

# CHAIRMAN'S MESSAGE

## Dear Shareholder,

On behalf of the Board of Directors, I am pleased to introduce the Annual Report of Eagle Insurance Limited for the year ending 30 June 2022.

2022 has been a pivotal year for the world marked by significant headwinds of the after-effects of the COVID-19 pandemic and evolving market dynamics impacting negatively the industry where resilience and change management have been more important than ever to thrive. Despite the challenging market conditions, Eagle Insurance pursued its development strategy, maintained its performance and service excellence development program and achieved profitable growth in all business segments.



### Consolidating our Strategy

This year was satisfactory for Eagle Insurance. The main focus has been the consolidation of the Mauritian business while staying on the lookout for regional expansion.

During the year, Eagle Insurance has strengthened its management team and achieved growth in all business segments while managing reinsurance costs closely. The company has also accomplished a number of positive outcomes within the regulatory space by scaling up its compliance culture and data protection governance.

Eagle Insurance pursued its strategy of market diversification into the retail segment while consolidating its corporate business through the broker delivery channel. Despite the disruption caused by the pandemic, the team maintained its level of service for all customers and stakeholders and produced a resilient financial performance.

The company's transformation journey has also started and is expected to gather momentum in the coming year. Our strategy evolves around the customer needs and customer experience coupled with digitally enabled strategic distribution channels.

### Our Financial Strength

Eagle Insurance recorded growth in all its business segments, and overall, Gross Premium grew by 8.7% compared to the previous year.

The investment portfolio was significantly impacted by the downturn in the foreign equity market, particularly during the last quarter of 2021-22.

Group profit after tax decreased from Rs 147 million to Rs 61 million, driving down Earnings Per Share (EPS) from Rs 18.41 to Rs 7.56. Net assets Per Share stood at Rs 149.06 compared to Rs 138.66 last year.

The company's capital base remained strong and healthy; the capital requirement ratio (solvency) was 218% (Last year: 228%), well above the minimum regulatory requirement of 150%.

### Board Composition

A few changes have been made in the composition of the Board of Directors to align with and support the strategic direction of Eagle Insurance.

First of all, I would like to extend my warmest thanks to my predecessor Mr Jean-Claude Béga for his valuable contributions over the past five years in steering Eagle Insurance toward stability, growth and momentum that carries us in the future to continue executing our vision.

I am pleased to welcome Ms Shahannah Abdoolakhan and Mr Jean-Paul Chasteau de Balyon as Independent Non-Executive Directors. They bring considerable expertise in the areas of compliance and good governance. I am also delighted to have Mrs Natacha Emilien as Executive Director and Chief Transformation & Support Services Officer, who is well versed in operational excellence and digital transformation. Mr Yannick Ulcoq is also a key addition to our team as Non-Executive Director with extensive knowledge of the financial services sector. These nominations provide us with a valuable diversified skillset and experience essential for Eagle Insurance to continue to develop, grow and deliver.

### Future Outlook

With the solid foundation built up over the years together with all initiatives launched, I am confident that Eagle Insurance is well prepared to face the future with optimism. To ensure technology meets human interaction, we are putting together the building blocks to transform Eagle Insurance into a customer-centric, digitally enabled and purpose-driven organisation.

### Acknowledgements

I wish to thank my fellow Board members for their strong contribution to the organisation's performance over the past year. We look forward to working closely together to further achieve sustainable growth for the Group as a whole.

I would also like to extend my appreciation to the CEO, management and all other employees for their continued dedication and hard work as well as all our business partners for their support.

Finally, my thanks and gratitude go to all our shareholders for their continued trust, support and motivation to be part of our journey.

**Laurent DE LA HOGUE**

| CHAIRMAN |



### Strategy

Diversify into the retail segment, consolidate our corporate business and embark on our digital transformation journey



### Expertise

Recruitment of board members with diverse skills in areas of digital transformation, operational excellence, compliance, and financial services to meet challenges and diversify the team



### Technology

Replace our core system currently in progress, apply design thinking principles and establish a differentiated customer service experience



### People

Focus on retention and recruitment of resources, work-life balance, employee well-being and engagement

# CEO'S MESSAGE

Dear Privileged Partner,

Eagle Insurance entered 2021-22 focused on two major areas as priorities: optimise the operational and financial performance while delivering for our customers in the midst of a challenging environment and pursue the transformation journey to create a value-driven and sustainable business model. I am proud of the results we have delivered and the achievements and success that motivate us to keep on actioning on the vision we have for Eagle Insurance.



EAGLE  
INSURANCE

## The macroeconomic environment

Through another year of unprecedented challenges, we experienced business growth, which proved the resilience of our team and our commitment to thrive. Cut-throat competition, pressure on purchasing power and the rising cost of claims have rendered the business landscape increasingly challenging. Agility has become more important than ever in an ever-changing and highly volatile business environment.

## Review of activities

Our solid performance demonstrates that our focus on the implementation of our strategic plan is to deliver sustainable growth and increase operating profitability despite an uncertain macroeconomic and geopolitical context.

- Gross Premium posted an overall growth of 8.7% compared to last year, increasing from Rs 1.49 billion to Rs 1.62 billion.
- Underwriting results improved significantly due to the remediation measures to improve claims ratio, especially within the Motor segment, and to strict adherence to our underwriting guidelines. We remained focused by ensuring the customer's needs were understood, and risks were adequately priced.
- The combined ratio improved from 102% to 94%.
- The investment portfolio experienced significant losses on its foreign investments in the last quarter of 2021-22 due to growing fears of decelerating global economic growth and looming recession. The fair value loss of the portfolio was Rs 41 million compared to a gain of Rs 67 million last year.

- H. Savy Insurance Company Limited (based in Seychelles) and Medscheme (Mtius) Limited, our Associated Companies, posted strong performances and our share of profit increased from Rs 8 million to Rs 26 million.
- Overall Group Profit before Tax was lower than last year by 47%, dropping from Rs 145 million to Rs 77 million.

Our project to replace our core insurance system is well underway. The new technology will be the lynchpin of our digital transformation and will definitely create value, improve delivery and address the needs of our customers. Our internal processes and workflows will be revamped and re-engineered with the aim to support and speed up our transformation agenda.

In line with our strategy to accelerate innovation and deepen customer interaction, we have established a Transformation team which is engaged in the process of redesigning and optimising the way customers interact with the organisation. The team has also been entrusted with capacity building around areas of innovation and creative problem-solving.

The new accounting standard applicable to the insurance industry, IFRS17 – Insurance Contracts, will be effective for reporting periods beginning on or after 1 January 2023. In the case of Eagle Insurance, this will be applicable as from our Financial Year starting 1 July 2023. We are being assisted by a team of external specialists for the implementation of this new standard.

Through active participation at the Insurers' Association of Mauritius, we have been very supportive of the National Insurance Claims Database initiative which is driven and sponsored by the Financial Services Commission. The platform is expected to be launched during the course of 2023 for the benefit of the industry and the public at large.

## Investing in our People

Our performance has been made possible by the remarkable work of our people, and I would like to thank them for their unrelenting dedication. In the last Financial Year, we continued to adopt initiatives to ensure the well-being of our people in the face of the disruption caused by the pandemic.

We continue to encourage a hybrid workplace to combine the best of both remote and on-site work environments. This provides our employees with the flexibility they need and a better work-life balance. Retention and recruitment of resources are critical to the successful implementation of our strategy, and therefore, employee engagement is a priority on our agenda. The right balance needs to be established to overcome cultural and technological barriers in the future of work.

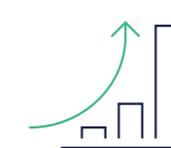
We also consolidated our executive team with the onboarding of Natacha Emilien, Olivier Chellen and Rishi Imrit as Chief Transformation and Support Services Officer, Senior Manager - Finance and Senior Manager - Business Development, respectively.

## A Promising Future

It is time to transform the way we do insurance. In a technology-dominated era, the differentiating value proposition will more than ever rest on user experience to satisfy the needs of a new generation of customers. We are therefore embarking on a human-centred transformation journey, which we believe is going to unlock new capabilities and mindsets within our teams to better serve our customers and our communities at large.

As we move forward together, I appreciate the support of our Board of Directors, and I am grateful for the strong leadership shown by my Management Team. Most importantly, I acknowledge the hard work of all the employees and the commitment to excellence they demonstrate every day to create value for all our stakeholders.

**Derek WONG WAN PO**  
| CHIEF EXECUTIVE OFFICER |



Increase by  
**4.7%**  
GROSS  
PREMIUM



Rs **149.06**  
NET ASSET  
PER SHARE



Rs **7.56**  
EARNINGS PER  
SHARE

# Chairman's Message



**Jean-Claude Béga**  
CHAIRMAN

Dear Shareholder,

I am pleased to introduce our Annual Report 2021. As we all know, the pandemic continues to have an impact across the world, but we are also learning to live with it as restrictions ease and we adopt a “new normal” to our daily activities.

At Eagle Insurance, our primary objective is to deliver value to our customers, shareholders and all other stakeholders for the medium to long term. With the assistance of our local and regional partners, our expertise and knowledge of the market have enabled us to successfully ride through and mitigate the impact of the pandemic.

## Strategy

We continue to navigate the economic and social uncertainty caused by the Covid-19 pandemic and its after-effects. Our focus remains the building of sustainable and profitable insurance business based on solid foundations. Our products and services are all about helping people to de-risk their lives and assets so that they can have the peace of mind to carry on fully with their normal daily activities.

Our forward thinking has helped us to review our business processes while navigating this crisis from a position of strength. We also continue to speed up our digital capabilities as well as ensuring that our team members have all the skills and resources they need in this digital transformation journey.

As a key player in the insurance industry, our zero-tolerance approach with regard to AML/CFT rules and regulations led us to a major compliance project during the year. Processes were reviewed and overhauled where required to develop comprehensive capabilities to detect, manage and report money laundering threats to Eagle Insurance. This enhanced due diligence also allowed us to strengthen our risk management framework and contribute to the repute of Mauritius as an International Financial Centre of choice.

## People

Our people at Eagle Insurance have positively responded to the challenges of the pandemic. Their dedication and ability to work with agility and an innovative mindset represents a competitive advantage. While we continue to adapt to virtual working as well as to the broader issues of the pandemic, we also focus on the well-being of our team members with a series of staff engagement incentives. I would like to thank the management led by Derek Wong, and our team members, agents, partners and suppliers for all their hard work and dedication during these challenging and uncertain times.

## Financial performance

Our results were significantly driven by the good performance of our investment portfolio which benefitted from the stock market rally during 2020/21. On the underwriting front, other than the Motor business, the operational results performed as expected amidst challenging economic conditions.

Group profit after tax improved from Rs 12 M to Rs 147 M, driving up Earnings per share (EPS) from Rs 1.56 to Rs 18.41. Net assets per share stood at Rs 138.66 compared to Rs 107.15 last year.

## Future outlook

Our ability to generate shareholder returns is directly linked to our ability to create value for our clients as well as society as a whole. We are here to ensure people can make the most out of their life, by offering them financial protection during life's unforeseen challenges.

While we are focused on delivering stronger returns as we enter our new Financial Year, we have started to draw the outline of our next strategic plan. First, digital transformation being more important than ever; we are reviewing our Information Technology platform to optimise resources, reduce cost, improve processes and continue to build a culture of service excellence. Second, we are working towards enhancing our health and motor portfolio to service a wider market as we collaborate further with our regional partners. Last but not least, we remain attentive to capturing growth by tapping into regional opportunities to drive our business beyond our boundaries.

While the macroeconomic environment remains uncertain and we continue to live in the new normal, I remain confident about Eagle Insurance's prospects and look to the future with optimism.

I would like to thank all the Board members for the way they all professionally and diligently helped navigate Eagle Insurance during those unprecedented times. As we continue to pave the way together to execute our strategy, I believe that we are well positioned to deliver value to our stakeholders over the long term.

## Jean-Claude Béga

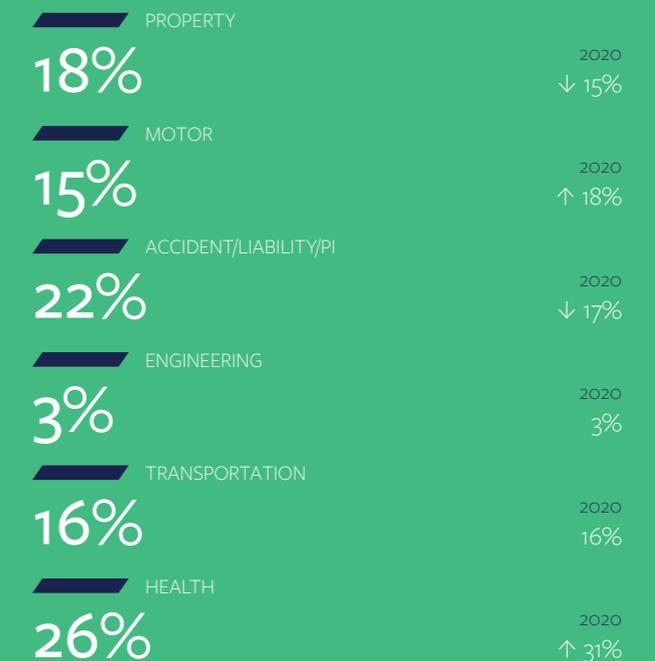
CHAIRMAN

“We have every confidence that Eagle Insurance will continue to rise to the challenges experienced during this extraordinary time in recent history and that they will continue to seize suitable opportunities supported by their ongoing focus on meaningful innovation, resilience, fortitude and people. We are proud to be their trusted partner and are fully committed to maintaining a productive partnership.”

**JOHN EDWARD O'NEILL**  
CEO | BRYTE INSURANCE

## OUR PERFORMANCE AT A GLANCE

### Group Turnover



# CEO'S Message



**Derek  
Wong Wan Po**  
CEO

Dear Valued Partner,

Like all businesses across the world, here at Eagle Insurance, we also faced new and unforeseen challenges caused by the pandemic during the past Financial Year, but our team spirit, resilience and boldness led us to satisfactory results and progress on all fronts.

As the daily routine of the society continues to undergo significant change, we recognise the critical need to fulfill our role as a change maker in the insurance and financial services sector in Mauritius and the region. We have to work towards bringing this renewed social infrastructure to help both our customers and employees navigate this new normal while contributing to the stability of the community and improving lives of all our stakeholders.

In the Financial Year 2020-2021, we focused on three areas of activity. First, we engaged ourselves in a revamp of our Anti Money Laundering and Countering Financing of Terrorism (AML/CFT) procedures that will contribute in the development of a sustainable business model. Second, we have successfully structured our 'work from home' initiative to maintain agility, customer service excellence while simultaneously reinforcing our staff engagement culture remotely. Third, we kept our forward-thinking mindset and embarked on an IT project to ensure we are equipped with the right resources in this era of digital transformation.

## Building on compliance to power performance

As we deep-dive in this period of regulatory enhancement and face uncertainty for the future, the demand on compliance function continues to increase to ensure that we can react and also anticipate changes to improve our business model. At Eagle Insurance, we were tasked during the last Financial Year to engage in an insightful project that helped us reassess ourselves and find solutions for the long-term. As a leader in the insurance sector, we understood the importance not only in terms of good governance, but also in terms of enhancing our value proposition to our customers and to the community at large. Compliance communication is not a one-size fits all endeavour; it takes significant time to build the right process to reach the desired outcomes. First, a specific team was set up to lead the project. Second, customers were educated on the merits of being part of such a project that would help them as customers and Eagle Insurance as a role model regarding good governance, as well as Mauritius as a compliant jurisdiction of choice. Third, AML/CFT compliance enables us to build a sustainable business model, with an ultimate goal in selecting, building, and fostering the right partnership among the different stakeholders.

## Driving team engagement

The pandemic has disrupted not only the business model, but also the human experience fundamentals, causing changes on various levels –societal, cultural, and organisational. The change of environment, with around 59% of our employees on the 'work-from-home' mode has automatically brought a culture that has to be purpose-led, customer-centric and digitally-savvy. At Eagle Insurance, we kicked off our pilot project of 'Working from Home' (WFH) during the first lockdown in 2020 and structured it further this year to implement the WFH into a permanent exercise, coupled with various staff engagement incentives to ensure the physical, emotional, and social health and safety of our people. Keeping an open communication channel has always been a priority. We provided updates on the future of our business, our goals and strategies to cushion the effect of the pandemic. We fully believe in implementing well-being goals as well, with the aim to empower a culture where our people can take responsibility for their own health. This, in turn, helps to boost our employees' confidence and commitment, and ensure greater team spirit, agility and flexibility.

## Our financial strength

Our financial performance for the Financial Year ending 2021 reflects the execution of our strategic roadmap in a challenging economic environment. Our underwriting results improved slightly over last year whereas our investment portfolio posted notable returns.

Gross Insurance Premiums grew by 2%, from Rs 1,457 M to Rs 1,487 M, mainly driven by the Property and Accident segments which compensated to a large extent the reduction in our motor segment.

The Covid-19 pandemic undoubtedly continued to affect the purchasing power of people particularly the low and middle-income households, causing them to drop or reduce the insurance covers. Lockdowns and social restrictions made activities for certain sectors difficult, whereby we noticed more requests coming from the hospitality sector looking for lower sum insureds and longer credit periods.

During the year, our relationship with Linkham Services for Health insurance ended, while we continue to strengthen our partnership with with Medscheme Mauritius Ltd, our trusted Third-Party Administrator (TPA).

On the Motor side, we reviewed both our underwriting and claims processes to improve not only operational results but to also ensure a seamless customer service. Our industry research showed that there were fewer vehicles purchased from 2019 to 2020 - a decrease of 24% for new private cars, and a drop of 19% for the overall motor vehicles sector. This class of business therefore remains challenging but we are confident that the hard work and the whole range of measures being put in place by the team will soon bear its fruit and that the performance will improve.

The remaining business classes performed as expected.

In Seychelles, our associated company, H Savy Insurance, recorded lower results, with last year characterized by exceptional gains arising from currency fluctuation. On the other hand, Medscheme Mauritius Ltd performed better than last year. Overall, our share of profit from associates decreased from Rs 24 M to Rs 8 M.

Equity stock markets rallied during the year both locally and internationally. Boosted by the depreciation of the Mauritian Rupee against a basket of main foreign currencies, our investment portfolio performed well and posted significant returns.

Group profit before tax stood at Rs 145 M compared to Rs 5 M last year.

## Enhancing our digital capabilities

Our commitment to innovation drives us to constantly improve our business model as we continue to map customer journeys to better prepare for future customer needs. Our people, and their ability to work with agility, teamwork and innovation, are another important source of competitive advantage. During the past Financial Year, we kicked off an online training curriculum by R. Hoffman about 'Customer Excellence' for 50 employees. We plan to continue those trainings during the year. As we enter a crucial point, we will harness expertise and technologies to create value for our customers, which is why we are also reviewing our Information Technology systems to speed up our transformation process in the era of the new normal.

## Looking ahead

As we steer through the uncertainty of the macroeconomic environment, we continue to listen to evolving consumer behaviour and respond to changing market dynamics. The pace at which our team at Eagle Insurance adapted to the operational challenges caused by the pandemic gives me confidence in our ability to persevere and harness these changes, and to continue to grow in Mauritius and beyond, addressing customer needs in the new normal.

We also welcomed the new initiative from Financial Services Commission and the Government regarding the National Insurance Claims Database. The implementation of the Bonus Malus System will ensure fair and reasonable practices to the citizens as well as facilitate motor insurance claim recoveries, all with the objective to create a dynamic and transparent insurance industry in Mauritius.

On behalf of my Management colleagues, I would like to extend my sincere thanks to all of our team members and partners for their unflinching dedication every day. While we continue to better equip ourselves to face the challenges and explore opportunities, we are confidently positioned to realise our ambitions and deliver value for our shareholders and customers.

**Derek Wong Wan Po**

CHIEF EXECUTIVE OFFICER

# CHAIRMAN'S MESSAGE



“ We continue to execute our strategy in a disciplined way and accelerate towards our ambition to be a preferred insurance specialist that goes beyond boundaries to create value for all our stakeholders. ”

**JEAN-CLAUDE BÉGA**  
CHAIRMAN

## DEAR SHAREHOLDER,

I am pleased to introduce Eagle Insurance's 2020 Annual Report. The Company has recorded a performance reflective of the challenging and uncertain macro-economic conditions, continuing to deliver value for our customers, shareholders and wider stakeholders. In line with our vision to be the leader in short-term insurance, we have made a breakthrough impact to strengthen our brand as well as consolidate our offering, while remaining committed to being an employer of choice in the financial sector.

## BUSINESS LANDSCAPE & STRATEGY

While navigating the economic and social uncertainty caused by the Covid-19 pandemic and its after-effects, we continue to be resilient from a financial and operating standpoint and to withstand this unprecedented challenge. Our aim at Eagle Insurance is about helping people de-risk their lives and assets and serve them in more ways, enabling them to face the future with optimism and resilience in the new normal – a reflection of our purpose-driven approach.

Following the redefinition of our brand positioning last year, we embarked on a strategic pathway with the objective to consolidate and strengthen our brand locally, onboard worldwide best practices on Risk Management and thereafter expand our footprint in the region to capture growth opportunities. During the year, HWIC Asia Fund, increased its stake in the Company from 15.00% to 38.99%. As a result, the percentage of shares of Eagle Insurance in public hands has fallen to 1.01% which is below the prescribed limit as per the Listing Rules of the Stock Exchange of Mauritius. Consequently, the company was delisted on 15<sup>th</sup> July 2020. As of 30<sup>th</sup> June 2020, Eagle Insurance is mainly supported by its anchor shareholders, IBL Limited (60.00%) and HWIC Asia Fund (38.99%).

With regard to our regional strategic growth, our connection to HWIC Asia Fund allows us to leverage their expertise and network, as well as enhance our value proposition by collaborating closely with their affiliate company, Bryte Insurance Company Limited. Recognised as one of the premier, proactive commercial risk specialists in Southern Africa, Bryte Insurance's support includes technical expertise in underwriting and claims as well as capacity in specialist product.

### JOHN EDWARD O'NEILL CEO OF BRYTE INSURANCE

“We have every confidence that Eagle Insurance will continue to rise to the challenges experienced during this extraordinary time in recent history and that they will continue to seize suitable opportunities supported by their ongoing focus on meaningful innovation, resilience, fortitude and people. We are proud to be their trusted partner and are fully committed to maintaining a productive partnership.”

## OUR PERFORMANCE AT A GLANCE



**Rs 1,457M**  
GROSS PREMIUM  
(2019: Rs 1,249M)

**Rs 12M**  
PROFIT ATTRIBUTABLE TO  
OWNERS OF THE COMPANY  
(2019: Rs 5M)

**Rs 1.56**  
EARNINGS PER SHARE  
(2019: Rs 0.65)



### ROBUST STRATEGY

Strengthen our brand locally and regionally as well as onboard worldwide best practices on Risk Management with our strategic partner, HWIC Asia Fund/ Bryte Insurance



### CUSTOMER FOCUS

Being client-centric by reinventing and differentiating the customer value proposition to meet evolving needs



### SOLID PERFORMANCE

Enhance business performance through technology adoption, operational resilience and service channels



### RETAIN TALENT

Attract and reward a diverse, engaged and loyal talent pool

## PERFORMANCE, DIVIDEND AND FRAMEWORKS

Despite the socio-economic and financial consequences of the Covid-19 pandemic, Eagle Insurance delivered another year of satisfactory operating and financial performance, achieving a 17% growth in Insurance Premiums. With an improved Net Profit after Tax (NPAT) standing at MUR 12.5m from MUR 5.3m, we believe the Company's results for the year have been through disciplined execution of our strategy, despite the tough operating environment in those unprecedented times. Earnings Per Share (EPS) was MUR 1.56 compared to MUR 0.65 last year.

We continue to enhance our capabilities and maintain momentum for change by preparing for the new accounting standard, IFRS 17, whose implementation will be effective in 2023. Eagle Insurance is embarking on a series of executives' trainings on the new requirements to thereafter evaluate the implications on the Company's financial and operational systems. Moreover, to share insights and learn from the practical experience of fellow insurers who are ahead in the implementation process, we have joined the Fairfax (the ultimate holding company of HWIC Asia Fund) working group on IFRS 17.

### BOARD CHANGES

A well-run company is built through effective decision-making and execution, along with robust governance as the foundation. Thanks to our current partnership with Bryte Insurance via HWIC Asia Fund, we have looked at our wider Board composition and I am pleased to welcome Messrs. Edwyn O'Neill and JP Blignaut, CEO and Chief Underwriting Officer respectively of Bryte Insurance, whose diverse set of experience and expertise, will successfully help all of us implement our strategy. I also thank Me. Subhas Lallah, Mr. Pieter Bezuidenhout and Mr. Alain Malliaté for their tenure, and welcome Independent Non-Executive Director Ms. Cynthia Parrish, and Executive Director Mr. Winson Chan, whose expertise will be key to the strategic helm of Eagle Insurance.

### POSITIONED FOR GROWTH

Our business is centred around our purpose and our strategy, with a passionate and dedicated team working hard to meet our customers' needs. We continue to build the Eagle Insurance brand, work towards fostering an environment where we continually develop talent, innovate our processes, build flexible working schedules, and reward performance. With our strategic expansion and growth prospects ahead, we are embarking on a digital transformation journey with the aim of reinventing the customer and employee experience, diversifying our products, including expanding our healthcare offering and exploring innovation by extending coverage to new services.

## FUTURE OUTLOOK

While we are steering through a new normal where the major economic, societal and environmental transitions present major challenges, I am confident about the Company's outlook whilst being aware of the ongoing uncertainty about the socio-economic and financial consequences of the Covid-19 pandemic. With our shareholders and strategic partners, we continue to execute our strategy in a disciplined way and accelerate towards our ambition to be the preferred insurance specialist that goes beyond boundaries to create value.

I wish to extend a thank you note to all our stakeholders for accompanying us on this journey, particularly our shareholders and my fellow members of the Board whose invaluable insights have enabled us to navigate through a challenging year and finding solutions together to adapt to new scenarios. On behalf of the Board, I would also like to extend my appreciation to the Management team and our team members for their unflinching commitment in taking the Eagle Insurance brand to new heights, as we pave the way to future growth opportunities ahead with optimism and resilience.

Jean-Claude **BÉGA**  
CHAIRMAN

“ Our resilience is fostered by our commitment to innovation, our forward-thinking vision and a culture of excellence. ”

**DEREK WONG WAN PO**  
CEO



## DEAR VALUED PARTNER,

This Financial Year has undoubtedly tested all assumptions. The optimised demand and supply chains have highlighted performance, resilience and sustainability, as well as making us aware of our global interdependence. While we have relentlessly strived to deliver for all our stakeholders, we have understood how, together, we can operate in an unprecedented crisis, as we brace the new normal with more challenges and preparedness.

## THE MACROECONOMIC ENVIRONMENT

The world changed with the onset of the Covid-19 pandemic, causing disruption and market volatility in our business, but I remain optimistic that we will pull through this together. Despite the challenging business environment, we kept pace with economic, social, regulatory and technological changes. The financial year ended June 2020 has been marked by significant achievements and growth opportunities. Our strategic roadmap and focused execution, coupled with enhancements in our operations, have allowed us to deliver a satisfactory performance and to position ourselves for continued growth into the future. As we move through uncertain times, we must be ready for short-term adjustments with focus on disruptive ideas to transform competitive advantages into sustainable growth, safeguard of employment and value creation for all our stakeholders and the community at large.

## EXPANDING OUR FOOTPRINT

After our rebranding last year, we executed our strategy to reinvent ourselves, and move towards our next chapter of growth. Guided by our strategic roadmap, our passionate team worked tirelessly to achieve these objectives despite facing the spillover effects of the pandemic. Following the announced acquisition of a significant additional stake in Eagle Insurance by HWIC Asia Fund, we are excited about reinforcing our value proposition by leveraging the deep knowledge of their affiliate, Bryte Insurance, based in the dynamic region of South Africa. Their vast network and experience give us an edge that is key to our growth as we embark on this journey of unlocking significant value for our stakeholders.

## OUR FINANCIAL PERFORMANCE

Our financial performance for the Financial Year ending 2020 reflects our focus on the execution of our strategic roadmap. Gross Insurance Premiums grew by 17%, mainly driven by the growth of our health portfolio while for other classes of business, premiums were comparable to last year. The Company registered a year-on-year increase of 5% in Net Earned Premiums which stood at MUR 628M at the end of June 2020.

On the Motor side, although there was a significant drop in road accidents during the lockdown period, road safety remains a major issue.

An improvement was noted during the year in our motor portfolio, but nonetheless, it remains challenging; we are more than ever focused on turning around and improving our performance. The remaining business classes performed as expected.

In Seychelles, our associated company recorded stronger results this year. Our 20% share of profit increased from MUR 15M to MUR 25M, in 2020.

Pension liabilities in respect of employees and pensioners of Eagle Insurance, previously recognised in the accounts of the parent holding, IBL Ltd, were transferred to the Company's balance sheet during the year ended 30<sup>th</sup> June 2020. As a result, additional liabilities of Rs29M were recognised at 1<sup>st</sup> July 2019, increasing to Rs48M at 30<sup>th</sup> June 2020. The charge on the profit for the year was Rs31M with a further Rs17M impact to the 'Other comprehensive loss' for the year.

Profit before tax dropped from Rs7.8M to Rs 4.7M this year. Other comprehensive income posted a loss of Rs 76M, mainly driven by the loss on revaluation of financial assets at fair value as a result of the drop in equity markets

Overall, the total comprehensive loss for the year was Rs 63M as compared to income of Rs 25M last year.

## NEW AND BETTER WAYS TO SERVE CUSTOMERS

Our resilience is fostered by our commitment to innovation, our forward-thinking vision and a culture of excellence. With our aim to make insurance simpler for our clients, we have embarked on a digital transformation journey, by slimming down our processes. Covid-19 has provided the opportunity to fast track our initiatives to transform ourselves into a digital-oriented organisation, whereby we started rolling out Voice of the Customer processes, online onboarding of new and renewed policies as well as Claims Notifications. To accommodate future customer needs, we are also mapping customer journeys to create new customer-centric buying experiences. We believe in creating an environment that is open to and nurtures continuous change through developing relevant products and consolidating further our partnership with the Group's rewards programme, 'wiiv' – all being crucial success factors in highly volatile times like these.

## INVESTING IN OUR PEOPLE

Our people are our most important asset and essential to our success. More than ever, in those testing times, we are focused on building a culture underpinned by three fundamentals: (1) Be an employer of choice that is rooted with passion and determination; (2) Attract the industry's top talents to fuel growth and performance and (3) Prepare our team for the future of work through technology especially while we navigate uncertain times. During quarantine, our colleagues have risen brilliantly to those challenges: we identified business-critical roles and implemented Business Continuity Process to work from home and serve our customers efficiently. We continue to keep our flexible workforce programmes, whereby 30% of employees are still working full-time from home with no impact on our systems or ability to deliver service, thus ensuring we also adhere to appropriate sanitary practices.

# CEO'S MESSAGE

## BRIDGING COMMUNITY RESILIENCE

As the leader in Marine Insurance we participated in the salvage operations of the MV Wakashio by promptly insuring one of the vessels that was chosen to remove and transport oil from the bulk carrier ship. With our unique technical expertise and support of our international partners, Eagle Insurance remains committed to ensuring shipping safety, maritime security as well as the preservation of our marine environment.

## DELIVERING VALUE INTO THE FUTURE

As we move forward facing the uncertainty of the Covid-19 crisis, there is no doubt that, as businesses and individuals, we are all going to be impacted from a socio-economic perspective. Consumer sentiment and behaviour as well as spending will be reflected to the purchasing power along with a rise in unemployment rate. The Financial Year 2020-2021 will be undoubtedly challenging, but as we learn and adjust to the current context, Eagle Insurance is well-equipped to weather the pandemic effects and build a resilient approach through cost control, efficient processes, enhanced partnerships, among others, to fulfil its role as an insurer and a community player.

The past year has taught us that, together, we are capable of so much more. Our achievements are a testimony of the exceptional talent of our people. On behalf of the Board and my Management colleagues, I would like to extend my sincere thanks to our employees and partners for their unremitting dedication every single day. While we are still learning and adjusting to this new normal, Eagle Insurance will step up and respond to each new challenge it faces. At all times, our focus will be the same: being there for our customers and the community, as well as sustaining value for all our stakeholders. Indeed, there is a lot more work to do as we progress, but we confidently look to this year and beyond, with resilience, courage and positivity.



Derek **WONG WAN PO**  
CHIEF EXECUTIVE OFFICER



### STRATEGIC PARTNERSHIPS

- Strengthen our brand positioning in Mauritius
- Redefine our value proposition with a strong collaboration with HWIC Asia Fund / Bryte Insurance



### DIGITAL TRANSFORMATION

- Digital engagement and customer experience
- Scale in distribution



### PEOPLE – CENTRIC PLAN

- Retain top talents
- Anticipate the future of work: more dynamic, collaborative and focused on innovation



**EMBARKING ON OUR GROWTH JOURNEY  
WITH RESILIENCE AND OPTIMISM**