



Investor Briefing FY19

12th June 2019



Agenda

Business Review

Dr. James Mworira - Group Chief Executive Officer

Financial Review

Samuel Kariuki - Group Chief Finance Officer

Outlook

Dr. James Mworira - Group Chief Executive Officer

Q & A

Centum 3.0 Scorecard



Centum 3.0 Scorecard: FY14 - FY19

Performance Snapshot

Achievements as at FY19

Return

NAV growth from **KES 22.9 billion** to **KES. 52.60 billion** and NAV per share growth from **KES 34.5** to **KES 79.0** between FY14 and FY19.

Focus

Active in **six** sectors (Real Estate, Power, Financial Services, FMCG, Agribusiness and Education)

Scale

Total assets growth from **KES 28.8 billion** in 2014 to **KES 71.6 billion** as at end March 2019 with a **20.0% CAGR** without additional equity raise

Brand

Specialised teams in Private Equity, Real Estate and Marketable Securities

Costs

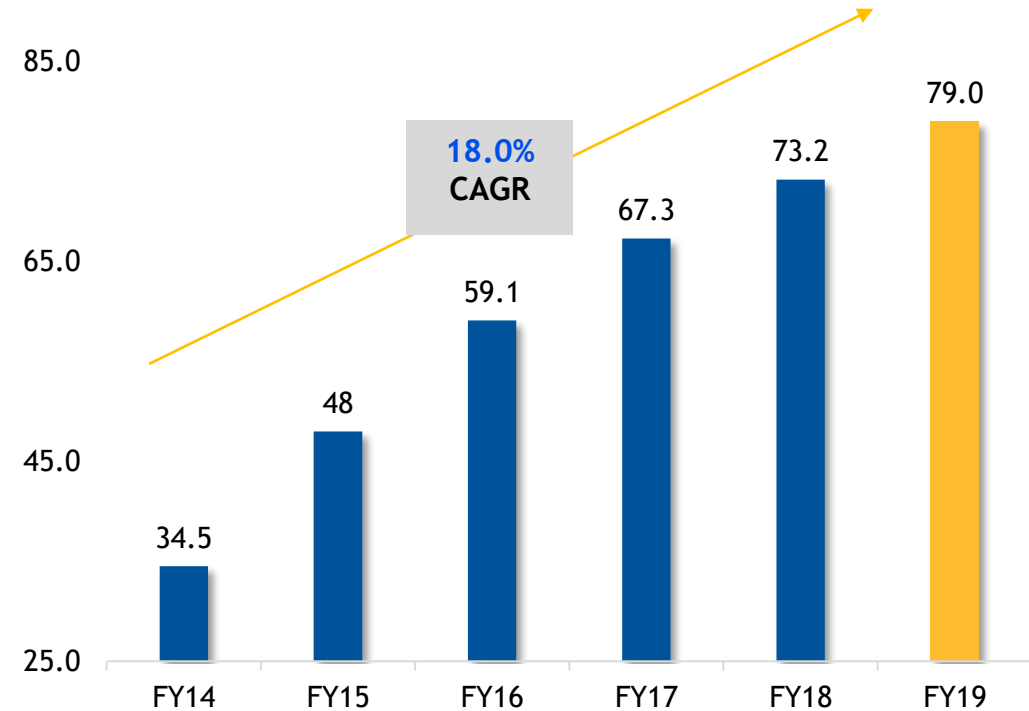
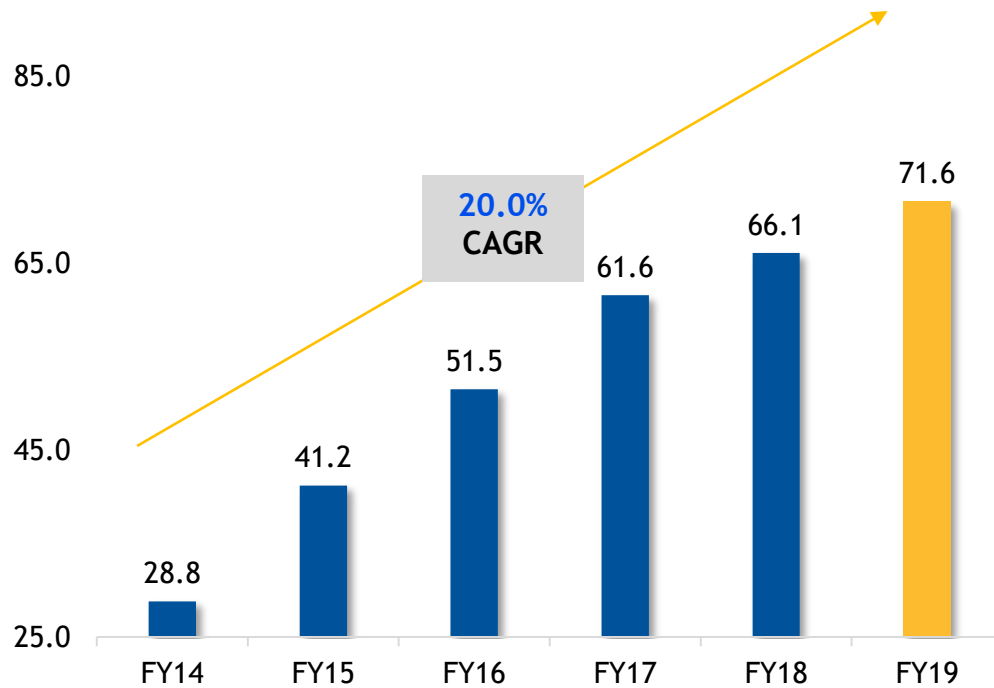
Average cost efficiency of **1.5%** achieved against a target of 2%

Centum 3.0 Scorecard: FY14 - FY19

Remarkable success in Asset and NAV growth over the last 5 years

Total Assets (KES billions), FY14 - FY19

Net Asset Value per Share (KES), FY14 - FY19



Growth of **249%** in Assets and **229%** in NAV against an NSE return of **(43%)** over the strategic period

Centum 3.0 Scorecard: FY14 - FY19

Key Events and Drivers of Growth

Exits

- **KES 36.2 billion** raised from full or partial exits from our investment portfolio, with realised gains of KES 24.3 billion

Debt fund raising

- Successfully raised two corporate bonds totalling **KES 10.2 billion**
- **KES 4.2 billion** bond matured in September 2017 and was redeemed using internally generated funds. Investors in the Equity Linked Note (ELN) component of the bond received an additional **KES 191 million**

Private Equity

- Overall portfolio return of **32.8%**
- Successful exits realizing **KES 13.0 billion** in exit proceeds and **KES 9.4 billion** in gains
- Consolidation of 3 bottlers to form Almasi Beverages Limited and acquisition of a majority stake
- Investment in new lines, operational efficiency and distribution channel optimisation have resulted in a **4X growth** in EBITDA over the last 5 years

Real Estate

- Overall portfolio return of **37%**
- **10,584 acres** acquired in Vipingo at an attractive entry price
- Activation of all our three sites, with strong pre-sale performance on in-fill projects
- Two Rivers Development and Mall completion / launch in February 2017.
- Third party investment of **KES 14 billion** at Two Rivers Development and Mall

Marketable Securities

- Realisations of KES 9.3 billion, with a gain of KES 3.3 billion.

Sale of Almasi Beverages and Nairobi Bottlers Limited



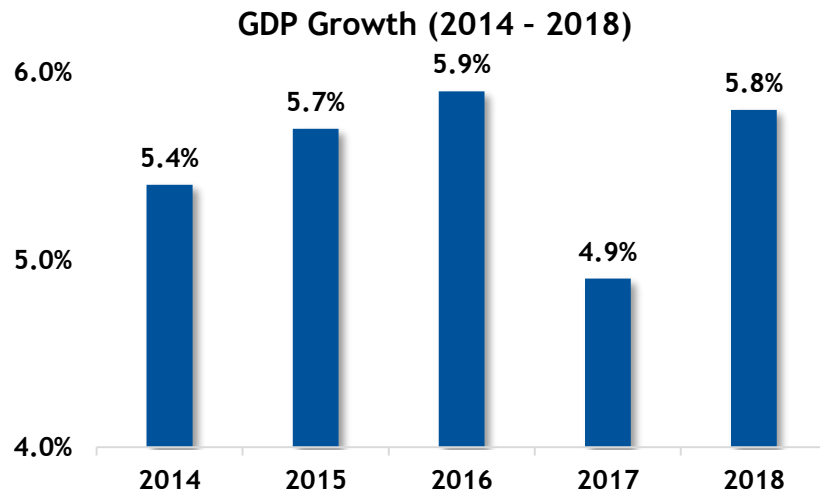
- We have entered into an agreement to sell our shareholding in Almasi Beverages and Nairobi Bottlers Limited at a transaction price of **KES 19.5 billion**
- The combined historical cost of the two assets is **KES 3.4 billion**
- The achieved exit valuation speaks to the success of our investment cycle and portfolio management strategy that included consolidation of 3 bottlers into Almasi Beverages and acquisition of a majority stake in the business
- Over the last four years, we have made investments in new lines, operational efficiency and distribution channel optimisation that has seen EBITDA grow by 4x
- We expect to close the transaction in FY20. The proceeds will be applied towards settling USD obligations amounting to **KES 7.5 billion**, resulting in savings of **KES 700 million** in finance costs
- The average annual combined dividends from the two assets is **KES 400 million**
- The balance of the proceeds will be invested in our Private Equity and Marketable Securities portfolios

Centum 4.0 Strategic Priorities



Centum 4.0: FY20 - FY24

Over Centum 3.0, focus was on **capital appreciation**, supported by favourable operating environment



Centum 4.0

Over the next 5 years, our focus is on **cash annuity income** and holding optimal **liquidity reserves**

Investments will be in **cash generative assets** with no further capital deployments in the development portfolio

Centum 4.0: FY20 - FY24

Strategic Priorities

Return & Dividend Payout

- Generate a minimum return on equity of 20% through value-creating activities
- Optimise dividend pay-out to the higher of 30% of the cash annuity income (excluding capital gains) and the previous year's dividend pay-out

Capital Structure and Liquidity

- Balance sheet strengthening through repayment of all long-term debt obligations (i.e. zero long-term debt capital structure) at Holding Co. level. Project level debt non-recourse to Holding Co.
- Double the book-value of shareholders' funds to KES 100 billion by FY24

Operating Costs

- Maintain a maximum operating cost-to-cash annuity income ratio of 30% for the Holding Co.

Organizational effectiveness

- Ensure optimisation of Centum's operating model to support effective and efficient execution of its strategy including governance, structure, people, processes, technology and culture

Portfolio Focus

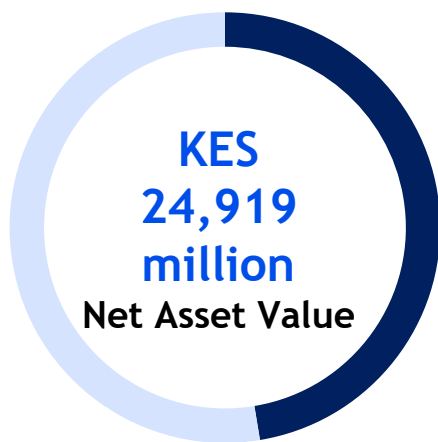
- Restructure portfolio to focus on three key business units, namely:
 - Real Estate (Target asset allocation: 30-35%)
 - Private Equity (Target asset allocation: 35-45%)
 - Marketable Securities (Target asset allocation: 20-30%)

Portfolio Review



Portfolio Review: Summary of Portfolio Class as at 31st March 2019

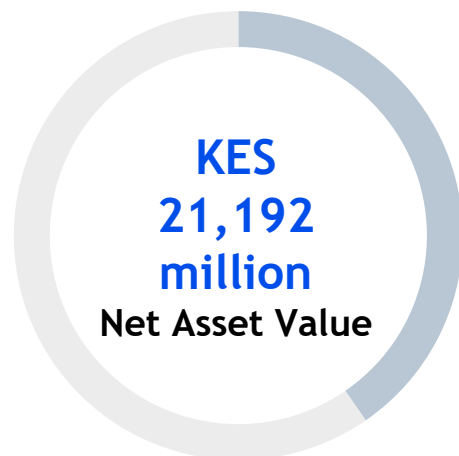
Real Estate Portfolio



NAV/ Share
KES 37.45 | 47.4%

Total Assets
KES 35,890 million

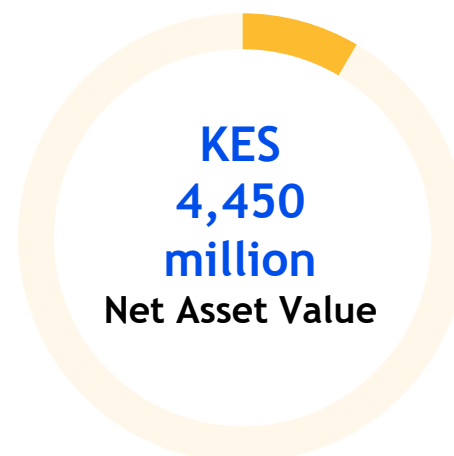
Private Equity Portfolio



KES 31.85 | 40.3%

KES 25,607 million

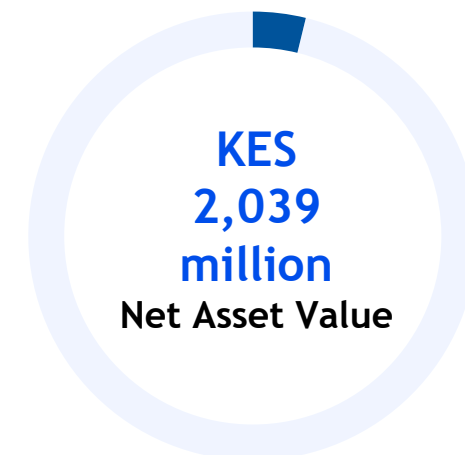
Marketable Securities Portfolio and Cash



KES 6.69 | 8.5%

KES 4,450 million

Development Portfolio



KES 3.06 | 3.8%

KES 5,697 million

Total Assets

KES 71,644 million 8.4%

Total Net Asset Value

KES 52,600 million 8.0%

Total Net Asset Value Per Share

KES 79.05 8.0%

Real Estate

Managed by

CENTUM 



Real Estate | Performance over Centum 3.0

Key Investment Activities

- Acquisition of Vipingo
- Completion of Two Rivers Development
- Activation of all land nodes

37%
IRR over Centum 3.0

Exit Transactions, FY14 - FY19

KES million	Year of Initial Investment	Initial Investment	FY14	FY15	FY16	FY17	FY18	Exit Proceeds	Exit gains
TRLC*	2012	-	-	-	-	-	-	6,400	3,153
TRDL*	2012	2,000	-	-	-	-	-	7,500	8,500
Total		2,000	-	-	-	-	-	13,900	11,653

TRDL transaction valued our stake at KES 10.5 billion

Real Estate | Centum 4.0 Strategic Pillars

Centum RE Strategic Pillars



Infill Projects



Land Monetisation






**3rd Party
Projects**



Rentals

Real Estate | Residential Infill Projects



	Shareholding	Phase 1 Units under Development	Pre-sales Units	% of Phase 1	Sale Value of Pre-sold Units KES million
 CENTUM	100%	510	65	13%	985
 VIPINGO DEVELOPMENT LIMITED <small>A Residential Developer Group</small>	100%	402	337	84%	2,361
 PEARL MARINA	100%	279	204	74%	1,839
	Total	1,188	606	51%	5,186

The above are units being developed on our existing landbanks and exclude planned rollout of 5,000 affordable mid-market units through JV with landowners




Real Estate | Residential Developments

The diagram illustrates a 'Project Pipeline' for residential developments, centered around a blue diamond labeled 'Project Pipeline'. The pipeline is divided into three stages: Market Validation (represented by a location pin icon), Construction (represented by a wrench icon), and Post Construction Sales (represented by a key icon). The developments are arranged in a grid around the center, with their names and corresponding icons above their respective images.

- Awali Estate** (Location pin icon): Aerial view of a residential complex with modern buildings and green spaces.
- 1255 Palm Ridge** (Location pin icon): Aerial view of a residential complex with modern buildings and green spaces.
- TWO RIVERS** (Waves icon): Aerial view of a tall, modern high-rise building.
- Riverbank** (Location pin icon): Aerial view of a tall, modern high-rise building.
- Cascadia** (Location pin icon): Aerial view of a modern high-rise building with a large, landscaped area and a pond.
- Mirabella** (Location pin icon): Aerial view of a modern, multi-story residential building with a large glass facade.
- Bella Vista** (Location pin icon): Aerial view of a residential complex with modern buildings and green spaces.
- Signature Villas** (Key icon): Aerial view of a modern, multi-story residential building with a large glass facade.
- Riviera Villas** (Location pin icon): Aerial view of a residential complex with modern buildings and green spaces.

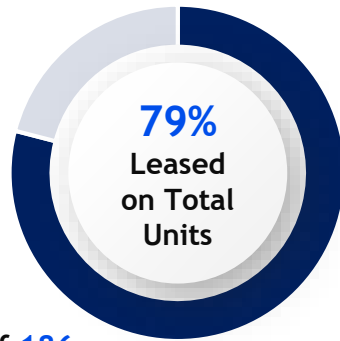
Real Estate | Land Monetisation



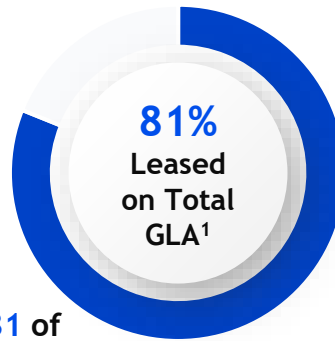
	FY 19 closed sales	Under Negotiation	Expression of Interest
	KES million	KES million	KES million
 Projected Revenue	412	400	1,480
 Projected Revenue	30	309	1,155
 Projected Revenue	433	3,573	6,433
Total	875	4,282	9,068

Real Estate | Rental Properties

Key Mall Metrics as at March 2019



147 of 186
units leased



47,881 of
59,032 sq. mtrs
GLA² leased

- Two Rivers Power and Two Rivers Water & Sewerage Co. recorded **28%** increase in revenue to **KES 334m**
- Robust pipeline of residential and lifestyle amenities to enhance the development

Office Occupancy as at March 2019



47,881 of
59,032 sq. mtrs
GLA² leased

1 - GLA - Gross Lettable Area

2 - GLA up 2,200 sq. metres from FY18 due to construction of the Cinema

Private Equity

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Private Equity | Fund I

Centum 3.0 Approach



Fund I 'Comprises of legacy investments and mature companies'

Banking



Publishing



Food & Beverage



Automotive



Asset Plan:

- Deliver returns through progressive dividend payments
- Drive value creation through active portfolio management
- Robust exit pipeline of mature assets across the portfolio to optimize gross return

Investment Activity:

- 1.9x growth in assets in the strategic period to KES 25.61 billion in FY19
- Consolidation of Almasi Beverages and acquisition of a majority stake
- Acquisition and subsequent exit of GenAfrica
- Acquisition of Sidian Bank and recapitalization of the bank

Private Equity | Fund I

Successful Execution of our Investment Approach in Centum 3.0

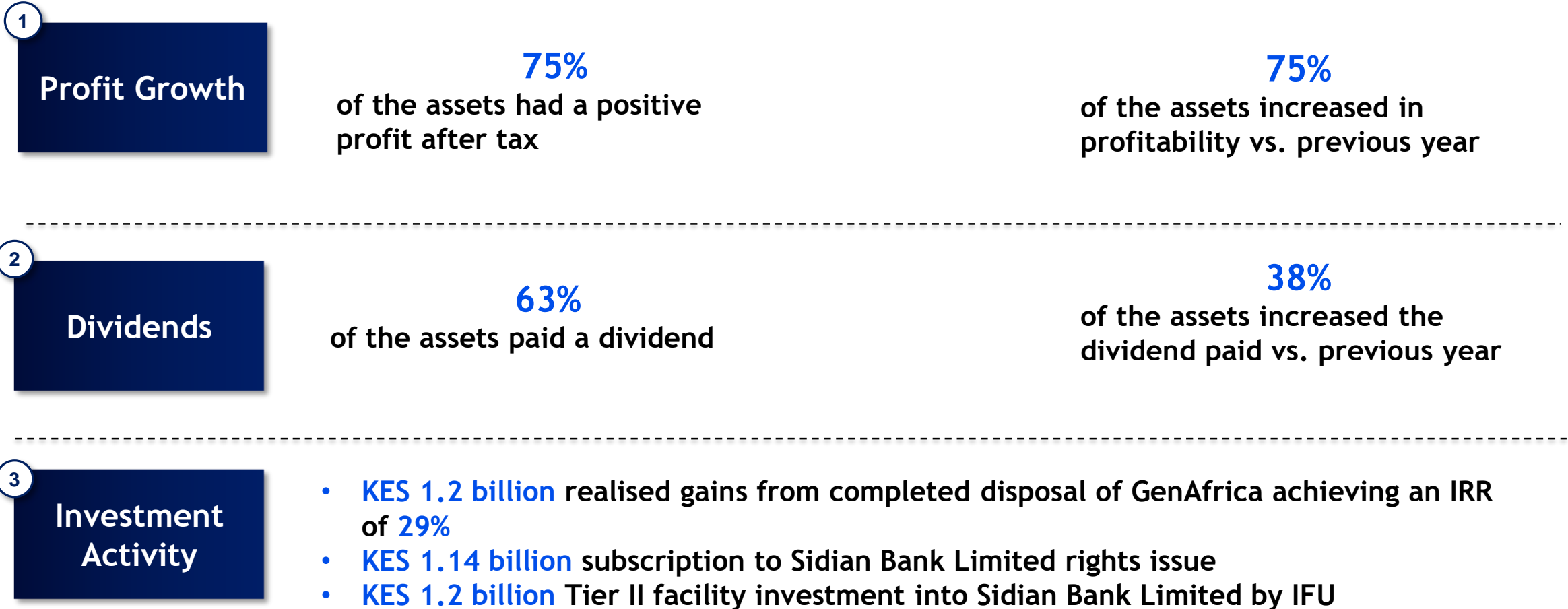


Successful Exit Activities, FY14 - FY19

KES million	Year of Initial Investment	Initial Investment	FY14	FY15	FY16	FY17	FY18	Exit Proceeds	Exit gains
UAP	2012	653	-	5,845	-	-	-	5,845	5,192
AoN Minet	1992	12	-	-	1,028	-	-	1,028	1,015
KWAL	2013	564	-	-	-	1,080	-	1,080	516
Platcorp	2014	1,298	-	-	765	-	1,910	2,750	1,376
GenAfrica	2013	1,050	-	-	-	-	-	2,324	1,274
Total		3,577	-	5,845	1,793	1,080	1,910	13,027	9,373

- Cumulative portfolio return of 32.8% over the 3.0 strategic period achieved

Private Equity | Value Drivers FY19



Private Equity | Fund I

Exit Transactions



GenAfrica Asset Managers Limited

Investment Year	2013
Initial Investment (KES mn)	1,050
Exit Proceeds (KES mn)	2,324
Holding Period IRR	29%

Agreement for Sale of Bottlers to CCBA

- Signed an agreement on 10 June 2019 to sell the total combined stake in Almasi Beverages Limited and Nairobi Bottlers Limited to Coca-Cola Beverages Africa Limited (“CCBA”) at a transaction valuation of **KES 19.5 billion**; the two investments are carried at **KES 16.8 billion**

Use of funds

- Debt repayment of **KES 7.5 billion**; implied annual finance cost saving of **KES 700 million**
- Balance to be invested into Private Equity Fund II and Marketable Securities

Private Equity | Fund II

Strategic Priorities



Centum Capital will reposition itself as an institutional private equity fund manager with the portfolio segmented into two business lines; Fund I and Fund II

Fund II 'KES 50 billion mid-market buyout/ growth fund focused on EA

Centum commits to be a cornerstone investor

7

core sectors

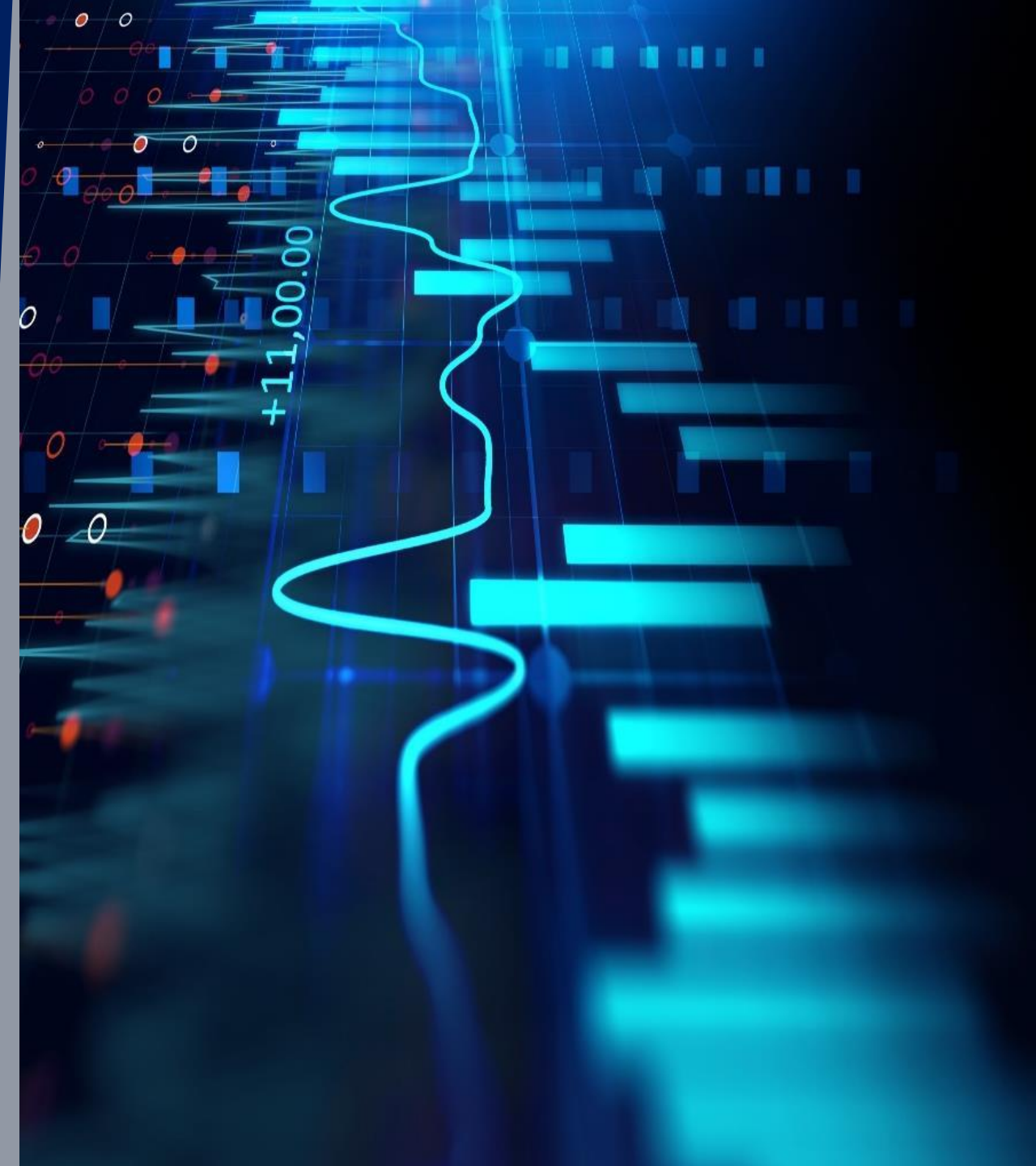
Consumer, Financial Services,
Education, Technology, Healthcare,
Agribusiness and Energy

USD 5 million
minimum
EBITDA

March 2020
First close

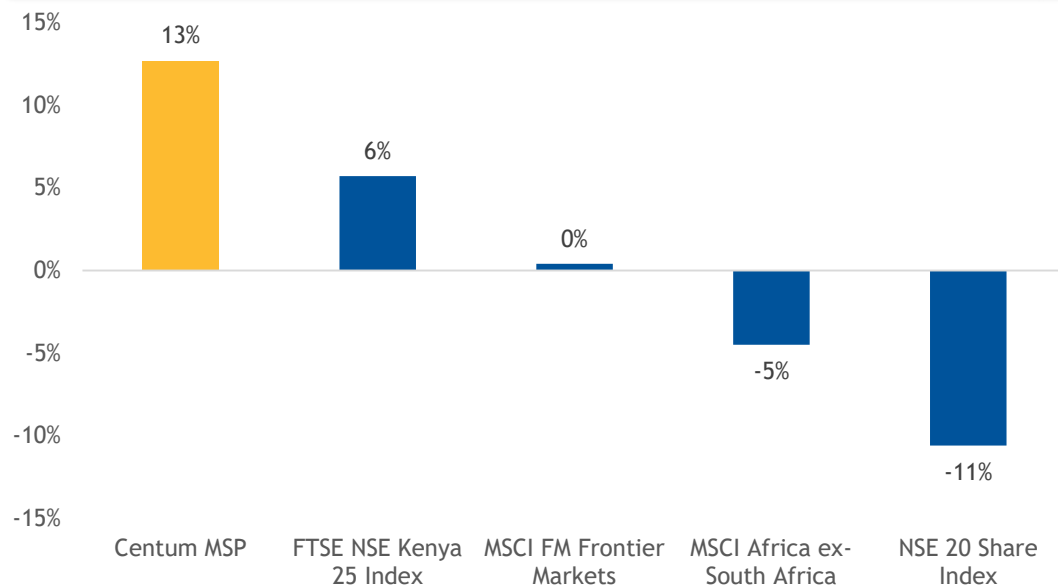
Marketable Securities

Managed by



Marketable Securities | Performance Highlights

Annualized Performance: 2014-2019



Returns:

MSP Portfolio generated strong performance over the Centum 3.0 strategy period, in a challenging market environment, with bulk of returns derived offshore from Tanzania & Egypt consumer staples investments

Performance Highlights & Cash Generation

	FY'15 - FY'19
	KES Millions
Opening Portfolio	3,765
Net Cash to Centum	(2,538)
Total Return	1,997
of which Dividend & Interest Income	1,293
of which Capital Gains	704
Closing Portfolio	3,224

Liquidity & Performance Highlights:

<i>Annualized Returns over Centum 3.0*</i>	13%
<i>Cash Returned to Centum</i>	2,538
<i>Portfolio Liquidity**</i>	73%

Liquidity & Cash Generation:

Generated KES 2.5Bn in liquidity for the group while largely preserving the corpus. Position remains well diversified with allocations to fixed income and other liquid securities

Financial Performance



Consolidated Income Statement

KES millions	FY19	FY18	%Δ
Sales	10,864	10,171	7%
Cost of sales	(6,861)	(6,586)	4%
Gross profit	4,003	3,585	12%
Operating and administrative expenses	(2,885)	(2,516)	15%
Trading profit	1,117	1,069	5%
Financial services:			
- Income from provision of financial services	3,503	2,845	23%
- Interest expenses	(962)	(812)	18%
- Net impairment of loans and advances	(736)	(449)	64%
- Operating and administrative expenses	(2,265)	(2,124)	7%
Operating profit from financial services	(461)	(541)	(15%)
Investment operations:			
Investment income	9,549	5,569	71%
Project and development management fees	303	143	112%
Operating and administrative expenses	(2,128)	(2,028)	5%
Finance costs	(2,518)	(1,761)	43%
Share of profits of joint venture	(1,703)	458	(472%)
Share of profits of associates	279	237	18%
Profit before tax	4,439	3,147	41%
Income tax expense	(319)	(490)	(35%)
Profit for the year - Continuing operations	4,120	2,656	55%
Profit from discontinued operations	-	136	(100%)
Profit for the year	4,120	2,792	48%

Consolidated Statement of Financial Position

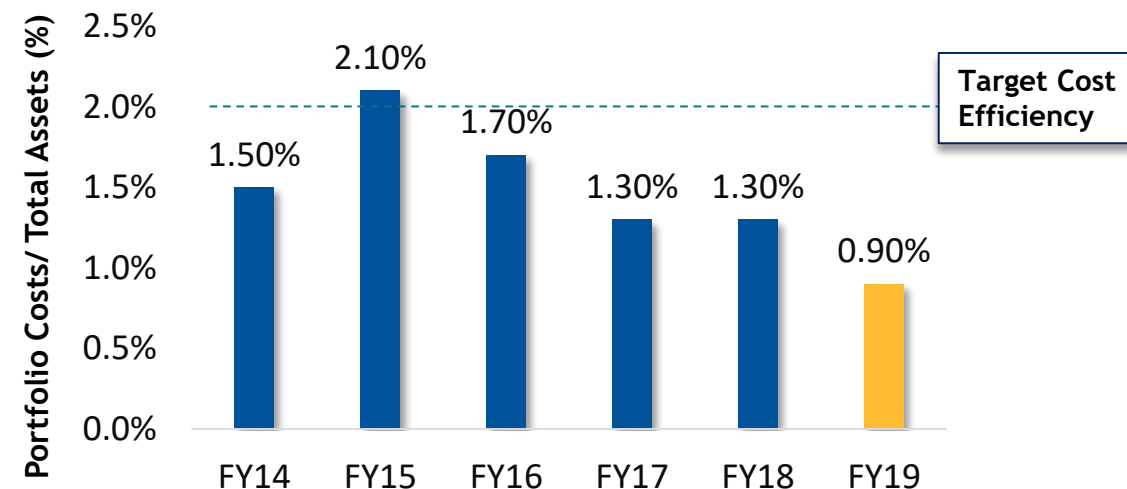
KES million	Mar-19	Mar-18	%Δ
Property, plant and equipment	11,067	9,665	15%
Investment property	40,034	32,719	22%
Goodwill and intangible assets	2,495	3,247	(23%)
Investment portfolio:			
- Associates	2,921	2,746	6%
- Joint ventures	7,065	9,798	(28%)
- Unquoted equity investments	4,146	4,363	(5%)
- Quoted investments	1,561	1,739	(10%)
- Government securities and corporate bonds	3,470	4,056	(14%)
- Assets held for sale	-	1,825	100%
Loans and advances	13,189	11,543	14%
Inventory	2,147	1,692	27%
Receivables and other assets	8,276	6,846	21%
Cash and cash equivalent	5,393	5,820	(7%)
Total assets	101,764	96,059	6%
Borrowings	26,871	24,464	10%
Customer deposits	14,817	12,832	15%
Payables, accruals and other liabilities	5,613	5,270	7%
Deferred tax liabilities	2,888	2,622	10%
Liabilities associated with assets held for sale	-	203	100%
Total liabilities	50,188	45,391	11%
Net asset value	51,576	50,897	2%

Financial Performance: Company Total Return Statement

KES. millions	FY19	FY18	%
Dividend income	700	2,040	(66%)
Interest income	1,197	1,347	(11%)
Realised gains	1,262	9	14448%
Other income	8	133	(94%)
Total income	3,167	3,529	(10%)
Portfolio costs:			
- Recurrent	(526)	(657)	(20%)
- One off costs	(105)	(196)	46%
Finance costs	(1,710)	(1,646)	4%
Profit before tax	827	1,030	(20%)
Income tax	(84)	12	(829%)
Profit for the year	743	1,041	(29%)
Unrealised gains	3,970	3,636	9%
Total return	4,713	4,677	1%
Return on opening NAV	9.7%	10.4%	

Commentary

- Profitability driven by KES 1.2b realised gains from disposal of Gen Africa
- Recurrent costs decrease consistent with trend in recent years, with focus on operational efficiency



Company Statement of Financial Position

KES millions	FY19	FY18	KES millions	FY19	FY18
Investments Portfolio					
Investment in Subsidiaries	42,156	37,090	Borrowings	16,145	14,843
Debt investment in subsidiaries	15,696	13,386	Other Liabilities	2,899	2,559
Investment in Associates	6,916	5,081	Total Liabilities	19,044	17,401
Investment in Joint Ventures	2,098	2,100	Shareholder Funds	52,600	48,686
Unquoted Investments	3,619	3,887	Equity and Liabilities	71,644	66,087
Quoted Investments	53	98			
Total Portfolio	70,538	61,642			
Other Assets	853	3,367			
Cash and Cash Equivalent	253	1,078			
Total Assets	71,644	66,087	NAV Per Share (KES)	79.1	73.2

Company Statement of Financial Position

Portfolio Valuation

	FY19 KES million	FY18 KES million
Investment portfolio:		
Private equity	25,607	24,699
Marketable securities	3,834	3,664
Real estate	35,400	30,302
Development	5,697	5,301
	70,538	63,966
Cash and cash equivalents	253	1,078
Other assets	853	1,044
Total assets	71,644	66,087

Portfolio valuation is conservative, as validated by exit transactions to date

Year	Investment	Prior period carrying value KES million	Sales proceeds on exit KES million
2015	UAP Insurance Company Limited	2,267	5,233
2016	Aon Minet Insurance Brokers Limited	966	1,028
2017	Kenya Wine Agencies Limited	738	1,080
2018	Platcorp Holdings Limited (8% partial exit)	761	813
2018	Platcorp Holdings Limited (disposal of remaining 25%)	2,321	1,910
2019	GenAfrica Asset Managers Limited	1,404	2,324

- The ABL & NBL transaction was at a valuation of KES. 19.5 billion against an FY18 carrying value KES. 13.8 billion
- In the current year we have achieved land sales at several multiples to the current carrying value
- Marketable Securities are at market value

Company Statement of Financial Position

Company Gearing & Debt Capacity

Company Level Gearing

	FY19	FY18	
Corporate Bond II	KES 6,367 million	KES 6,294 million	↑ 1%
Term Loan	KES 7,520 million	KES 5,087 million	↑ 48%
Total	KES 13,887 million	KES 11,381 million	↑ 22%

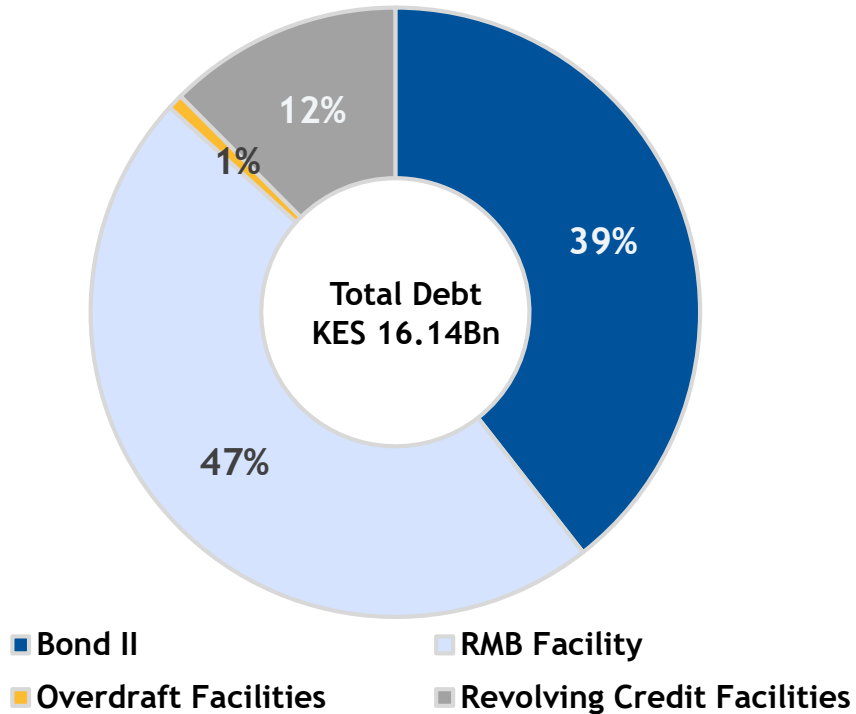
Debt Service Coverage Ratio

KES millions	FY19	FY18	FY17	FY16	FY15
Operating Inflows	3,706	6,270	5,259	7,904	8,114
Operating Outflows	(769)	(667)	(922)	(1,033)	(519)
Internally Generated Funds	2,937	5,603	4,336	6,871	7,595
Finance Costs	1,710	1,768	1,754	1,511	814
Debt Service Coverage	1.7x	3.2x	2.5x	4.5x	9.3x

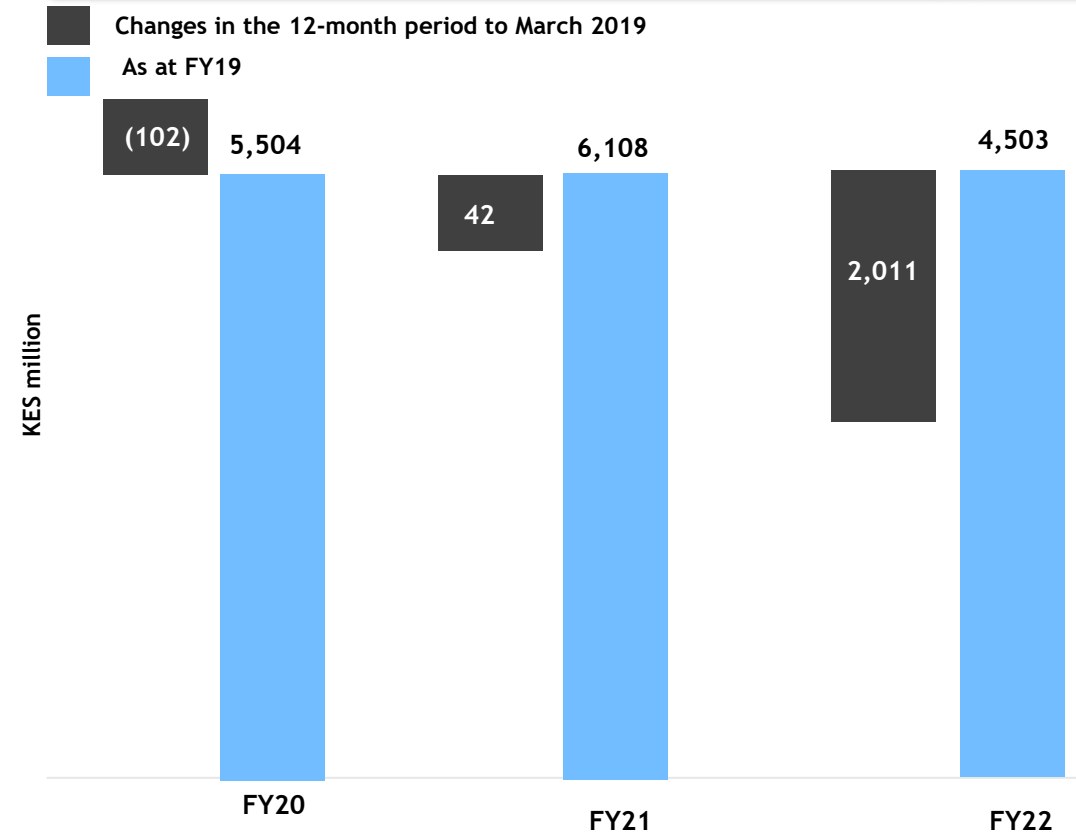
Company Statement of Financial Position

Debt Profile

Borrowings by Nature of Debt FY19



Debt Maturity Profile KES million



Plan in place to settle all maturing liabilities between 2019 and June 2020

Company Statement of Cash Flows

KES millions	FY19	FY18
Cash flows from operating activities		
Net cash generated from operating activities	3,736	4,794
Cash flows from investing activities		
Purchase of PPE	(15)	(116)
Investments in subsidiaries	(931)	(336)
Net debt investment in subsidiaries	(2,310)	(3,227)
Purchase of shares in unquoted investments	(155)	(217)
Proceeds from disposal of quoted investments	-	20
Net cash used in investing activities	(3,412)	(3,877)
Cash flows from financing activities		
Net (repayments in) / proceeds from borrowings	2,282	(1,594)
Interest paid on borrowings	(1,591)	(1,601)
Net cash generated from financing activities	691	(3,195)
Net increase in cash and cash equivalents	1,014	(2,335)
At start of period	(870)	1,465
At end of period	144	(870)

FY19 First & Final Dividend

The Board of Directors has recommended a first and final dividend payout of **KES 1.20** per share, amounting to **KES 798 million**

A similar amount was paid in the prior financial year

Outlook



Outlook | FY 19/20

Return & Dividend Payout

- Generate a minimum return on equity of 20% through value-creating activities
- Dividend pay-out at the higher of 30% of the cash annuity income (excluding capital gains) and KES 1.20 per share.

Capital Structure and Liquidity

- Payment of KES. 7.5 billion USD denominated debt in 2019. This will result in finance cost savings of KES 700 million.
- Our second bond of KES 6 billion matures in June 2020.

Operating Costs

- Maintain a maximum operating cost-to-cash annuity income ratio of 15% for the Holding Co.

Organizational effectiveness

- Ongoing initiatives focused on governance, structure, people, processes, technology and culture

Portfolio Focus

- Real Estate:
 - Completion of ongoing construction of 1,188 residential units
 - Market Validation for a further 3,000 units
 - Completion of ongoing land transactions
- Private Equity:
 - Commitment to invest USD 50-100 million in a PE Fund II
 - Completion of the sale of Almasi Beverages and Nairobi Bottlers
- Marketable Securities
 - Commitment to invest USD 50 million

Q&A



Appendices



Real Estate Portfolio

Valuation as at 31 March 2019

Real Estate Portfolio



<u>Portfolio Company</u>	<u>Stake</u>	<u>Carrying Value FY19 (KES million)</u>	<u>Carrying Value FY18 (KES million)</u>	<u>Valuation Method</u>
Vipingo Development Limited	100%	13,865	7,646	Net Asset Value
Two Rivers Development Limited	58.30%	9,898	12,357	Net Asset Value
Centum Development Limited	100%	8,710	7,464	Net Asset Value
Vipingo Estates Limited	100%	1,568	1,012	Net Asset Value
Uhuru Heights	100%	819	855	Net Asset Value
Rasimu Limited	100%	604	742	Net Asset Value
Athena Properties Limited	100%	351	150	Net Asset Value
Broll	30%	37	37	Net Asset Value
Others		38	37	
Total		35,890	30,300	

Private Equity Portfolio

Valuation as at 31 March 2019

Private Equity Portfolio



Portfolio Company	Stake	Sector	Carrying Value FY19 (KES million)	Carrying Value FY18 (KES million)	Valuation Method	Discounted Multiple ⁴
Almasi Beverages Limited	53.88%	FMCG	9,851	8,697	FV ³ : Multiples - EV ¹ /EBITDA	6.94x
Nairobi Bottlers Limited	27.60%	FMCG	6,912	5,078	FV ³ : Multiples - EV ¹ /EBITDA	6.94x
Sidian Bank Limited	77.02%	Financial Services	3,315	3,891	FV ³ : Multiples P/B ²	1.16x
Isuzu (E.A.) Limited	17.80%	"Others"	2,021	2,470	FV ³ : Recent price	
GenAfrica Limited	73.35%	Financial Services	-	2,324	Exit Completed	
Nabo Capital Limited	100.00%	Financial Services	522	494	Net Asset Value	
NAS Servair	15.00%	"Others"	882	856	FV ³ : Multiples	4.19x
Longhorn Kenya Limited	60.20%	"Others"	1,040	763	Market price	
Centum Business Solutions Limited	100.00%	"Others"	855	408	Net Asset Value	
Zohari Leasing Limited	100.00%	Financial Services	266	213	Net Asset Value	
Others (PPE, Receivables)			155	113		
Total			25,819	25,307		

1. EV - Enterprise Value; 2. P/B - Price to Book; 3.FV - Fair Value 4. An illiquidity discount of 30% is applied to all multiples;

Marketable Securities Portfolio Valuation as at 31 March 2019

Marketable Securities

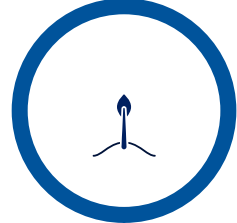


<u>Portfolio Company</u>	<u>Stake</u>	<u>Carrying Value FY19 (KES million)</u>	<u>Carrying Value FY18 (KES million)</u>	
Centum Exotics Limited	100%	3,782	3,589	Market Price
Centum QPE	100%	53	98	Market Price
Receivables	100%	417	628	Cost
Cash	100%	253	1,078	Cost
Total		4,505	5,393	


Development Portfolio

Valuation as at 31 March 2019

Development Portfolio



<u>Portfolio Company</u>	<u>Stake</u>	<u>Carrying Value FY19 (KES million)</u>	<u>Carrying Value FY18 (KES million)</u>	
Amu Power Ltd	51.00%	2,098	2,144	Cost
Akiira Geothermal Limited	37.50%	1,542	1,491	Cost
ACE Holdings Limited	16.40%	711	556	Cost
Greenblade Growers Limited	100%	249	185	Net Asset Value
King Beverage Limited	100%	534	471	Cost
Assets under development (healthcare, agribusiness and business development costs)	100%	298	241	Cost
Total		5,432	5,088	



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