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Branchentalk Tourismus

Investing for a better life

29 October 2024
AEVIS VICTORIA SA



Forward-looking statements

This communication contains statements that constitute “forward-looking statements”. In this communication, such forward-looking statements include, without limitation, statements relating to our financial condition, results of operations and business and certain of our strategic plans and objectives. Because these forward-looking statements are subject to risks and uncertainties, actual future results may differ materially from those expressed in or implied by the statements. Many of these risks and uncertainties relate to factors which are beyond AEVIS VICTORIA SA’s ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behavior of other market participants, the actions of governmental regulators and other risk factors detailed in AEVIS VICTORIA SA’s past and future filings and reports and in past and future filings, press releases, reports and other information posted on AEVIS VICTORIA SA’s group companies websites. Readers are cautioned not to put undue reliance on forward-looking statements, which speak only of the date of this communication. AEVIS VICTORIA SA disclaims any intention or obligation to update and revise any forward-looking statements, whether as a result of new information, future events or otherwise. This presentation does not constitute an offer to sell or a solicitation to purchase any securities of AEVIS VICTORIA SA.

Fabrice Zumbrunnen

CEO



Overview Aevis Victoria

AEVIS VICTORIA

An investment company focused on services to people

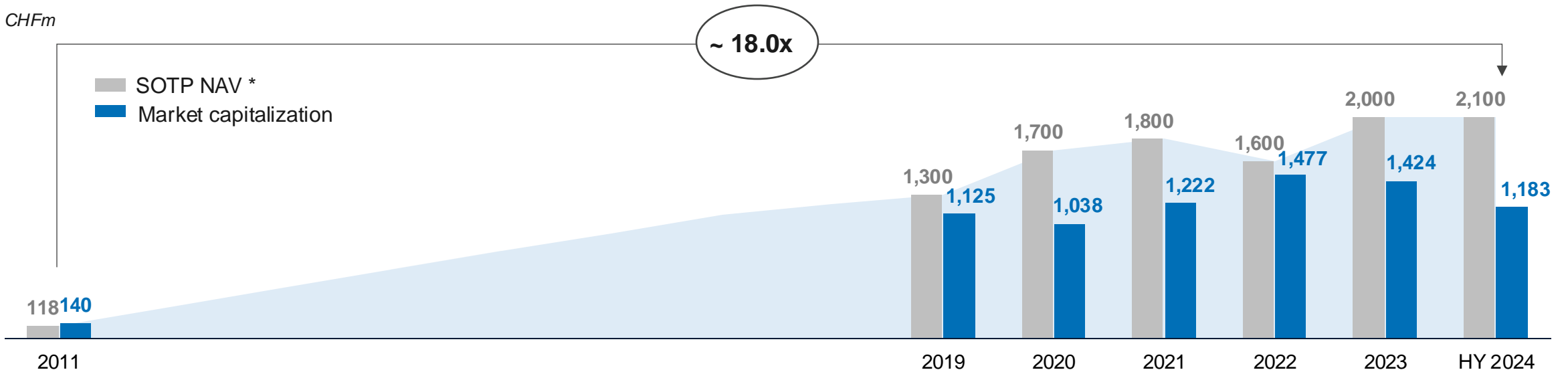


Strong track record of value creation

Equity value of AEVIS has increased by a factor of 18x since 2011

AEVIS equity value development 2011-2024

In CHFm



Take-over offer

- Active entrepreneurial investment approach
- Long-term value-based strategy (via organic and inorganic initiatives)
- Strong industry focus: “Services to people” – stable and resilient activities in healthcare and hospitality
- Strong focus on sustainability

* Sum-of-the-parts NAV

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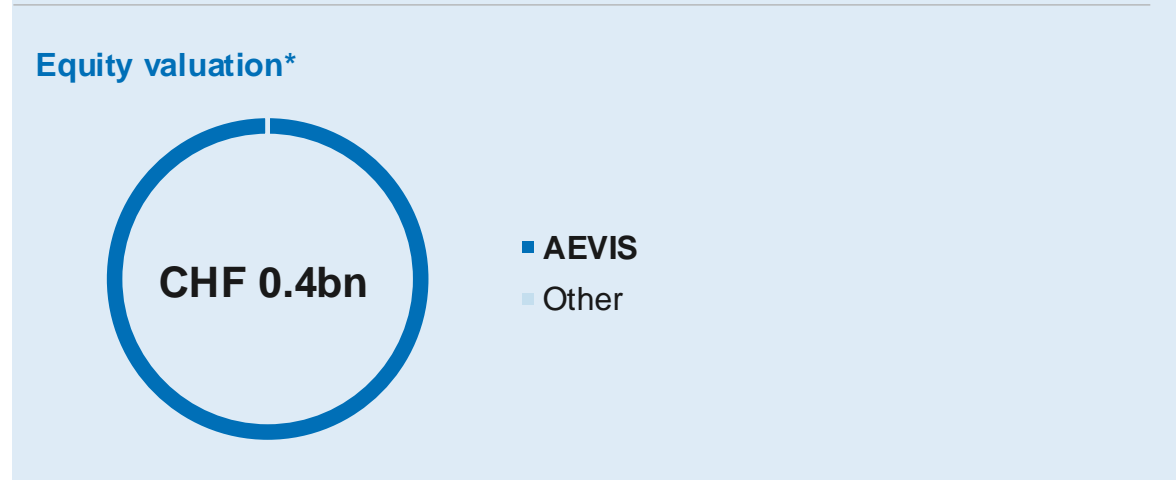
Overview Hospitality segment

MRH Switzerland

Luxury hotel group with eleven hotels in Switzerland and abroad



KPIs and shareholders 2023	
# Hotels / Locations	11 / 8
# Beds / Overnight stays	1'170 / 291'784
# Employees	~1'000
# Rooms in operation	1'170
Average Room Rate 2023	CHF 559
Revenue (YOY growth)	CHF 170m (+10.3%)
EBITDAR (margin)	CHF 35m (20.3%)
Shareholder	100% AEVIS VICTORIA SA



MRH Switzerland

- MRH Switzerland AG is a hotel group with eleven luxury hotels in Switzerland and abroad
 - The operating companies are owned by AEVIS VICTORIA and have long been **managed by Michel Reybier Hospitality** ("MRH"). To emphasize the connection to MRH, Victoria-Jungfrau AG has been renamed MRH Switzerland AG as of September 2023
- > **MRH Switzerland follows a dedicated growth strategy in the 4- and 5-star boutique hotel category**



Swiss Hotel Properties

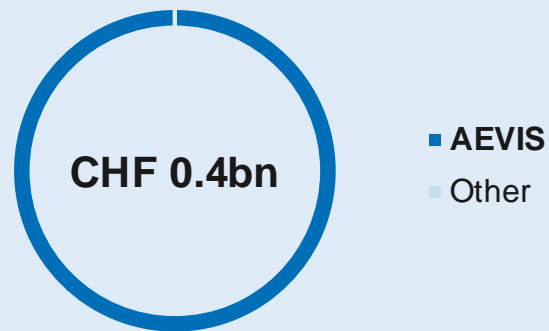
Unique luxury hotel real estate company



KPIs and shareholders 2023

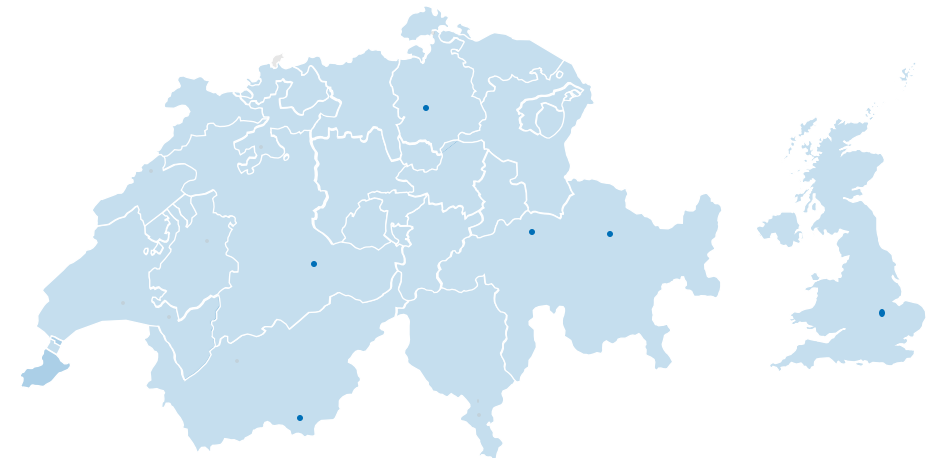
# Locations / Properties	6 / 27
Rental surface	131'020m ²
Property value	CHF 858m
LTV	47.1%
NAV	CHF 363m
Rental income	CHF 23m
Shareholder	100% AEVIS VICTORIA SA

Equity valuation*



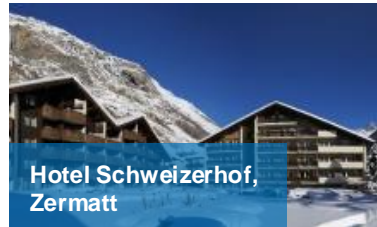
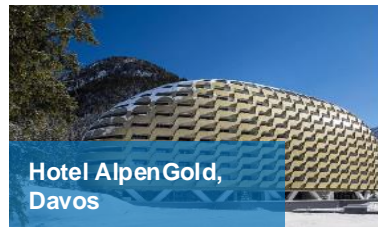
Swiss Hotel Properties

- Swiss Hotel Properties SA (“SHP”) is a Swiss real estate company dedicated to **luxury hotel real estate**
- **High-quality** real estate portfolio with **conservative asset valuations and no capex backlog**
- The portfolio consists of 27 buildings located in 6 **premium locations in CH and UK**
- Almost all properties are **fully let, with long-term leases** mainly with MRH Switzerland AG hotels



Portfolio overview

Real estate portfolio with leading landmark hotels and no CAPEX backlog



Additional properties (land and buildings) in Zermatt (*), Täsch, Crans Montana, Küsnacht ZH

* 20 apartments

High-quality real estate portfolio

- Portfolio of leading landmark hotels
- Prime locations in Switzerland and the UK with good diversification of city and mountain hotels
- No capex backlog
- High revenue security due to the maturity profile of the rental agreements (WAULT = 25.1 years)
- More than 30'000sqm of development land in Zermatt, Täsch, Interlaken, Crans Montana and Küsnacht



Hospitality
segment

Strategy and
development

Hospitality segment: Strategy

Hotel repositioning, destination management, brand building, international expansion

Internationalization of the ultra-luxury “la réserve” brand

- **International expansion** (in collaboration with Michel Reybier Hospitality): Continue an opportunistic acquisition approach to extend footprint internationally with a focus on:
 - Selected international cities
 - Exceptional resort locations




Premiumization strategy in the 4* & 5* segment

- **Harmonization:** Continue harmonizing acquired hotels by implementing the Michel Reybier philosophy, to offer an upscale offering with higher price points
- **Upscale repositioning** on the basis of proven concepts (improvement of F&B offerings, addition of amenities, differentiated SPA offering,...)

Hotel examples



F&B concepts



Destination management

- **Further development of the two key strategic destinations Zermatt and Interlaken** (further improvement of F&B offering, creation of high-end serviced residences, acquisitions)

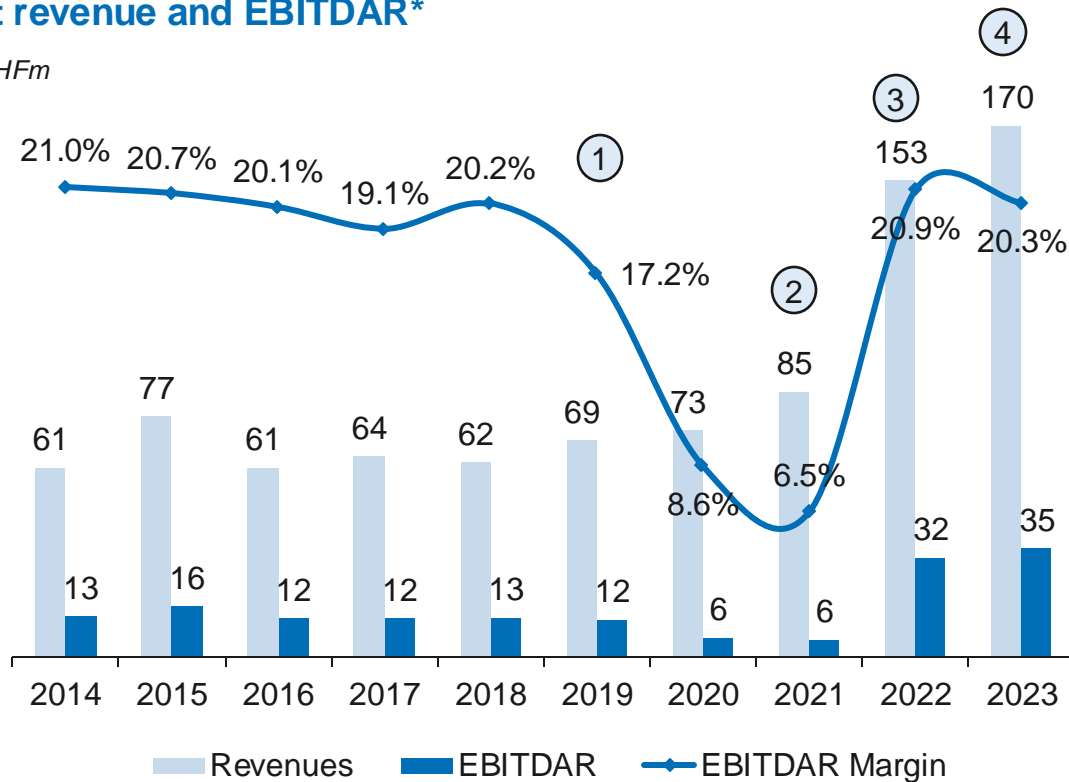


Revenue and EBITDAR development 2014 - 2023

Strengthened luxury positioning led to record revenue in 2023, following a period of heavy CAPEX investments between 2019 and 2021. 2024 continues to be strong.

Net revenue and EBITDAR*

In CHFm



- ① Integration of the hotel group in Zermatt increased revenue, while the renovation of Eden au Lac negatively impacted the margin
- ② Revenue increased due to the larger scope of consolidation. Margin was negatively impacted by the Covid-19 pandemic
- ③ Record revenue in 2023 due to excellent operations in Zermatt, Interlaken and Zurich
- ④ Slight decline in margins due to addition of Hotel Täschlerhof in Täsch and Hotel Adula in Flims in 2023

No. of hotels

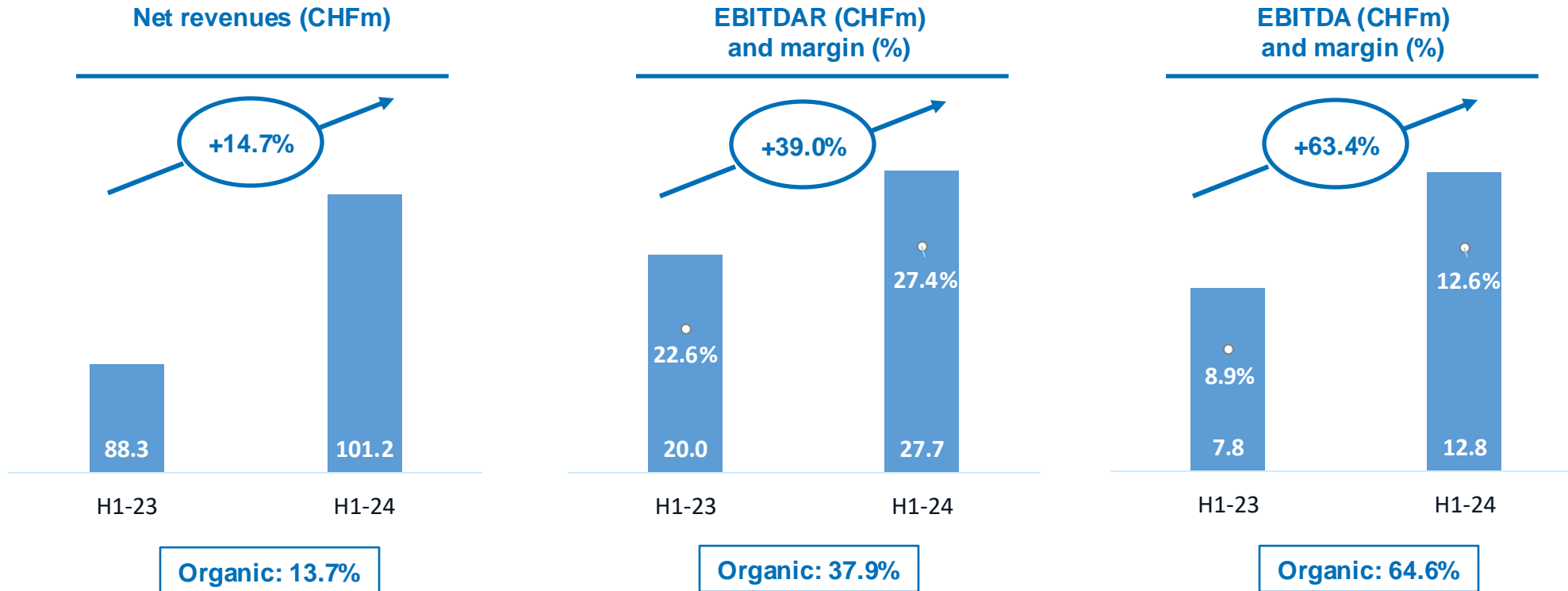


Hospitality segment – H1-2024 results

Profitability improvement reflecting strong RevPar growth



MRH SWITZERLAND AG



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Hospitality
segment

Repositioning
case studies

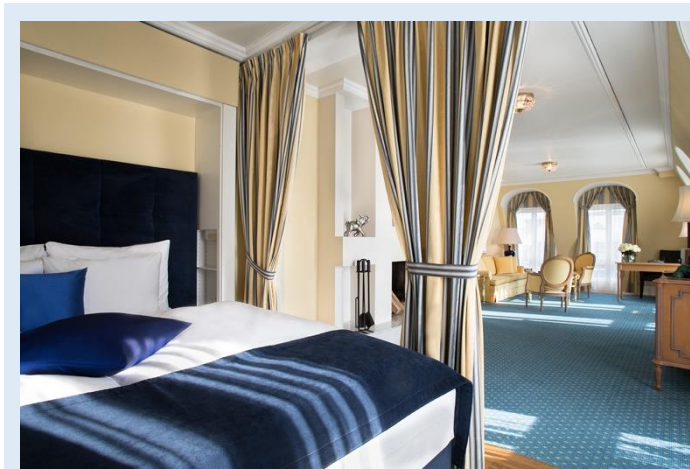
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4.1. La réserve Eden au Lac, Zürich

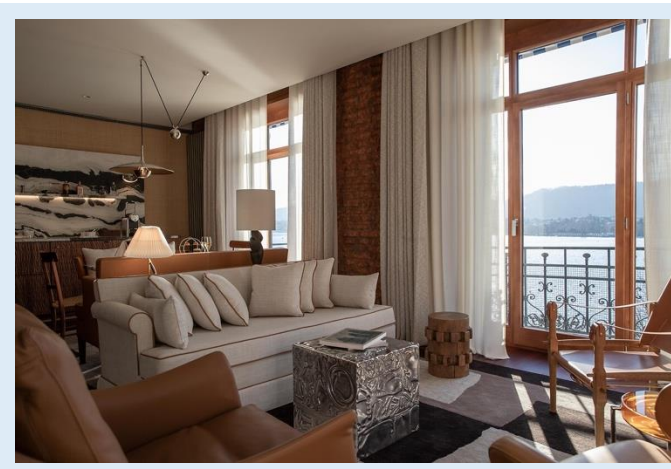
Repositioning case study 1: La Réserve Eden au Lac, Zurich

A higher level of refinement and experience

Before renovation



After renovation



la réserve

EDEN AU LAC

ZURICH

Extensive renovation with star designer Philippe Starck

New interior design in line with the standards of the “la réserve” brand:

- a high level of luxurious, non-ostentatious refinement
- a club spirit that discreetly cultivates excellence, authenticity and simplicity
- An art of living made of delightful experiences.

Repositioning case study 1: La Réserve Eden au Lac, Zurich

Turning F&B spaces into sought-after venues for hotel guests and locals



- Attic converted into an exclusive restaurant space, with a modern yacht club feel
- Roof converted into 2 rooftop terraces (restaurant and bar)
- Opening of 2 exclusive F&B concepts:

la MUÑA
ZURICH

- Exclusive Japanese-Peruvian cuisine on the top floor with 360° view of the historic center, the lake and the Alps

**EDEN
& KITCHEN
BAR**

- A large “open kitchen” cosmopolitan restaurant (**1* Michelin**) on the ground floor



Repositioning case study 1: La Réserve Eden au Lac, Zurich

Luxury repositioning boosts turnover and profitability



Completed transformation with luxury offering in 2020:

- *Extensive renovation with star designer Philippe Starck*
- *Redesign of the ground floor restaurant with open kitchen (1* Michelin)*
- *Opening of a **Japanese-/Peruvian restaurant with rooftop terrace***

Luxury repositioning uplifted the ARR* from CHF 402 before the acquisition in 2014 to CHF 1085 in 2023.

Turnover almost quadrupled in 10 years (since acquisition) leading to EBITDAR margins in excess of 20%

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4.2. Victoria Jungfrau, Interlaken

Repositioning case study 2: Victoria Jungfrau Grand Hotel & Spa, Interlaken

Transformation into a real resort with additional amenities



Exclusive and diverse F&B offerings

Extension of the terrace down to the street to better attract walk-in guests

Broad variety of F&B concepts, to better meet demand of a younger and more diverse clientele:

- La Terrasse Brasserie Restaurant
- Ristorante e Pizzeria Saponi
- Radius (Fine dining 1* Michelin Restaurant)



Broadening of the target clientele

Focus has been broadened from the 1-2 day trip Jungfrau-centered visitors and conference visitors, into a more diverse client base (families, couples) staying up to a week. Key drivers for this transformation included:

- Creation of children facilities (playground, kids club, teens club)
- Kids Spa offers
- Specially prepared children's buffet
- Outdoor pool

Repositioning case study 2: Victoria Jungfrau Grand Hotel & Spa, Interlaken

Highly differentiated SPA offering



NESCENS
SWITZERLAND



High differentiation thanks to group's healthcare DNA

Exclusive innovative wellness programs:
Combination of advanced treatments and physical activities promoting relaxation, rejuvenation, and long-term well-being

High-performance anti-aging skincare products:
blending cosmetics and pharmaceuticals and using biologically active ingredients to address the molecular mechanisms of skin maintenance & repair

Repositioning case study 2: Victoria Jungfrau Grand Hotel & Spa, Interlaken

Repositioning into a more upscale resort almost doubled turnover



Completed transformation into a resort in 2023:

- *Renovation of all rooms (end of 8-year capex cycle)*
- *Inauguration of new outdoor pool area*
- *Launch of a Kids Club spanning over 269m²*
- *Opening of the gourmet restaurant "Radius" (17 points)*

Repositioning into a more upscale resort uplifted the ARR* from CHF 373 before the acquisition to CHF 633 in 2023.

Turnover almost doubled in 10 years (since acquisition) leading to EBITDAR margins in excess of 25%.

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4.3. Schweizerhof, Zermatt

Repositioning case study 3: Schweizerhof, Zermatt

Newly repositioned as upscale mountain hotel with alpine “touch and feel”



- Repositioning as upscale mountain hotel with an alpine, warm and bold style to address active guests and families.
- Extensive renovation with Paris-based designers and architects Kristian Gavaille and Valérie Garcia
- Transformation of the interior design from the previous tired, lacklustre setting into a thoroughly modern place offering luxury in the shape of extreme simplicity.
- Oak-clad walls and marble bathrooms create cosy and elegant spaces that are peppered with Swiss-inspired objects from cow bells to hiking sticks and local vintage photographs.

Repositioning case study 3: Schweizerhof, Zermatt

Turning F&B spaces into “places to be” and sought-after venues



Creation of a convivial free-flowing environment by merging the lobby with the hotel’s signature restaurant (Schweizerhof Kitchen)

F&B makeover with proven concepts of other MRH establishments to better meet demand of a younger clientele and attract also non hotel guests:

la MUÑA

妙高 MYOKO



CHEESE FACTORY



Repositioning case study 3: Schweizerhof, Zermatt

Repositioning into a more upscale resort almost doubled turnover



Completely refurbished in 2018:

- **Renovation of all rooms**
- **Redesign of the the lobby area** (merged with the hotel's signature restaurant *in order to create a convivial free-flowing environment*)
- **Complete makeover of F&B offering** with the introduction of new proven restaurant concepts to better meet demand of a younger clientele and attract also non hotel guests

Repositioning into a more upscale mountain hotel helped double the turnover from 2021 (1st full year post Covid) and 2023. 2024 is showing further improvement

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Conclusion

Conclusion

AEVIS VICTORIA: Continued focus on value creation, deleveraging and growth opportunities

Strategy outlook

- Focus on deleveraging and further unlocking value potential in all segments
- Continue investing in services to people that bring real added value to its customers, with a focus on healthcare, hospitality and infrastructure
- Attractive pipeline of value generating M&A projects in the three areas of activity

Financial outlook

- **Hospitals:** the improving results of the healthcare segment are expected to persist, thanks to the successful implementation of restructuring measures since 2023
- **Hospitality:** considering the strong half-year results and the very successful summer months, AEVIS is optimistic about the full-year results
- **Infrastructure:** the positive performance of the tenants is expected to be reflected in the year-end valuations
- Due to the diversity of its investments and the current macroeconomic challenges, AEVIS is refraining from issuing consolidated revenue or margin targets for the financial year 2024

Conservative valuation of assets

Very reasonable valuations per m2



Hotel real estate portfolio (SHP)

CHF 869m

Market value forecast as of 30.06.2024



Portfolio of leading landmark hotels and state-of-the-art hospitals

131'020

Rental area forecast as of 31.12.2023



Prime hotel locations in Switzerland and the UK and diversified hospital footprint across all Swiss language regions

CHF 6'634

Implied value / m2



Conservative valuation levels (low value per m2) in comparison to benchmark values

CHF 8'000

Median benchmark value / m2 for 4* and 5* mountain hotels*

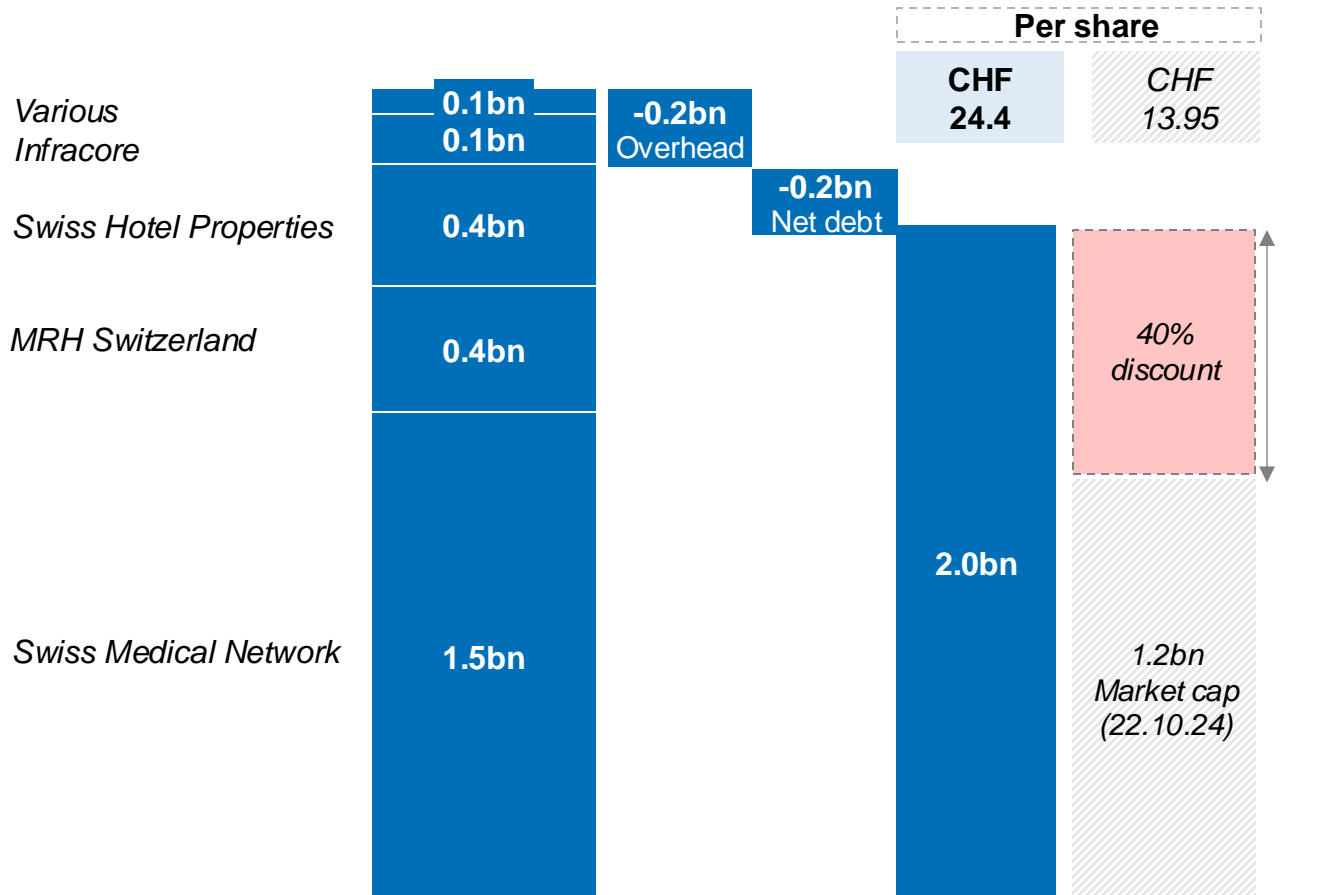
CHF 9'000

Median benchmark value / m2 for 4* and 5* city hotels*

Valuation of the sum of the parts of AEVIS by BDO AG

Current share price does not reflect AEVIS' value potential

SOTP equity value analysis of AEVIS as of 21.10.2024



- The **total value of participations is CHF 2.2bn**
- After deducting capitalized overheads and the holding company's net debt, the **intrinsic value of equity is CHF 2.bn**, or CHF 24.4 per share

- AEVIS has a **60d VWAP of CHF 15.6** per share and a **market capitalization of CHF 1.2bn** as at 22.10.2024, which represents a reduction of 40% compared with the intrinsic value
- Potential for further capital gains to be unlocked

**Thank you for
your attention.**