- Mpumalanga Gambling Board published a notice inviting comment on the location of a 4th licence in the province
- Tsogo Sun has instituted legal action to review the board's decision and the board has agreed not to proceed with a new RFP until the matter has been heard



Key Strategic Issues – Gaming

■ National Gambling Policy

- DTI published a draft policy in May 2015 for comment including a proposal that the North West Province be allocated an additional licence
- DTI published a notice of the intention to increase the number of licences to 41 in October 2015
- CASA has lodged an objection
- DTI published the National Gambling Policy, as approved by cabinet on 1 April 2016. The National Gambling Legislation will need to be amended to give effect to the policy



Key Strategic Issues - Gaming

■ Montecasino

- Additional 700 gaming positions approved. 106 slot machines and one baccarat table added in F'15 and 53 slot machines added in F'16
 - An additional approximately 50 slot machines can be added on the existing gaming floor
- Construction continues on office buildings in mixed use development around Montecasino
 - Building A completed in November 2015 and construction of building B commenced in October 2015
- Expansion to accommodate the balance of the gaming positions deferred
 - R120m gaming floor refresh including carpets, slot machine bases, lighting, trees, ceiling effect and public toilets to be completed in F'17



Key Strategic Issues - Gaming

■ Silverstar

- Redevelopment including additional 400 gaming positions (316 slot machines and 6 tables) completed during October 2014
- Substantial increase in footfall
- Gaming win growth below expectations at 6.4%, impacted by poor win percentages
- Slots handle and tables drop growth above the market at 6% and 28% respectively



Key Strategic Issues - Gaming

■ Gold Reef City

- R640m refurbishment and expansion including casino offering, Privé expansion, cinemas, additional food and beverage outlets, ten pin bowling alley and improved access systems at the Theme Park with an improved linkage to the casino complex, upgrade of the Theme Park aesthetics, an expansion of the Apartheid Museum and the CSI contribution
- Additional 400 gaming positions approved. 112 slot machines added in F'15 and an additional 45 added during F'16
- Phase 1, excluding the Theme Park, was completed during November 2015
- The Theme Park profitability has improved to Ebitdar of R43m for F'16 (no December rain days)



Key Strategic Issues - Gaming

■ Suncoast

- Additional 900 machines and 16 tables approved
- Following a reassessment of the Durban retail market, the investment has been reduced to R2.1bn and will include additional casino space and new Privé, 20 000sqm destination retail and additional restaurants, multi-storey parkade and the CSI contribution
- Construction to commence in mid-2016 with 2 year build programme
- Detailed planning focused on minimising the disruption during the development



Key Strategic Issues - Gaming

- **Golden Horse**
 - Refurbishments of the Privé and the Derby Lounge completed in May 2015 and the main floor refurbishment completed in October 2015
- **Mykonos**
 - Refurbishment of the casino floor completed in August 2015
- **Blackrock Minorities**
 - Agreement has been reached with the Tsogo Sun Newcastle Employee Share Trust for the acquisition of 1.92% of the shares
 - Subject to approval of the KZN Gambling Board





Key Strategic Issues

Hotels

Owned and Managed Portfolio and Statistics

	Hotels	Rooms	Owned	Managed
Luxury	6	1 113	410	703
Full Service	23	5 015	4 396	619
Select Service	26	4 777	3 930	847
Budget	22	1 661	1 661	-
Timeshare & Resorts	7	1 161	307	854
South Africa	84	13 727	10 704	3 023
Offshore	9	1 535	1 052	483
Total	93	15 262	11 756	3 506

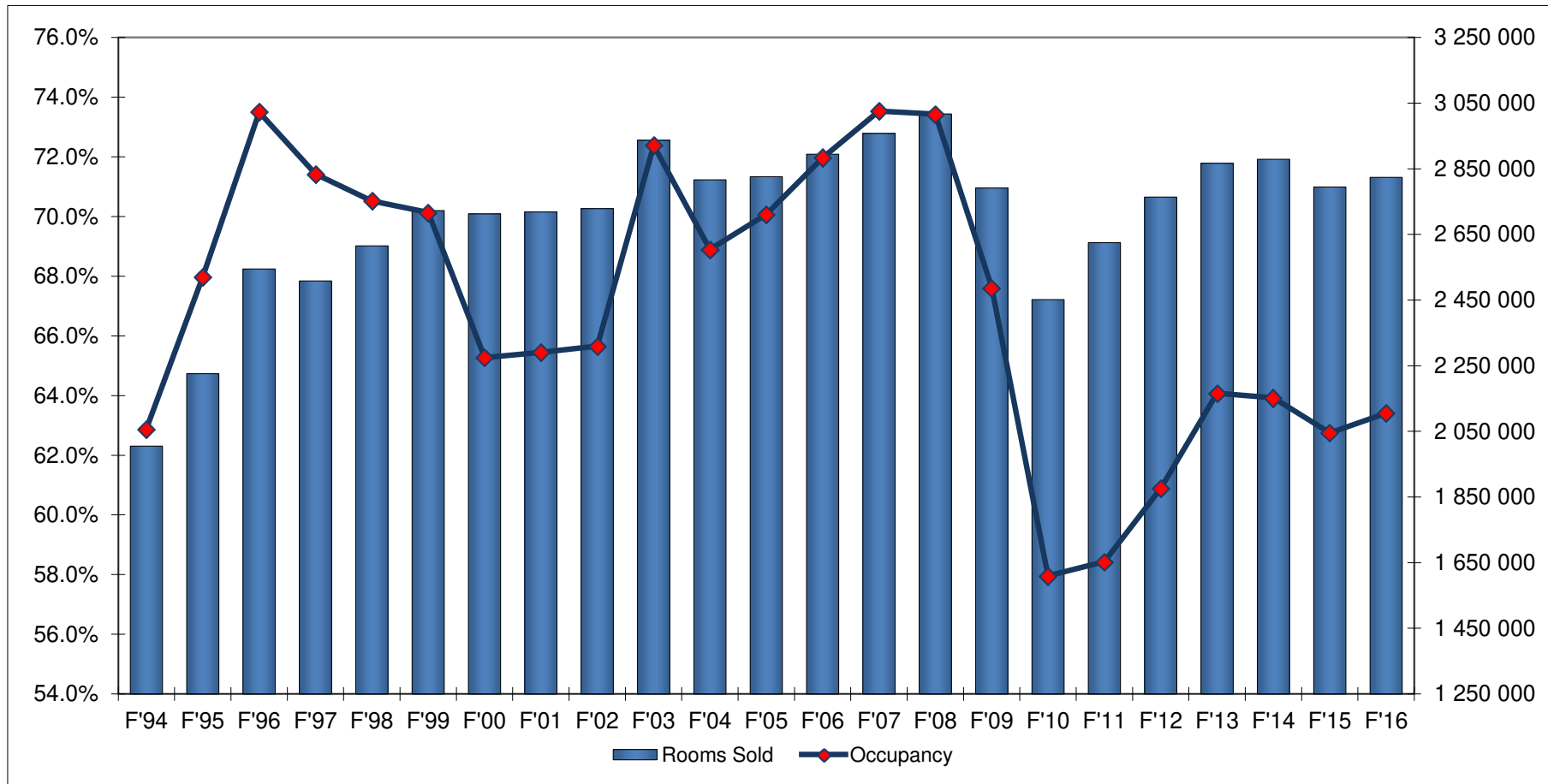
Owned includes leased hotels and associates

Portfolio as at 31 March 2016

Excludes Redefine BDL portfolio

Owned Stats – (SA and Offshore)	F'16	F'15	% Change
Occupancy (%)	62.5	61.6	0.9pp
Average room rate (R)	1 035	945	10
RevPar (R)	646	583	11
Rooms available ('000)	4 307	4 209	2
Rooms sold ('000)	2 691	2 595	4
Rooms revenue (Rm)	2 784	2 453	13

SA System-Wide Rooms Sold Annual History



Key Strategic Issues – Hotels



▪ Portfolio Philosophy

- Ideally own all components
 - Strategic advantage in scale in South Africa
 - More capital intensive but allows substantially higher return on effort
 - Retains control of the assets providing extended tenure and resilience
 - Splitting business into OpCo and PropCo through a REIT structure but will retain control of the REIT with variable leases between REIT and OpCo
- Lease building on long term basis if Tsogo Sun can't own – but lose growth of property value
- In SA only manage if strategically important and no option to own or lease
- Management contracts are a low risk option to enter new offshore markets
- Not a franchisor of our own brands but will operate hotels as franchisee where necessary

Key Strategic Issues : Hotels – South Africa

▪ Hospitality Property Fund (“HPF”)

- 55% of the HPF B-linked units acquired for R252m
- Reconstitution of the capital structure into a single class of share
 - Swap ratio 3.5 B shares to 1 A share
- Acquire controlling stake (>50%) through the introduction of hotel assets into HPF
 - Properties valued on a relative distributable income basis at a 10% yield
 - Benefits
 - Access to an existing REIT structure
 - Allows expansion of hotel division by raising asset-backed funding within HPF without diluting HCI
 - Tsogo Sun becomes multi-managed and multi-branded
 - Potential to diversify HPF into retail and office property
 - Shareholder approval has been received
 - The Competition Commission Tribunal hearing is scheduled for August 2016

Key Strategic Issues : Hotels – South Africa

- Occupancy increased 1.0pp to 62.9% on the prior year
 - Industry occupancies impacted by the visa regulations which constrained growth
- Average room rate growth of 9% on the prior year
- Group trading at RevPar premiums to the market in 3, 4 and 5 star sectors
 - Better product and guest experience
 - Better distribution
 - Better sales and marketing
- Management and lease agreements entered into with HPF for the Holiday Inn Sandton and the Crowne Plaza Rosebank, effective 1 March 2016



Key Strategic Issues : Hotels – South Africa

■ Major refurbishments

- Riverside Sun completed. Hotel closed from May 2015 to August 2015
- Sabi River Sun completed. Hotel closed from June 2015 to September 2015
- GC Marine Parade completed
- Sandton Sun completed
- GC Kings Beach completed
- GC Polokwane in progress
- Sun 1 portfolio refurbishment completed except for the expansion of Sun 1 Southgate



Key Strategic Issues : Hotels – Offshore

▪ Redefine BDL

- Invested £8.7m in 2014 in the independent hotel manager in the UK
- £1.7m dividends have been received

▪ International Hotel Group

- Acquired 25% of equity for £14m (R315m) between September 2015 and March 2016
- Formed by major shareholders of Redefine BDL to pursue UK/European hotels on a portfolio basis on attractive yields
- Inward listing on the JSE AltX and a move to the main board of the JSE planned
- Portfolio
 - 4 Travelodge hotels on long-term lease to third parties
 - 6 Holiday Inn Express hotels operated by Redefine BDL
 - Hampton by Hilton Gatwick operated by Redefine BDL



Key Strategic Issues : Hotels – Offshore

- Offshore hotels trading improved on the prior year by 0.8pp at 53.9% occupancy
 - Prior year impacted by Ebola and closure of SS Maputo for refurbishment
 - Remains impacted by security concerns and weaker market attributable to the negative impact of commodity prices
 - Currency positive impact on trading due to Rand weakness against US\$ and Euro exchange rates
- Forex loss for F'16 R23m (F'15 R21m) on cash and monetary items
- Expansion in the territories we already operate in
 - Management agreement concluded for a 193 key room hotel in Tete Mozambique to open Q3 2016
 - Management agreement for a Southern Sun in Accra, Ghana concluded

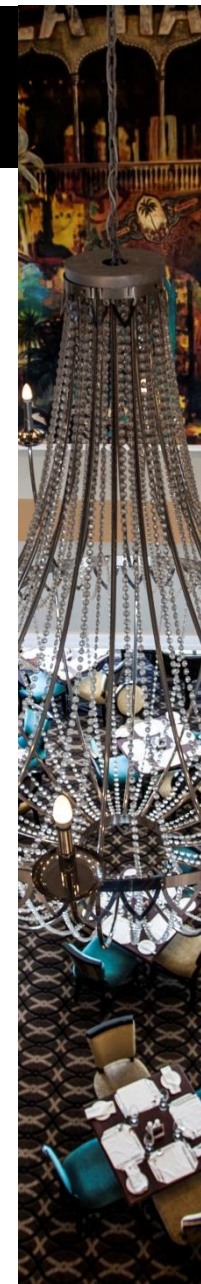




Group – Income Statement (Rm)

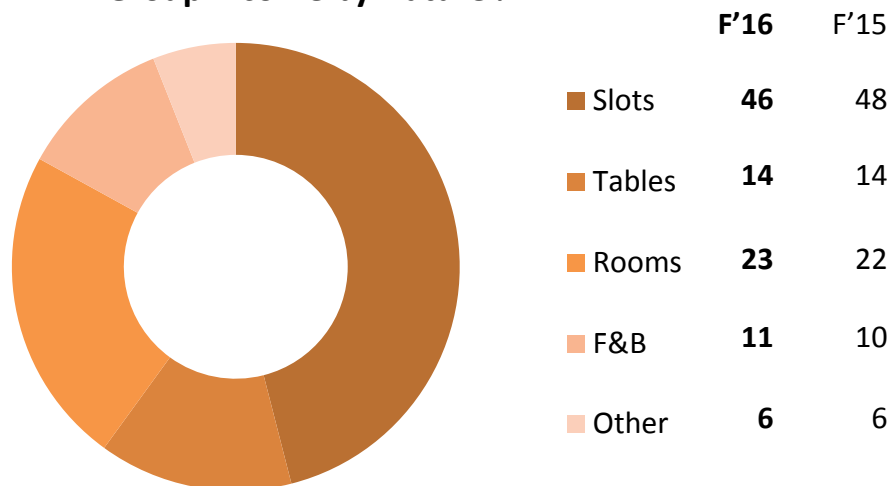
	F'16	F'15	% Change
Income	12 283	11 343	8
Net gaming win	7 361	6 976	6
Revenue			
Rooms	2 784	2 453	13
F&B	1 353	1 203	12
Other	785	711	10
Ebitdar	4 543	4 223	8
Gaming	3 429	3 265	5
Hotels – SA	920	830	11
– Offshore ⁽¹⁾	192	137	40
Forex losses	(23)	(21)	*
Corporate	25	12	*
Ebitdar margin (%)	37.0	37.2	(0.2)pp

⁽¹⁾ Pre-forex



Group – Income Statement

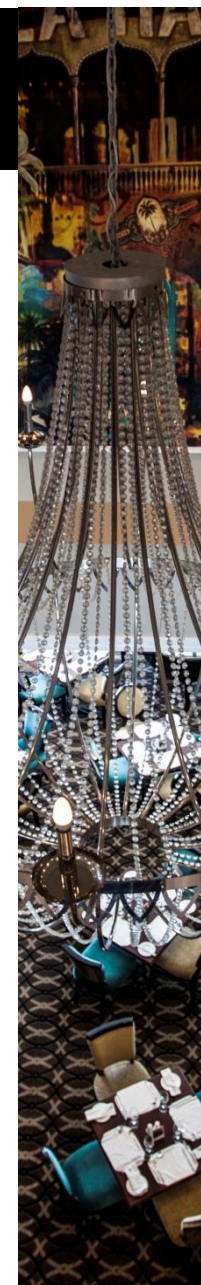
Group Income by Nature %



Total Hotel Ebitdar

	F'16	F'15
Hotels SA	920	830
Hotels Gaming	191	172
Hotels Offshore ⁽¹⁾	192	137
Ebitdar	1 303	1 139
% of Group Ebitdar	29%	27%

⁽¹⁾ Pre-forex

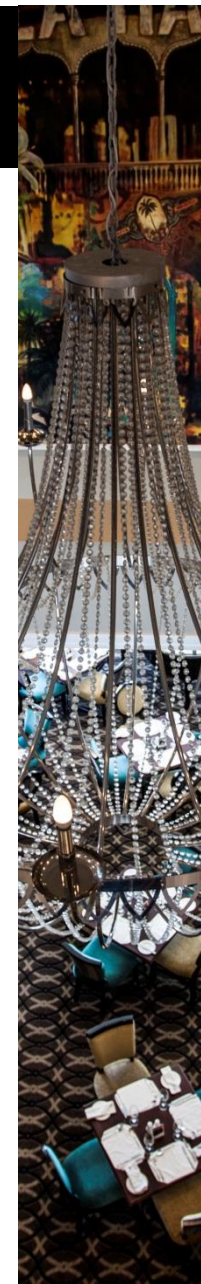


Group – Income Statement (Rm)

	F'16	F'15	% Change
Ebitdar	4 543	4 223	8
LTI expense	(46)	(95)	52
Property rentals	(219)	(210)	(4)
Amortisation & depreciation	(812)	(733)	(11)
Exceptional items	(58)	(143)	59
Net finance costs	(857)	(681)	(26)
Associates and JVs	29	25	16
Taxation	(774)	(680)	(14)
Non-controlling interests	(18)	(34)	47
Attributable earnings	1 788	1 672	7
Adjustments	93	103	(10)
Adjusted earnings	1 881	1 775	6

Number of shares:

Actual	957	957
Weighted average	957	1 014



Adjusted HEPS (Rm)

	F'16	F'15	% change
Attributable earnings	1 788	1 672	7
Capital asset disposal losses	4	3	
Impairment of capital assets	15	7	
Gain on disposal of investment property	(7)	-	
Headline earnings	1 800	1 682	7
Transaction costs	26	2	
Pre-opening expenses	9	11	
Impairment of loans (Queens)	4	4	
CBS loan impairment reversal	-	(1)	
Restructuring costs	1	22	
IFRS 2 share-based payment expense	-	118	
Release of self-insurance reserve due to change in service conditions	-	(38)	
Lease termination fees	-	1	
Cullinan fair value option adjustment	5	(6)	
Change in CGT inclusion rate	36	-	
Associate exceptional – fee reversal	-	(20)	
Adjusted earnings	1 881	1 775	6
Weighted number of shares in issue (m)	957	1 014	
Headline EPS (cents)	188.1	165.9	
Adjusted HEPS (cents)	196.5	175.0	12

Group Cash Flow (Rm)

	F'16	F'15
Ebitdar per income statement	4 543	4 223
Property rentals	(219)	(210)
Ebitda	4 324	4 013
Working capital adjusted for non-cash and exceptional items	68	(145)
Dividend income from associates	35	7
Cash generated from operations	4 427	3 875
Interest paid (net)	(801)	(715)
Taxation paid	(657)	(537)
Operating equipment purchased	(47)	(63)
Maintenance capex	(969)	(749)
Free cash flow	1 953	1 811
Ordinary dividends paid	(878)	(939)
Non-controlling interests' dividends	-	(8)
Disposal proceeds	28	5
Investment activities	(962)	(2 045)
Share scheme loans	9	15
Share buyback / Exec loan	-	(3 019)
Net cash surplus/(deficit)	150	(4 180)
Currency	19	5
Move in Net IBD	169	(4 175)
Opening net IBD	(9 211)	(4 439)
Acquired with acquisitions	3	(508)
Accrued interest, prepaid borrowing costs and IBD currency	(209)	(89)
Closing net IBD	(9 248)	(9 211)



Investment Activities (Rm)

	F'16	F'15
Investment activities	962	2 045
Gold Reef City redevelopment	256	142
Silverstar redevelopment	28	321
Suncoast expansion	47	141
Emnotweni expansion	2	18
Monte Circle and Monte Place	27	6
Hemingways bid/ expansion costs	-	6
Blackrock expansion	-	3
Acquisition of Liberty hotels	-	762
Sun 1 expansions	20	16
GC Polokwane land and buildings	-	80
Majomatic/Extrabold acquisition	15	-
Hospitality Property Fund B-linked units	252	-
SS Maputo expansion	15	207
Acquisition of International Hotel Group	315	-
Acquisition of Redefine BDL	-	145
Acquisition of Garden Route minorities	-	51
Acquisition of One Monte minorities	-	144
Other	(15)	3
Maintenance capex	969	749
Gaming system changes	49	97
Hotel major refurbishments	255	212
Casino major refurbishments	56	-
Other maintenance capex	609	440
Total investment spend	1 931	2 794



Interest Bearing Debt (Rm)

	F'16	F'15
External debt (US\$ based)	1 100	788
External debt (Rand based)	8 663	9 350
Bank overdrafts	2 013	2 165
Prepaid borrowing costs	(36)	(44)
Gross IBD	11 740	12 259
Cash on hand	(2 492)	(3 048)
Net IBD	9 248	9 211

Dividend of R299m (31c per share) declared November 2015, paid December 2015

Dividend of R647m (67c per share) declared May 2016, to be paid June 2016

Cost of debt — pre tax	9.1%	9.1%
— post tax	6.6%	6.7%





Strategic Priorities

■ Sustainability

- Beneficiaries
 - Current shareholding and Corporate Social Investment and Enterprise Development programmes are effective
- Financial stability
 - Strong cash flow, judicious use of gearing and adequate facilities
 - Own most of our assets
- Product relevance
 - Adequate maintenance capex provided
 - Strong development skills in-house
 - Proactive marketing of products and brands
- Regulatory compliance
 - Day to day compliance excellent
 - High awareness of potential regulatory risks
- Human resources
 - Adequate resources and skills
 - Engaged workforce



Strategic Priorities

- **Growth**

- Organic
 - Significant focus on getting more out of our existing businesses
 - Continued cost focus
 - Systems and values
- Inorganic
 - New projects





Future Prospects

■ Group

- Strong cash generation
- Growth opportunities still being pursued but debt levels higher
- Upside potential from any economic recovery is significant
- Focus on costs remains to protect margins
- Reit structure aims to unlock third business segment for the group and enhance shareholder value



Future Prospects

■ Gaming

- Gaming win growth – medium term outlook uncertain
 - Need consumers to get wealthier and, more importantly, feel wealthier
 - Regulatory issues remain a threat
- Western Cape metropole
 - Still an opportunity
- Mpumalanga fourth casino licence
 - Likely to be a protracted process
- Complete development activity
 - Suncoast is a key project



Future Prospects

▪ Hotels

- Occupancy and rate still under pressure until transient Corporate demand recovers
 - Government austerity likely to continue to affect volumes – but is in the base
- Focus on customer satisfaction, brand awareness, distribution through channels and Web and enhancement of Best Available Rate yielding
- Opportunistic in SA – land bank, acquire leases, new builds and acquisitions
 - Unlock the value in the HPF transaction
- Continued pursuit of offshore expansion
 - Focus on the territories we already operate in Africa and Middle East
 - Asset acquisition in UK and Europe through International Hotel Group





Thank you

