Integrated ANNUAL REPORT 2024

NEW MAURITIUS HOTELS LIMITED

"Be" is more than a philosophy; it's an invitation to live freely and authentically.
It's about savouring the present moment in exceptional settings, feeling as one with nature and enjoying experiences that truly resonate with who you are. Be free. Be happy. Be you.
Be Beachcomber!

The Integrated Annual Report is published in its entirety on the Company's website:
www.beachcomber.com

At Beachcomber,
we have been Artisans
of iconic hospitality
experiences for 70 years.

Dear valued SHAREHOLDERS

The Board of Directors of New Mauritius Hotels Limited is pleased to present its Integrated Annual Report for the financial year ended 30 June 2024. This report provides a comprehensive overview of all material matters impacting the Group, with a particular focus on our operations in Mauritius, Seychelles and Morocco. It offers a transparent and accurate representation of our integrated performance over the past year.

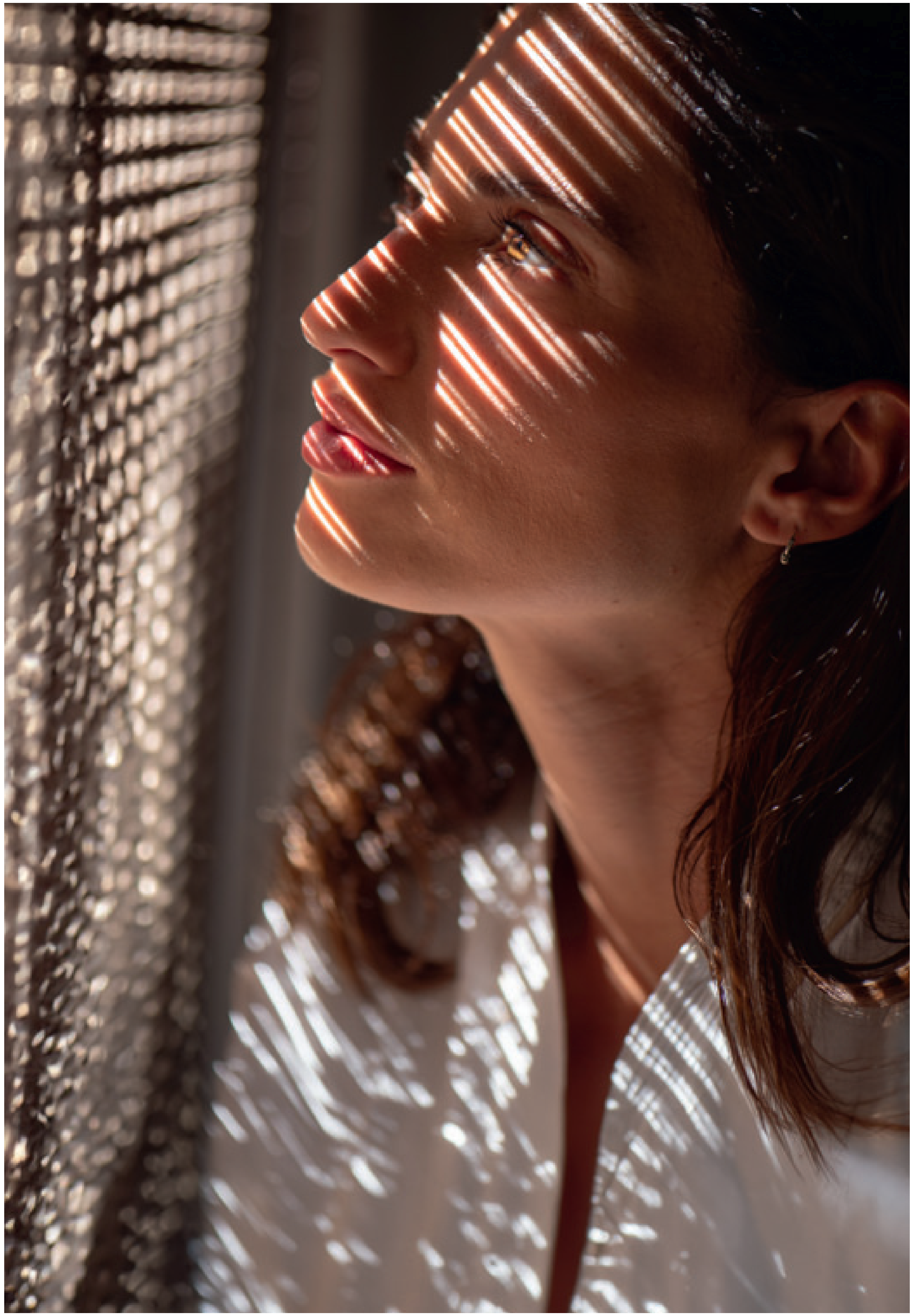
The Board of Directors approved this report on 24 September 2024.

We look forward to engaging with you at our upcoming Annual Meeting, scheduled for 13 December 2024.

Yours sincerely,

Gilbert ESPITALIER-NOËL
Chairman
24 September 2024

Stéphane POUPINEL DE VALENCÉ
Chief Executive Officer



About
OUR REPORT

Purpose
At New Mauritius Hotels Limited ("NMH"), our mission is to create unforgettable experiences while promoting sustainable tourism. Our Integrated Annual Report for 2024 reflects this commitment by providing insights into our operations, strategy and value creation process. This report serves as a comprehensive guide to understanding how we deliver on our purpose across our operations in Mauritius, Seychelles and Morocco.

Reporting frameworks
Our report aligns with the principles and concepts outlined by the International Integrated Reporting Council ("IIRC") and the Global Reporting Initiative ("GRI") frameworks. This alignment ensures that our stakeholders receive a comprehensive view of our financial and non-financial performance, covering essential Environmental, Social and Governance ("ESG") aspects.

Materiality
This report identifies and addresses the material matters that significantly impact our business and stakeholders. We conduct a thorough materiality assessment to ensure that we focus on the issues that are most relevant to our stakeholders and align with our strategic objectives.

Board Responsibility Statement
The Board of Directors of NMH takes full responsibility for the integrity and accuracy of this Integrated Annual Report. Using collective judgement, the Board believes that the report adequately addresses material matters and reflects our strategy and value creation ability over the short, medium and long terms. The Board reaffirms its commitment to adhering to the IIRC framework, ensuring a balanced and transparent representation of the Group's performance and prospects.

Intended Audience
This report is tailored to meet the needs of our financial capital providers, Shareholders, investors and various other stakeholders who have an interest in NMH's performance, strategy and impact. We aim to provide valuable insights that support informed decision-making and stakeholder engagement.

Assurance
To enhance the credibility of our reporting, specific sections of this report have undergone independent assurance. Our financial statements have been audited by our external auditor, ensuring accuracy and compliance with applicable accounting standards.

Forward-Looking Statements
This document may contain forward-looking statements that express our expectations or forecasts regarding future events. These statements are identified by terms such as "believe," "anticipate," "intend," "seek," "will," "plan," "could," "may" and others. They reflect our best judgement at the time of writing. However, actual developments and outcomes may differ significantly due to risks, uncertainties and other key factors.

We explicitly state that we are under no obligation to amend or update any forward-looking statement should it prove inaccurate at a later stage, whether due to new information, future events or other reasons. We advise investors against placing excessive reliance on any forward-looking statements published in this document, as they have not undergone review or assurance by the Group's independent external auditor.

Feedback
We value your feedback on how we address topics that matter to you as we continuously work to enhance our reporting. For feedback and inquiries, please visit our website at **www.beachcomber.com**

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OVERVIEW

A WORD FROM OUR **Chairman**

Dear Valued Shareholders,

I am pleased to present the Integrated Annual Report 2024 for New Mauritius Hotels Limited ("NMH"). As I complete my first full year as Chairman, I want to express my deep gratitude to the Board for their unwavering support and to our Group CEO, Stéphane Poupinel de Valencé, for his leadership during this transformative time for NMH.

This year has been a testament to the strength and resilience of NMH. Despite global challenges, we have continued to achieve remarkable results, staying true to our core values of excellence and responsibility. Our success is not just measured in numbers, but in our ability to adapt and create meaningful value for all our stakeholders.

Reflecting on the Year

The global travel and tourism industry continues to recover, despite headwinds such as economic uncertainty and rising costs. We have seen a resurgence in Mauritius, with visitor numbers exceeding expectations, thanks to key source markets and improved connectivity. NMH has embraced this opportunity with optimism, ensuring that our Guest Experience remains at the forefront of everything we do.

Strategic Milestones and Achievements

This year has been pivotal in advancing both our financial performance and strategic goals. Our inclusion in the Stock Exchange of Mauritius Sustainability Index ("SEMSI") and achieving EarthCheck Gold Certification across our hotels and our head office, are milestones that reflect our commitment to Sustainability.

Additionally, we celebrated the 25th anniversary of the Fondation Espoir Développement Beachcomber ("FED"), reaffirming our dedication to social responsibility. These initiatives reflect our broader mission of creating lasting, positive impacts for our Guests, Artisans and communities.

Dividend Policy

NMH's strong financial performance has enabled us to resume dividend payments, a reflection of our commitment to delivering value to Shareholders. This demonstrates our confidence in the Group's stability and future prospects, with a focus on long-term, sustainable returns.

Looking Ahead

As we look to the future, I am confident that NMH will continue to build on the momentum of 2024. The Mauritian tourism industry remains full of promise, driven by growing air connectivity and a rising demand for travel. NMH will continue to prioritise our People-first culture, enhancing Guest experiences, advancing Sustainability and driving operational efficiency. These pillars will guide our continued success.

Driving Growth Through Strategic Projects

NMH is well-positioned to capitalise on new opportunities. Our three-year strategic plan, grounded in the pillars of Guests, Artisans, Leaders and Assets, will continue to fuel our growth. Supported by digitalisation, branding, operational efficiency and Sustainability this plan equips us to navigate the evolving global landscape with confidence.

Acknowledgements

I extend my sincere thanks to my fellow Board members, the Executive Committee, our dedicated Artisans and all our valued stakeholders for their commitment to NMH's continued success. I also wish to thank Dr Jyoti Jeetun for her remarkable service as Director and welcome to the Board Mrs Monia Tamrani, whose wealth of experience will undoubtedly strengthen our leadership.

In Conclusion

The success we have achieved is a collective effort and together, we will continue to elevate the Beachcomber brand, strengthen our leadership in the industry and create lasting value for all.

Gilbert ESPITALIER-NOËL
Chairman
24 September 2024

INTERVIEW WITH OUR CEO

> “Looking ahead to 2025, I am confident that NMH will sustain this positive momentum and generate strong returns for its Shareholders. Building a winning team of motivated and smiling Artisans, focused on constantly delivering excellence in what they do, is our top priority. With remarkable Sustainability achievements in 2024 and a profound digital transformation in progress, we have a clear focus on enhancing our Guest and Artisan experience in a responsible and efficient way, the Beachcomber Way.”

2024 has been a standout year for NMH. What key factors fuelled this record-breaking performance and how did the Group successfully navigate the challenges along the way?

2024 was a remarkable year for NMH, with significant milestones achieved despite various challenges. It was my first full financial year as CEO and I am proud of how we navigated hotel closures at properties like Paradis Beachcomber, Canonnier Beachcomber and Royal Palm Beachcomber Luxury, all the while achieving robust results.

The resilience and dedication of our Artisans played an important role in driving this success. Their commitment, combined with a strong recovery in tourism, allowed us to capitalise on a growing market. With over 1.3 million tourist arrivals and high occupancy rates across our properties, we were able to maintain the momentum despite inflation, recruitment challenges and rising costs. Favourable exchange rates and an optimised sales mix also contributed to our strong financial performance.

Additionally, our non-hotel activities, including Beachcomber Tours and Mautourco, continued to show positive momentum. In particular, Beachcomber Catering delivered a commendable turnaround, adding to our overall profitability.

These results demonstrate the strength of our strategy, built on operational resilience, agility and a focus on delivering excellence. Despite global and local challenges, we remained steadfast, reinforcing our position as leaders in the industry. This solid performance also enabled us to resume dividend payments, which further reflects our commitment to delivering value to our Shareholders.

Digital transformation has been a cornerstone of NMH’s strategy. How have these initiatives redefined both the Artisan and Guest journeys?

Our digital transformation is essential for creating happiness for both our Artisans and Guests. Over the past year, we have set up a Digital Transformation Committee (“DTC”) which has driven key initiatives to modernise our operations. This committee unites key members of our Executive Team, alongside our Strategic Advisor, to ensure we are paving the way for excellence. We have undergone a major reorganisation of our IT services, empowering four clusters under the leadership of business experts in Guest Experience, Finance, People & Culture and Operations. Each cluster has been equipped with the necessary digital expertise and resources, enabling us to accelerate our digital transformation. A robust data & information backbone has been established to ensure strong Governance, cybersecurity, data management and IT infrastructure, while supporting the development and deployment of innovative digital applications across the clusters. The aim of this digital transformation is not only to enhance our Guests and Artisans experiences but also to drive cost optimisation and efficiency gains, through smarter procurement and maintenance processes. A new Digital House at our Head Office will bring together all our digital experts in one location, fostering enhanced collaboration to fuel innovation, push boundaries and drive continuous improvement.

NMH is celebrating the 25th anniversary of Fondation Espoir Développement ("FED") Beachcomber and the EarthCheck Gold Certification of its head office and 8 hotels. How do these milestones shape your vision for Sustainability in the coming years?

2024 has been a defining year for NMH's Sustainability efforts, marked by key milestones that reinforce our commitment to environmental and social responsibility. Achieving EarthCheck Gold Certification across all our resorts and Head Office underscores our dedication to sustainable practices, including energy conservation, waste management and biodiversity preservation. This certification reflects our vision of responsible tourism, integrating environmental protection into our core operations.

The 25th anniversary of FED is equally significant. The Foundation has positively impacted thousands of lives through initiatives focused on employability, local craftsmanship and support to vulnerable communities. FED’s work demonstrates our long-standing commitment to creating social impact alongside business success, aligning with our values of Community involvement and sustainable development.

Our inclusion in the Stock Exchange of Mauritius Sustainability Index (“SEMSI”) further reinforces our leadership in integrating Environmental, Social and Governance (ESG) principles into our strategy. These milestones are part of a larger vision that drives us forward, setting the stage for more ambitious goals.

Looking ahead, we are committed to further reducing our environmental footprint, improving waste management and investing in the conservation of Mauritius' natural resources. Projects such as coastal erosion control and wetland restoration are central to protecting the environment and supporting the long-term future of tourism. Our goal is to balance financial performance with responsible practices, ensuring that Sustainability remains integral to our operations and leaves a positive legacy for future generations.

NMH's inclusion in the SEMSI and an A- Care Rating underscore the Group's financial resilience and commitment to Sustainability. How do you balance these priorities and what steps are you taking to ensure long-term stability?

NMH's inclusion in the SEMSI and our A- Care Rating reflect the success of our strategic efforts to reduce debt, strengthen financial stability and embed Sustainability into our operations. This year, we made an important capital repayment of over Rs 1 bn, keeping us on track with our debt reduction targets.

In June 2024, CARE Edge Ratings Africa assigned us an A-rating with a stable outlook in banking facilities, highlighting our strong liquidity, healthy performance and strategic initiatives. This rating is a testament to our financial strength and operational excellence, which have been honed during over 70 years in the hospitality industry.

Our financial stability and Sustainability are intertwined. Today more than ever, financial performance is linked to sustainable tourism development. Nature is the heart of our industry and preserving our ecosystem is essential for the long-term future of tourism. NMH's 52 Commitments Environmental & Social Charter helps us balance financial resilience with our Sustainability goals, ensuring that both priorities work in harmony.

What opportunities and challenges do you foresee for NMH in 2025 and how is the Group positioning itself to capitalise on them?

Following a strong 2024, we are optimistic about 2025 and expect to maintain our positive momentum. We anticipate growth in direct sales and higher average rates across our Hotel portfolio. Additionally, our virtual tour operator Beachcomber Holidays will focus on expanding into new markets such as Eastern Europe, Australia, UAE, South America and South Korea, which present significant growth opportunities.

Despite these positive trends, challenges remain. Climate change, rising operational costs, recruitment hurdles, competing destinations and evolving Guest preferences for experiential and sustainable travel will all shape the future of our industry. NMH is well-prepared to address these challenges by remaining focused on Sustainability, innovation and delivering exceptional Guest experiences.

How has NMH's 'People-first' culture impacted Artisan engagement and retention, particularly in the post-pandemic environment?

Our People-first culture has been at the heart of NMH's resilience and success. Strengthening this culture has been a priority since I became CEO and it continues to shape the way we engage with our Artisans. Our Artisan Value Proposition, "Feel The Happiness You Give," is designed to ensure that every Artisan feels the happiness they bring to our Guests.

> "The recently launched "Vivre Nos Valeurs" project further embeds our shared values and behaviours, fostering a strong team spirit and enhancing engagement. This approach is essential to attracting and retaining top talent, especially in the post-pandemic landscape."

To reinforce this, we have implemented 14 key initiatives focused on areas such as learning and development, welfare and recognition. The recently launched "Vivre nos Valeurs" project further embeds our shared values and behaviours, fostering a strong team spirit and enhancing engagement. This approach is essential to attracting and retaining top talent, especially in the post-pandemic landscape.

Innovation is critical for staying competitive. What are NMH's most promising initiatives to drive growth and enhance Guest experiences?

At NMH, innovation is at the core of enhancing the Guest Experience and staying ahead in the hospitality industry. We have embarked on a five-year Capex plan to elevate the quality and uniqueness of our resorts, fully supporting our mission to be "Créateurs de Bonheur." This includes extensive renovations across our portfolio to raise the bar on excellence. We are collaborating with local architects, interior designers and international F&B concept specialists to integrate the latest trends while preserving our unique Mauritian identity.

In addition to structural upgrades, we are reimagining other aspects of the Guest Experience. We are revamping our coffee offerings, redesigning Artisans' uniforms and expanding nautical activities to create a fresh, exciting ambiance. Our culinary innovation continues to grow, with enhanced dining and wine experiences.

Beyond our current properties, we are making significant progress on the Harmonie Beachcomber Golf Resort at Les Salines. Subject to

obtaining all permits, this 225- key, 4-star resort scheduled for construction in mid-2025 will feature a spectacular 18-hole golf course and is poised to become a key growth driver for NMH, with a target opening date in mid-2027.

Innovation, whether through physical improvements or reimagining our services, is essential to maintaining our competitive edge and delivering unforgettable Guest experiences.

Scan the QR code to watch the CEO 's interview

About US

Our Story

New Mauritius Hotels Limited ("NMH"), operating under the Beachcomber Resorts & Hotels brand, has been setting the benchmark for excellence and luxury across the Indian Ocean. As pioneers of the hospitality industry in Mauritius, our journey began in 1952 with the opening of Park Hotel. Over the years, our visionary approach to hospitality has elevated our resorts and hotels into iconic destinations, celebrated for their elegance, comfort and authentic Mauritian charm.

Our Vision

At Beachcomber, we believe that the beauty of a place inspires the beauty of the heart. The stunning beauty of our resorts and hotels is complemented by the warmth and quality of our service, delivered with the kindness of our Artisans.

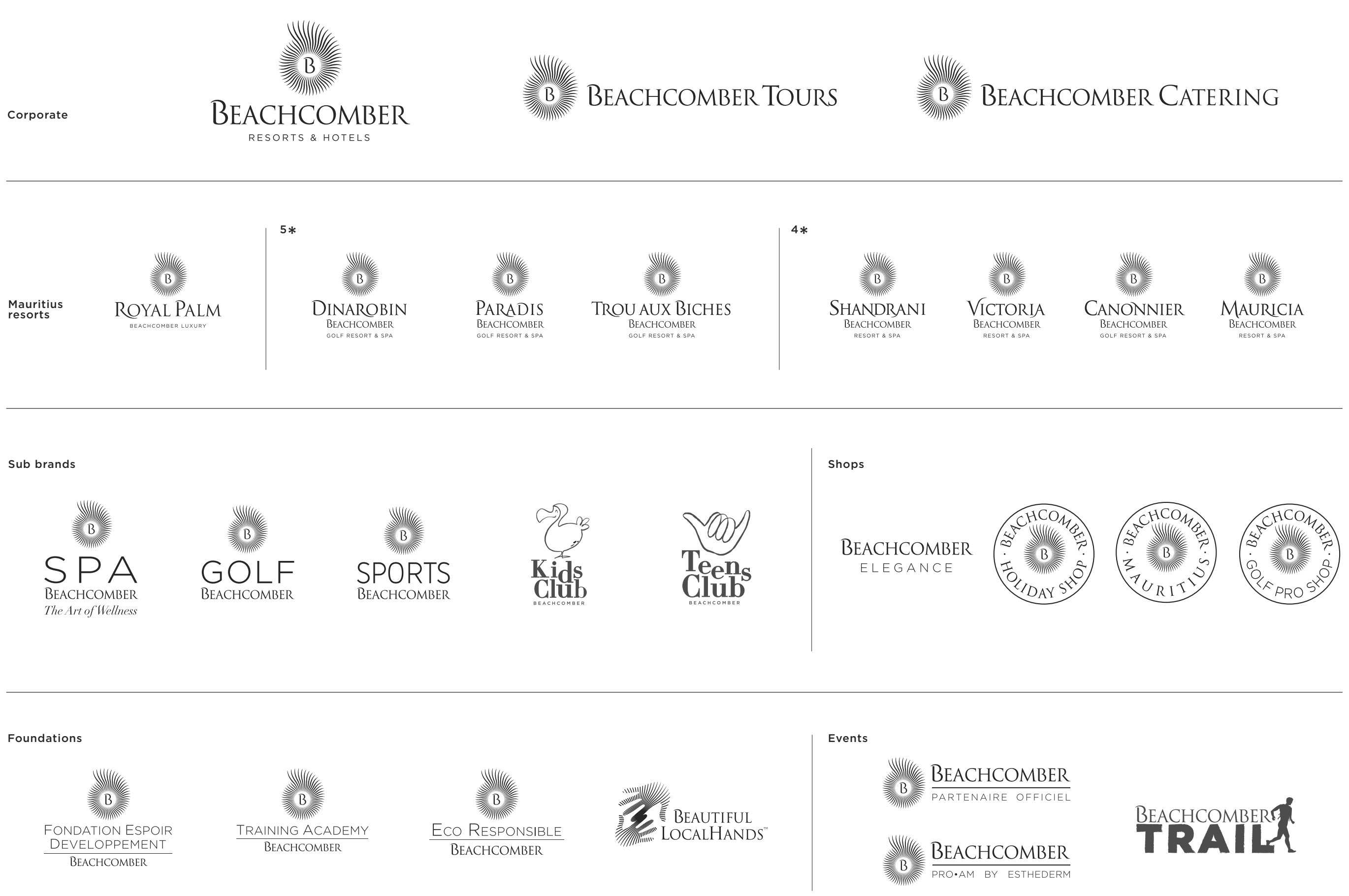
Our Mission

As a proud Mauritian Group of resorts and hotels, we are deeply aware of the natural beauty that surrounds us. Our mission is to share this gift with the world, offering our Guests unparalleled experiences through our exceptional collection of properties. This commitment is encapsulated in our brand signature, The Art of Beautiful, which drives our dedication to creating unforgettable experiences.

Our Culture and Values

Our culture is the foundation of our identity, anchored by core values that resonate throughout the Group. At the heart of NMH lies our commitment to nurturing beauty in all its dimensions – whether through the elegance of our resorts and hotels, the dedication of our Artisans or the enriching experiences we offer our Guests. This commitment is embodied in our new campaign, "Be," which reinforces our brand promise and our Artisan Value Proposition. Guided by our values, we remain true to our mission and vision, continuing our journey as "creators of happiness."

OUR BRAND ARCHITECTURE



OUR HOTEL PORTFOLIO

Our manufactured capital comprises a high-quality, diversified property portfolio of 10 resorts ranging from four-star hotels to superior category accommodation. These include a property leased to Club Med in the Seychelles and another managed under the Fairmont brand in Marrakech through Accor. This diversity strengthens our market position and enhances our capacity to deliver an exceptional Guest Experience.

Key Indicators

Our Hotel portfolio in Mauritius currently consists of 2,014 keys, distributed as follows:

- 69 at Royal Palm Beachcomber Luxury
- 175 at Dinarobin Beachcomber Golf Resort & Spa
- 293 at Paradis Beachcomber Golf Resort & Spa
- 333 at Trou aux Biches Beachcomber Golf Resort & Spa
- 327 at Shandrani Beachcomber Resort & Spa
- 295 at Victoria Beachcomber Resort & Spa
- 283 at Canonnier Beachcomber Golf Resort & Spa
- 239 at Mauricia Beachcomber Resort & Spa

Our properties abroad offer an additional capacity of 429 keys:

- 134 at Fairmont Royal Palm Marrakech
- 295 at Club Med Seychelles (Sainte Anne Island)

Achievements

In June 2023, we restructured our former Maintenance Department to create a new cluster, Construction and Technical Services. Reporting directly to the Chief Operations Officer, this division is led by two Senior Managers and their respective teams. Their mission is to protect, upgrade, improve and maintain our assets to the highest standards.

As part of our modernisation efforts, we are in the process of introducing a Computerised Maintenance Management System. A dedicated project team is currently engaging with potential vendors to explore the system's implementation.

Throughout the financial year, we undertook several initiatives aimed at enhancing our facilities for both Guests and Artisans. As part of our ongoing commitment, a five-year improvement plan is implemented, for our collection of hotels, including the upgrading of our People & Culture facilities.

Key projects completed this year feature the refurbishment of 128 rooms, two restaurants and kitchens at Paradis Beachcomber, fully reopened in mid-November 2023. The renovation also included extended boathouse facilities, Guest washrooms and Departure Rooms.

At Trou aux Biches Beachcomber, we started the refurbishment of 27 villas. In the aftermath of Cyclone Belal, we secured an Environmental Impact Assessment (EIA) clearance to repair the wall at La Caravelle. Recognising the long-term effects of rising sea levels, we are actively exploring solutions to protect our properties at both Trou aux Biches Beachcomber and Paradis Beachcomber.

We also temporarily closed a section of Canonnier Beachcomber to refresh 120 bathrooms and expanded the terrace bar. Comprehensive refurbishments were completed at the kitchen of the Ponte Vecchio restaurant at Shandrani Beachcomber, the Royal Villa at Royal Palm is also totally revamped and we extended the Terrace bar at Mauricia Beachcomber. We have also commenced the first phase of renovating 164 rooms at Victoria Beachcomber.

In Marrakech, our operations were temporarily impacted by an earthquake, leading to a six-week closure.

Upcoming Initiatives

Looking ahead to 2025, we will embark on several significant renovation projects across our resorts. At Shandrani Beachcomber, the buffet area and 68 Superior Rooms will be fully renovated, while at Trou aux Biches Beachcomber, we will refresh 200 Garden Suites. An EIA Licence has been sought from the authorities to undertake major beach rehabilitation works at Trou aux Biches Beachcomber.

The second and final phase of bedroom renovations at Victoria Beachcomber will be completed. Meanwhile, the back-of-house facilities at Royal Palm will undergo major improvements and relocation to enhance operational efficiency.

> "Looking ahead to 2025, we will embark on several significant renovation projects across our resorts."
>
> Jean Louis PISMONT
> CHIEF OPERATIONS OFFICER

As of time of writing, we are working to install additional water storage equipment at Le Morne and Les Salines, following an agreement signed with the CWA.

On the technical side, we replaced several critical pieces of aging back-of-house equipment, including chillers at Mauricia Beachcomber, Dinarobin Beachcomber and Paradis Beachcomber, alongside necessary piping upgrades. Additionally, we are investing in new kitchen equipment and facilities to boost production capacity, energy efficiency and compliance with health and safety standards across many of our resorts.

Key FIGURES

THE GROUP

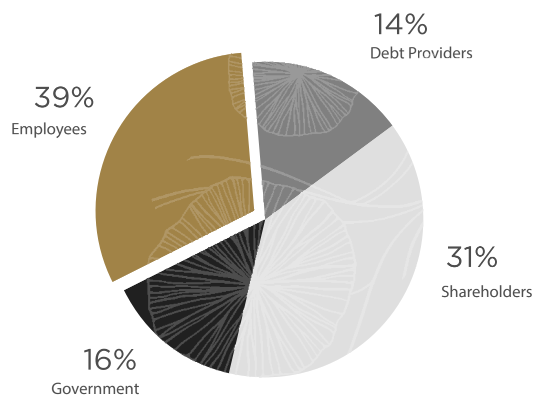
STATEMENT OF PROFIT OR LOSS	**Year ended 30 June 2024 Rs m**	Year ended 30 June 2023 Rs m	Year ended 30 June 2022 Rs m
Revenue	**15,408**	14,084	8,115
EBITDA	**4,797**	4,784	2,036
Profit before tax	**2,596**	2,809	66
Income tax expense	**(454)**	(527)	(20)
Profit for the year	**2,142**	2,282	45
Profit attributable to non-controlling interests	**199**	164	110
Profit/(Loss) attributable to owners of the parent	**1,943**	2,119	(65)
STATEMENT OF FINANCIAL POSITION	**As at 30 June 2024 Rs'm**	As at 30 June 2023 Rs'm	As at 30 June 2022 Rs'm
Non-current assets	**39,110**	37,918	37,109
Current assets	**4,490**	4,281	3,650
Total assets	**43,600**	42,199	40,759
Ordinary share capital	**2,780**	2,780	2,780
Redeemable convertible secured bonds	**1,833**	1,833	1,833
Retained earnings	**4,353**	2,311	1,198
Other components of equity	**2,129**	2,069	2,990
Shareholders' funds	**11,095**	8,993	8,801
Preference share capital	**1,927**	1,927	-
Non-controlling interests	**108**	90	476
Total equity	**13,130**	11,011	9,278
Non-current liabilities	**17,709**	21,355	19,988
Current liabilities	**12,760**	9,834	11,494
Equity and liabilities	**43,600**	42,199	40,759
STATEMENT OF CASH FLOWS			
Net cash flows generated from operating activities	**5,014**	4,171	2,574
Net cash flows used in investing activities	**(1,467)**	(869)	(592)
Net cash flows used in financing activities	**(3,564)**	(2,425)	(1,868)
Net (decrease)/increase in cash and cash equivalents	**(18)**	876	114
DISTRIBUTION TO SHAREHOLDERS			
Dividends to ordinary Shareholders	**274**	-	-
Dividends to preference Shareholders	**112**	23	24
KEY FINANCIAL RATIOS	**2024**	2023	2022
Occupancy (%)	**72**	73	42
TRevPAR (Rs)	**15,592**	14,252	7,956
Number of room keys available (x)	**2,148**	2,148	2,148
Head count (x)	**4,987**	4,878	4,647
Head count per key (x)	**2.32**	2.27	2.16
Earnings/(Loss) per share (Rs)	**3.54**	3.86	(0.12)
Share price (Rs)	**10.50**	8.58	8.24
Dividends per ordinary share (Rs)	**0.50**	-	-
Interest cover (x)	**3.82**	4.06	1.88
Average cost of interest-bearing instruments (%)	**5.89**	5.35	3.94
Net debt/EBITDA (x)	**3.43**	3.77	9.73
Net asset value per share (Rs)	**23.92**	20.06	16.90
Return on equity (%)	**16.31**	20.73	0.49
Return on assets (%)	**4.91**	5.41	0.11
Net debt/Total assets (%)	**38**	43	49
Total assets/Net debt (x)	**2.65**	2.34	2.06
Gearing ratio (%)	**56**	62	68
Net debt/Equity ratio (%)	**125**	164	213

Value ADDED STATEMENT

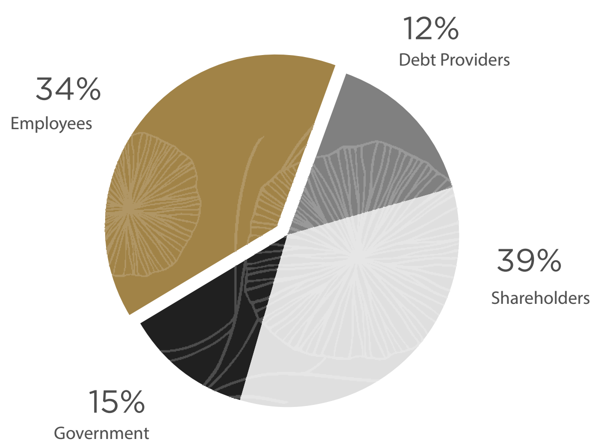
VALUE ADDED STATEMENT — **THE GROUP**

STATEMENT OF PROFIT OR LOSS	**Year ended 30 June 2024 Rs m**	Year ended 30 June 2023 Rs m	Year ended 30 June 2022 Rs m
Revenue	**15,408**	14,084	8,115
Value added tax	**2,179**	1,924	1,082
Total revenue	**17,587**	16,008	9,197
Payment to suppliers for material and services	**(6,943)**	(5,537)	(4,140)
Value added by operations	**10,644**	10,471	5,057
Finance revenue and other income	**390**	375	62
Other gains/(losses)	**350**	298	(3)
Fair value(loss)/gain on Investment property	**(69)**	109	(19)
Gain on business combination	**-**	236	-
Other impairment (losses)/reversal	**-**	(129)	326
Total wealth created	**11,315**	11,360	5,423
Wealth distributed			
Debt providers	**1,550**	1,356	1,085
Shareholders	**3,561**	4,396	784
Government	**1,751**	1,707	488
Employees	**4,453**	3,901	3,066
	11,315	11,360	5,423

Wealth distributed FY 2024



Wealth distributed FY 2023



FINANCIAL Overview

PERFORMANCE HIGHLIGHTS

During the year under review, the Group achieved a record turnover of Rs 15.4 bn (FY23: Rs 14.1 bn), an EBITDA of Rs 4.8 bn (FY23: Rs 4.8 bn) and a profit of Rs 2.1 bn (FY23: Rs 2.3 bn) against a backdrop of significant cost increases. This performance is commendable, especially considering that a significant proportion of the Group's room inventory was unavailable for sale during the year.

Mauritius

The tourism sector in Mauritius has remained resilient, with a year-on-year increase of 8.8% in arrivals. Revenue from the Group's hotel operations in Mauritius grew by 11%, reaching Rs 11.1 bn (FY23: Rs 10.0 bn), with an average occupancy rate of 73% (FY23: 74%). The slight dip in occupancy was due to the ongoing renovation work at our resorts aimed at enhancing Guest comfort and the culinary experience. Around 20% of our rooms were unavailable for Guests during the first quarter due to renovations at Paradis Beachcomber, Shandrani Beachcomber and Canonnier Beachcomber. Additionally, Victoria Beachcomber, Dinarobin Beachcomber and Royal Palm Beachcomber Luxury were partially closed from mid-May 2024 for refurbishments.

Despite these closures, turnover reached an unprecedented high, supported by favourable exchange rates and increased bookings through our direct channels, which yielded higher returns. Inflationary pressures persisted throughout the year. Staff costs increased by 15% year-on-year, mainly due to local labour shortages and changes in employment conditions, including adjustments to minimum wages, overtime and paid leave. Operating costs also rose by 15%, driven by higher expenses for maintenance, security and transport services following changes in labour laws and regulations. Nonetheless, EBITDA from Mauritius hotel operations improved to Rs 3.7 bn (FY23: Rs 3.5 bn).

Morocco

Our operations were affected by the earthquake in Morocco during the first quarter, leading to the full closure of the hotel for several weeks. Additionally, the ongoing conflict in the Middle East impacted tourism in Marrakech. Revenue for the year stood at Rs 1.1 bn (FY23: Rs 1.2 bn), with EBITDA at Rs 231 m (FY23: Rs 249 m), inclusive of Rs 121.5 m in net insurance proceeds for business interruption and material damage.

Seychelles

In February 2024, the annual rent for the hotel on Sainte Anne Island in Seychelles, leased to Club Med, was raised by 2% as per the lease agreement. Due to additional work on staff accommodation, a fair value loss of Rs 69 m was recognised (FY23: gain of Rs 109 m), which brought EBITDA down to Rs 339 m (FY23: Rs 510 m).

Tour Operating

Our tour operating companies in South Africa, UK, France and Mauritius continued to contribute positively to the bottom line. With fewer room nights available for sale, the segment's turnover increased marginally, reaching Rs 2.2 bn (FY23: Rs 2.1 bn) and EBITDA was Rs 452 m (FY23: Rs 515 m).

Catering Services

The Inflight and Inland Catering segment experienced a strong rebound, driven by increased passenger travel, contractual price reviews and higher demand in the retail, educational and medical sectors. Revenue rose to Rs 530 m (FY23: Rs 374 m) and EBITDA turned positive at Rs 39 m (FY23: loss of Rs 22 m).

Cash Generation

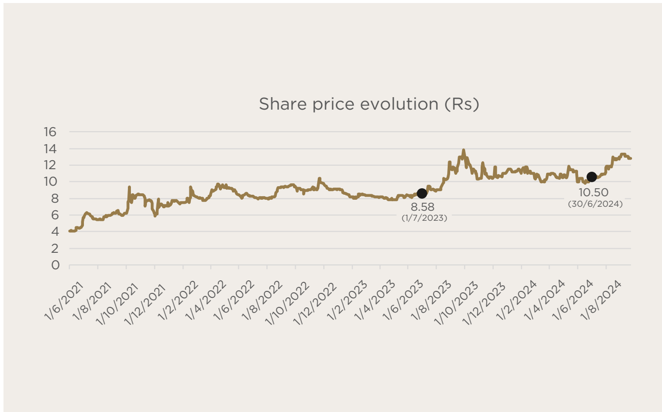
The Group generated net cash flows of Rs 5.0 bn (FY23: Rs 4.2 bn) from operating activities, reflecting strong performance across all our activities and effective working capital management. A significant portion of our expenditures, totalling Rs 1.5 bn (FY23: Rs 0.9 bn), related to improvements in our hotel properties and the enhancement of our digital ecosystem. The Group also continued to meet its obligations for loans, leases and interest amounting to Rs 3.2 bn (FY23: Rs 1.4 bn).

Net Indebtedness

The Group's net borrowings decreased by Rs 1.6 bn year-on-year, leading to an improvement in our gearing ratio in line with our objectives. The net debt-to-EBITDA ratio stood at a comfortable 3.4 times and the asset cover ratio at 2.65 times. Interest costs were contained at Rs 1.2 bn (FY23: Rs 1.1 bn), despite the full-year impact of increased interest rates. Following the CARE Rating of A- for the Company's Rs 5 bn facilities, interest costs were adjusted downwards in the last quarter, with the full effect expected to be reflected in the next financial year.

Dividends and Share Price

The Board approved an interim ordinary share dividend of Re 0.20 in November 2023 and a final dividend of Re 0.30 in May 2024, totalling Rs 274 m. The share price appreciated by over 22% during the year and stood at Rs 10.50 at year end.



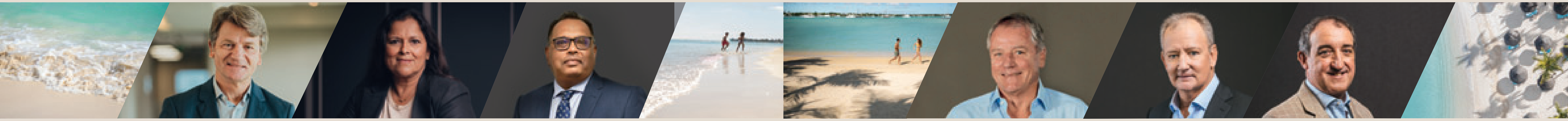
Path Forward

Our commitment to innovation and digitalisation is leading to a series of initiatives that are transforming how we operate and interact with our Guests, enhancing our Artisan experience. We continue to invest in and modernise our infrastructure, paving the way for future efficiency gains and growth. Cost containment remains the priority for Management in light of persistent increases in costs. Other funding options are also being explored to reduce interest expenses.

With fewer rooms expected to be out of inventory compared to last year, prospects for current year are promising.

> "In this time of rapid technological advancement, we are excited by the opportunities for growth but mindful of the challenges it presents. The key of our success lies in our ability to harness the right technologies, invest in the skills of our Artisans and make informed decisions that balance short-term operational priorities with long-term strategic investments."
>
> Pauline Seeyave
> Chief Financial Officer

OUR **Leadership** TEAM



Gilbert ESPITALIER-NOËL
(Born in 1964)
up for re-election at the next Shareholders' Meeting

Non-Executive Director, Chairman

Appointed in: February 2013

Qualifications: Master of Business Administration from INSEAD BSc University of Cape Town; BSc (Hons) Louisiana State University

Committee: Member of the Corporate Governance Committee

Professional Journey:
- CEO of ENL Limited and ENL Group
- CEO of New Mauritius Hotels Limited until June 2023
- Past CEO of ENL Property Limited
- Past Operations Director of Eclosia Group
- Former President of the Mauritius Chamber of Commerce and Industry, the Joint Economic Council and the Mauritius Sugar Producers Association
- Past Vice-President of the Mauritius Export Association

Skills & Experience :
- In-depth knowledge and extensive experience of operations in ENL's key sectors of activity
- Skilled at creating high-performing teams
- Strong proponent of entrepreneurship, innovation and initiative
- Staunch advocate of and extensive experience in, public-private partnerships for economic stewardship
- Sound understanding of the business dynamics in Mauritius

Sharmila BANYMANDHUB – CHAKOWA
(Born in 1963)

Independent Non-Executive Director

Appointed in: September 2023

Qualifications: Private Wealth & Family Office Management – Swiss Certified Course; Fellow of the Association of Chartered Certified Accountants

Committee: Chairperson of the Risk Committee and Member of the Audit Committee

Professional Journey:
- Provision of financial advisory and family office management services
- Local Representative and Director of CLSA (Mauritius) Limited, part of CITIC CLSA Group
- Former Managing Partner of Temple Corporate Services Ltd and Corporate Support Services
- Held senior executive positions in Finance, Administration and Treasury Management in private companies

Skills & Experience:
- Dynamic and goal-oriented finance professional with over 30 years post-qualification experience in various sectors, the last 17 years being in financial services
- Managed a portfolio of global business companies and funds
- Expertise in Risk Management and mitigation systems, compliance, client onboarding and team leadership
- Involved in setting up internal controls systems and AML/CFT policies and procedures

Jitendra BISSESSUR
(Born in 1966)
up for re-election at the next Shareholders' Meeting

Non-Executive Director

Appointed in: November 2021

Qualifications: BA (Hons) in Mathematical Statistics from the University of Delhi, India; MSc in Applied Economics with specialisation in banking and finance from the University of Mauritius

Committee: Member of the Risk Committee

Professional Journey:
- Chief Executive Officer of the Mauritius Investment Corporation Ltd (MIC) since March 2021. He was the Officer-in-Charge since the company's inception in June 2020
- Previously Director of the Economic Analysis & Research and Statistics Department of the Bank of Mauritius (2018-2020). Joined the Research Department of the Bank of Mauritius in January 1991 and has over 30 years of experience in the central banking field. He has both an economics and statistics background
- Worked as an economist at the African Department of the International Monetary Fund ("IMF") (2013-2014) and was part of the Article IV mission team to review macroeconomic developments and policies in Cameroon. He contributed to the Article IV Staff Report and Selected Issues Paper
- Led the team that set up the MIC and has been attending to corporate finance assignments, including asset valuation and asset management
- Former member of the Statistics Board and a Member of the IMF Task Force on Special Purpose Entities
- He has been responsible for the Bank of Mauritius' regular publications, including the Monthly Statistical Bulletin, Quarterly Reports and Annual Report. He has been the Secretary of the Bank's Monetary Policy Committee (2014-2021) and was responsible for preparing the Monetary Policy Briefing Paper

Skills & Experience
- Expertise in macroeconomic statistical analysis and framework and macroeconomic economic and policy analysis and forecasting
- Skilled in corporate valuation techniques and investment analysis
- Specific experience in assessing macroeconomic conditions and the stance of monetary, exchange rate and financial policies
- Represented the Bank of Mauritius in numerous seminars/conferences/meetings at various levels and in various capacities

Herbert COUCAUD
(Born in 1948)
up for reappointment at the next Shareholders' Meeting

Non-Executive Director

Appointed in: May 1981

Qualifications: BSc in Economics and Mathematics, University of Cape Town

Committee: Member of the Corporate Governance Committee

Professional Journey:
- Former Chief Executive Officer of New Mauritius Hotels Limited (from 1974 until his retirement in June 2015)

Skills & Experience:
- Significant contribution to the development of the tourism industry in Mauritius

Hector ESPITALIER-NOËL
(Born in 1958)

Non-Executive Director

Appointed in: April 1997

Qualifications: Member of the Institute of Chartered Accountants in England and Wales

Committee: Member of the Corporate Governance Committee

Professional Journey:
- CEO of ENL Limited and of ENL Group until 30 June 2023
- Worked for Coopers and Lybrand in London
- Worked for De Chazal du Mée in Mauritius
- Past Chairman of New Mauritius Hotels Limited, Semaris Ltd and Rogers and Company Limited
- Past Chairman of the Mauritius Chamber of Agriculture, the Mauritius Sugar Producers Association and the Mauritius Sugar Syndicate

Skills & Experience:
- Extensive CEO and leadership experience and skills
- Strong financial management and strategic business planning skills
- Significant experience in alliances, ventures and partnerships
- Staunch advocate for a more open national economy
- Advocate for a strong public-private sector partnership for sustainable growth
- Strong proponent of private enterprise and entrepreneurship
- Strongly convinced of the multidimensional role of business

Jean-Pierre MONTOCCHIO
(Born in 1963)

Non-Executive Director

Appointed in: April 2004

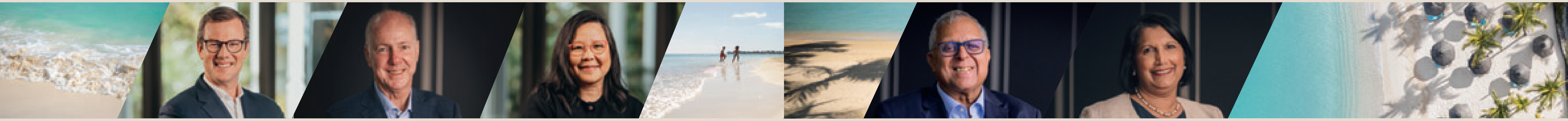
Qualifications: Notary

Committee: Chairman of the Corporate Governance Committee

Professional Journey:
- Appointed Notary Public in Mauritius in 1990
- Contributed to the workings of the National Committee on Corporate Governance as a member of the Board of Directors' Sub-Committee

Skills & Experience
- Well-versed in corporate governance matters and NED experience across the private and public sectors
- Extensive experience in alliances, ventures and partnerships
- Strong proponent of fairness in business
- Staunch defender of Shareholder's interests

***Directorship List** - For full directorship lists of the Directors, please refer to the Company's website: www.beachcomber.com*



Stéphane POUPINEL de VALENCÉ
(Born in 1978)

Executive Director

Appointed in: May 2023

Qualifications: MBA (Paris Dauphine/Sorbonne); Postgraduate Diploma in Business Management (Curtin University); BCom Management and Marketing (Curtin University); Professional Development Programme (Cornell University); Senior Executive Programme (London Business School); International Project Management (INSEAD)

Committee: Member of the Corporate Governance Committee and Risk Committee

Professional Journey:
- CEO of New Mauritius Hotels Limited since July 2023
- Former Managing Director of Semaris Ltd and Chief Officer – Real Estate & Construction of NMH
- Past Managing Director of Medine Property, the property arm of Medine Ltd
- Commenced his career in sales and marketing at Panagora Marketing Co. Ltd, part of the Eclosia Group
- Vice President of AHRIM

Skills & Experience:
- In-depth knowledge and experience of NMH's key operations
- A strong focus on people empowerment and Community development
- Extensive experience in leadership, property development and sales & marketing

Alain REY
(Born in 1959)

Independent Non-Executive Director

Appointed in: February 2017

Qualifications: Member of the Institute of Chartered Accountants in England and Wales

Committee: Chairman of the Audit Committee

Professional Journey:
- Worked in the financial services industry at Citibank N.A. (France)
- Past Regional Corporate Director of Barclays Bank Plc at their Mauritius branch
- Past Senior Vice President and Chief Financial Officer of Novel Denim Holdings Ltd, a Nasdaq-listed company
- Past CEO of Compagnie de Mont Choisy Limitée, a group of companies involved in agricultural and property development activities

Skills & Experience:
- Extensive experience in the formulation and appraisal of risk assessment and management systems in various industries
- Past Chairman of various Strategic and Investment Committees with banking and financial competence and expertise

Pauline SEEYAVE
(Born in 1974)

Executive Director

Appointed in: August 2016

Qualifications: Master of Arts, St Catharine's College, University of Cambridge; Associate of the Institute of Chartered Accountants in England and Wales

Professional Journey:
- Group Chief Financial Officer of New Mauritius Hotels Limited since 2016
- Occupied senior executive roles in banking, including finance, Risk Management, credit, project finance and corporate banking
- Managed a wide portfolio of clients across various sectors in Audit and Business Assurance in the UK
- Current Non-Executive Director of Innodis Ltd
- Member of the Listing Executive Committee of the Stock Exchange of Mauritius Ltd
- Past Director of SBM Bank (Mauritius) Ltd, State Insurance Company of Mauritius Ltd and Club Méditerranée Albion Resorts Ltd

Skills & Experience:
- Over 20 years in leadership roles
- Extensive experience in Risk Management, finance and corporate governance

Sunil BANYMANDHUB
(Born in 1949)
resigned from the Board, effective September 2023

Non-Executive Director

Appointed in: March 2000

Qualifications: BSc Honours First Class in Civil Engineering UMIST, UK; master's degree in Business Studies (London Business School); Associate of the Institute of Chartered Accountants in England and Wales

Committee: Chairman of the Risk Committee and Member of the Corporate Governance Committee and Audit Committee

Professional Journey:
- Occupied senior positions in various major private sector companies in Mauritius
- Majority Shareholder of a transport company
- Involved in several private sector organisations
- Former President of the Mauritius Employers' Federation and Member of the Presidential Commission on Judicial Reform presided over by Lord Mackay of Clashfern, previously UK Lord Chancellor
- Currently Chairman or Board member of a number of domestic and global entities

Skills & Experience:
- Many years' experience in financial services and senior management

Dr Jyoti JEETUN
(Born in 1960)
resigned from the Board, effective July 2024

Independent Non-Executive Director

Appointed in: December 2017

Qualifications: PhD in Strategy and Accounting; MBA, Warwick Business School, University of Warwick; Fellow of the Institute of Chartered Secretaries and Administrators

Committee: Member of the Audit Committee

Professional Journey:
- Group Chief Executive Officer of the Mont Choisy Group from April 2016 to July 2024, leading a major transformation in real estate development in the North through the Mont Choisy Smart City
- Former international consultant in private sector development and financial services
- Former academic with leading UK Business Schools (Warwick Business School, Birmingham Business School, Oxford Brookes Business School and Essex Business School)
- Occupied senior management roles with global investment banks in London (BNP Paribas, Barclays Capital, Bank of America Merrill Lynch)
- Past Deputy Director of the Centre for the Development of Enterprise, a Brussels-based international organisation promoting private sector enterprise development in ACP countries
- Founding Chief Executive of the Sugar Investment Trust and founding Chairperson of the Mauritius Post and Cooperative Bank (now MauBank)
- Started her career as a public servant and went on to become the Finance Editor of Business Magazine

Skills & Experience:
- Over 25 years of executive management and boardroom credentials, mainly in the real estate development, banking, financial services and sugar sectors

Directorship List - *For full directorship lists of the Directors, please refer to the Company's website: www.beachcomber.com*

OUR Senior Executive TEAM

Hubert DE RAVEL

Chief Data and Information Officer

Qualifications: MBA (INSEAD); Master of Engineering in Networks and Telecommunication (INSA Toulouse); Executive Programme (Stanford Centre for Professional Development)

Experience: Hubert joined NMH in June 2021 to lead the Group's digital transformation. With over a decade of experience in digitalising global processes for international organisations, including Orange and Nike, he brings a broad range of technological expertise, particularly in data analytics, combined with strong leadership skills. His role also involves spearheading the implementation of key digital structures and committees, such as the Digital Operational Committee, which is integral to NMH's 2025 digital vision. Prior to joining the Group, Hubert was a Consultant in Digital & Analytics at McKinsey.

Géraldine KOENIG

Chief Risk & Compliance Officer

Qualifications: BA Hons Economics/MA, University of Cambridge, UK; Diploma in Management, University of Amherst, USA

Experience:
Géraldine joined NMH in March 2016 as Chief Officer Operational Excellence and was appointed Chief Risk & Compliance Officer in March 2022. She also leads NMH's Sustainability strategy, driving and monitoring the Group's efforts towards achieving its Sustainability goals. Géraldine's career began at Rogers Group, where she played a key role in re-engineering and operational efficiency and spans 30 years, including over a decade at SGS Group, the global leader in inspection, testing and certification, where she served as Global Project Manager for Travel & Hospitality. She brings significant expertise in Risk Management, quality control and regulatory compliance.

Sebastian LA HAUSSE DE LALOUVIÈRE

Chief People Officer & Group Legal Counsel

Qualifications: Barrister called to the Bar of England & Wales (November 2012) and the Mauritian Bar (January 2014); Bachelor of Laws (LLB), University of London; Bar Professional Training Course (BPTC), University of the West of England; Master of Laws (LLM), University of the West of England

Experience: A member of the Honourable Society of the Middle Temple, the Mauritius Bar Association and the Mauritius Institute of Directors, Sebastian joined NMH in May 2019 as Group Legal Counsel, having occupied similar roles at Omnicane Limited and IBL Ltd. He was appointed Chief People Officer and Group Legal Counsel in March 2022. As an ADR Group Accredited Mediator specialising in civil and commercial mediation, he brings a wealth of legal expertise to his role.

Karine PERRIER CURÉ

Chief Brand and Communication Officer

Qualifications: Master of Science in Marketing (MSc Hons), University of Paris–Dauphine, France; Postgraduate Diploma in Marketing and Communication, ISG Paris, France; Senior Executive Programme (INSEAD): Transition to General Management and Strategy Execution for Business Leaders; Leadership training has been completed with institutions such as INSEAD, LBS, ESSEC, and through the APM network

Experience: Karine began her career in advertising and communication in Paris. Upon returning to Mauritius, she expanded her expertise in the tourism, leisure and hospitality sectors, as well as in Corporate Marketing & Communication. Before joining NMH in February 2019, she was Chief Marketing & Communication Executive at Rogers Group. In her current role, she leads the Brand and Communication strategies, CSR and Corporate Affairs for the Group, with extensive experience in leading teams and overseeing crisis communication. Karine has also served as a Board member for the past 10 years. Karine serves as Chairperson of Fondation Espoir Développement Beachcomber Ltée and was appointed Executive Director of Semaris Ltd in July 2023.

Jean Louis PISMONT

Chief Operations Officer

Qualifications: Graduate of the Hotel School of Granville, France; Degree from Thonon-les-Bains Hotel Management School, France

Experience: Serving as Group Chief Operations Officer since March 2018, Jean Louis has a career spanning four decades. He joined NMH in 1996 as Resident Manager of Paradis Beachcomber and later took on the role of General Manager at Shandrani Beachcomber. In 2012, he was appointed General Manager of both Paradis Beachcomber and Dinarobin Beachcomber. He also represents NMH as the owners' representative for Fairmont Royal Palm Marrakech and is a former President of the Association of Hotels and Restaurants of Mauritius (AHRIM). Jean Louis has held various senior management positions across renowned hotel brands in Europe, the Maghreb and the Emirates.

Stéphane POUPINEL DE VALENCÉ

Chief Executive Officer, Executive Director

See under the section Directors' Profiles

Pauline SEEYAVE

Chief Financial Officer

See under the section Directors' Profiles

Nicolas STAUB

Chief Commercial Officer

Qualifications: Graduate of ICSA, WITS, University of South Africa; Executive Programme, Stanford Centre for Professional Development; Sales Mastery Programme, Sandler

Experience: Nicolas joined NMH in 1998, beginning his journey at Paradis Beachcomber in 1999 and later transitioning to the Group's Sales & Marketing team, where he held several key positions, including Head of Sales. In April 2022, he was appointed Chief Commercial Officer and has since been driving the Group's commercial initiatives.

From left to right:
Jean Louis Pismont, Géraldine Kœnig, Nicolas Staub, Pauline Seeyave, Stéphane Poupinel de Valencé, Karine Perrier Curé, Hubert de Ravel, Sebastian La Hausse de Lalouvière.

BUSINESS Unit Leaders

Mark BOULLÉ
Managing Director
Beachcomber Tours, UK

Isabelle BOUVIER *
General Manager
Royal Palm Beachcomber Luxury

Jean-François BRUN
General Manager
Fairmont Royal Palm Marrakech

Sheila COLLET SERRET
General Manager
Beachcomber Office, Italy

Théodose FLEURIÉ
General Manager
Trou aux Biches Beachcomber Golf Resort & Spa

Lothar GROSS
General Manager
Canonnier Beachcomber Golf Resort & Spa
and Mauricia Beachcomber Resort & Spa

Stephan LAGESSE
General Manager
Paradis Beachcomber Golf Resort & Spa and
Dinarobin Beachcomber Golf Resort & Spa

Gary MULDER
Managing Director
Beachcomber Tours, South Africa

Olivier NAIRAC
General Manager
Beachcomber Catering

Rico PAOLETTI
General Manager
Shandrani Beachcomber Resort & Spa

Queensly PERIATAMBY
General Manager
Beachcomber Boutiques

Kervyn RAYEROUX
General Manager
Victoria Beachcomber Resort & Spa

Richard ROBERT
Managing Director
Mautourco

Guy ZEKRI
Managing Director
Beachcomber Tours France

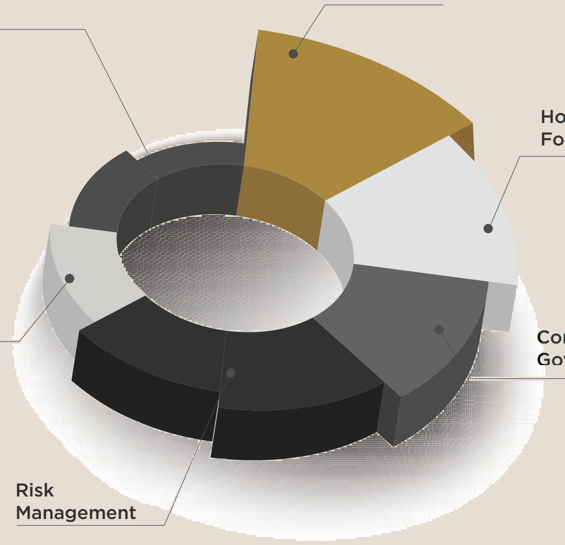
** in post until 30 September 2024*

Value CREATION

Value CREATION MAP

RESOURCE OPTIMISATION

PROCESS EFFICIENCY



INPUT

PEOPLE & CULTURE

Our Artisans remain the reason for our daily success and nurturing them is always a priority for us.

SOCIAL INCLUSIVENESS

A social touch to our surroundings is also what we bring in. The immediate environment of our hotels forms part of the Beachcomber Experience and therefore demands considerable attention.

OUR SUSTAINABLE JOURNEY

As significant consumers of resources, our hotels have a duty to act as responsible players in society. Monitoring and optimising our resource usage is essential to achieving our objectives.

BRAND PROMISE

Being a vertically integrated player in the hospitality sector strengthens our brand name, ensuring the delivery of the Beachcomber Experience to our Guests.

OUR HOTEL PORTFOLIO

We maintain our Hotel portfolio while investing in our support systems, such as our website and booking network.

FINANCIAL RESOURCES

Our hotels require capital to maintain their high standards. Effective financial management is essential to operate at optimum level.

Community

Shareholders

Revenue
Rs
15 bn

Fund Providers

Artisans

Regulators

PAT: **Rs 2bn**

VALUE DELIVERABLES

PEOPLE & CULTURE

Enhanced working environment for our Artisans. Competent and experienced team members.

SOCIAL INCLUSIVENESS

Promoting economic development of local communities.

OUR SUSTAINABLE JOURNEY

Youth empowerment. Optimisation of our resource usage.

BRAND PROMISE

Strengthened brand awareness, data and Guest insights.

OUR HOTEL PORTFOLIO

Prestigious resorts.

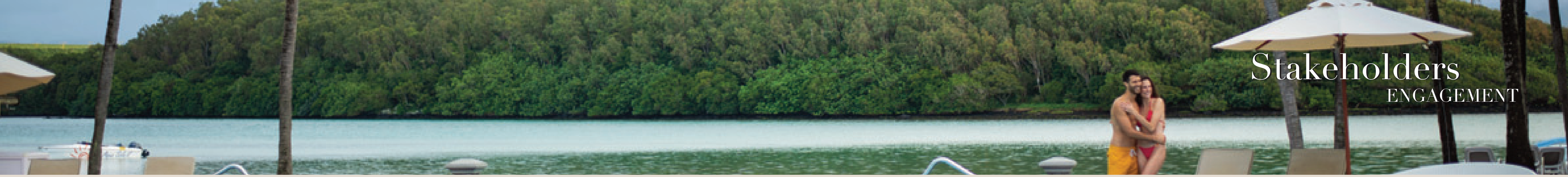
FINANCIAL RESOURCES

Superior returns to our stakeholders.

The Beachcomber journey begins right from the day Guests choose our hotels and lives on long after their stay.

Stakeholder ENGAGEMENT

Stakeholders	Expectations	Engagement and Strategic Responses
Shareholders, investors, providers of capital	• Evolution of share price and potential capital growth • Attractive investment returns • Increase in Net Asset Value • Robust business model and strategic direction • High-quality services • Ongoing innovation initiatives • Strategic alliances to drive business expansion • Commitment to business ethics and integrity • Clear and transparent reporting and accountability • Compliance with regulatory requirements • Adherence to the Code of Corporate Governance • Effective Risk Management framework • Financial stability and effective liquidity management • Disclosure of social and environmental risks • Ambitious environmental objectives and strategies	• We achieved a growth of 22.4% in share price over the financial year, reflecting the strong performance of the Group. • Dividend yield amounted to 4.8% (FY23 – Nil), delivering attractive returns to Shareholders. • Basic EPS of Rs 3.54 was achieved compared to Rs 3.86 in FY23. • Net Asset Value per Share (NAVPS) rose by 19.2%, reaching Rs 23.92 (FY23: Rs 20.06). • Debt-to-Equity ratio now stands at 1.25 (FY23: 1.64). • We enhanced operational efficiency through digital transformation. • Annual Analysts Meetings are held to keep investors informed and provide insights on our strategic direction and operations. • Meetings of Shareholders are held on an annual basis to provide Shareholders with a platform to raise questions and voice concerns. • We keep our stakeholders in the loop with timely updates on our financial performance through an engaging mix—our website, social media and press releases. We have also recently introduced a sleek, quarterly digital newsletter exclusively for our Investors and Fund Managers, offering them deeper insights and a direct line to our strategic vision. • We continued to prioritise growth and debt reduction, securing a stable A- rating by Care Edge Ratings Africa for Rs 5 bn banking facilities. • The Investors' corner on our website saw a 96% increase in page views compared to the previous year. • Our three-year plan (2023-2025) is progressing well, with all milestones on track for completion. • Our Sustainability strategy, supported by structured KPIs, ensures transparency and accountability in Environmental, Social and Governance (ESG) practices. • NMH is listed on the Stock Exchange of Mauritius Sustainability Index since February 2024. • We have achieved EarthCheck Gold Certification this year for our collection of resorts and Head Office, thereby confirming our commitment to Sustainability, further to 5 years of audits and the continuous improvement of our KPIs. • In May 2022, NMH established a dedicated Risk Committee, complementing the existing Audit Committee, to oversee non-financial risks.
Artisans	• Clear sense of purpose in their roles • Compassionate leadership with empathy, support and mutual respect • Recognition and growth opportunities • A stimulating work environment that promotes creativity and excellence • Focus on mental and physical well-being • Transparency and open communication in decision-making processes • Positive and collaborative relationships with trade unions to ensure fait negotiations, minimise labour disputes and support a harmonious work environment	• We have launched the "Vivre Nos Valeurs" initiative. Through the active participation of our Artisans across the Group, this initiative fosters a shared understanding of our values, creating a unified language and behaviours that promote both personal and professional growth. • This year, we introduced the Beachcomber Resorts Incentive Scheme, rewarding Artisans for consistent presence and dedication. In addition, our Faces of Happiness campaign highlights the diverse career paths within the Group, providing Artisans with role models and inspiring their own professional journeys. • We conduct the "Lavwa Artisans Beachcomber" survey annually to gather insights and enhance the working environment. This year, our happiness index stood at 90% (88% last year). Our Artisan Assistance Programme provides personalised counselling and support, promoting mental, physical and emotional well-being. • The Beachcomber Progressify Model has been developed to foster career development and progression, offering clear pathways for progression with the Group. Additionally, the Beachcomber HoD Forum, held twice a year, provides an opportunity for our Heads of Departments (HoDs) to share strategic priorities and key focus areas, ensuring that Artisans are aligned with the Group's direction and growth opportunities. • We have strengthened our internal communication efforts through various channels, including social media, videos, newsletters and memos to keep Artisans informed and engaged.



Stakeholders ENGAGEMENT

Stakeholders	Expectations	Engagement and Strategic Responses
Artisans (cont'd)		• We maintain regular communication with trade unions to address concerns early, build trust and foster a cooperative approach to labour relations. • In collaboration with industry partners, we launched "Les Métiers de l'Hôtellerie" campaign to promote hospitality careers, attract and retain talents. This initiative highlights the diverse opportunities within the sector. • We maintain regular communication with trade unions to address concerns early, build trust, and foster a cooperative approach to labour relations. *For more details, please refer to the Sustainaibility section.*
Business partners and suppliers	• Commitment to fair and ethical trading practices • Open and transparent communication • Favourable contract terms and prompt payment • Transparency on our purchasing policies • Collaboration with partners sharing our commitment to Sustainability	• We prioritise local and seasonal sourcing, with 85% of our products from local suppliers and 48% proudly carrying the Made in Moris label, supporting the local economy and reducing our environmental footprint. • We actively engage with our suppliers by sharing our Sustainable Purchasing Policy, ensuring transparency and fostering a sustainable supply chain. Suppliers are selected based on their commitment to environmental responsibility and are aligned with our 52 Commitments Environmental & Social Charter. • A tender exercise is conducted to ensure that the selection of suppliers aligns with our values and standards. • We have in place service level and non-disclosure agreements to ensure clarity and confidentiality in our partnerships. • We foster long-term relationships with our suppliers, built on trust, transparency and mutual benefit. • Our commitment includes ensuring timely and fair payment terms to support our suppliers' financial stability. • The Beachcomber Supplier Forum is held regularly to ensure open and transparent communication, fostering stronger relationships with our suppliers and help drive Sustainability commitments.
Guests	• Immerse in the unique Beachcomber Experience • Personalised service designed to enhance every aspect of the Guest Experience • Well maintained hotels, offering a harmonious blend of comfort and luxury that consistently meets the highest standards • Commitment to responsible tourism, allowing Guests to reduce their environmental impact • Loyalty that is valued and rewarded • Compliance with relevant data protection laws and regulations • Strong brand reputation that fosters trust and credibility	• We focus on enhancing the entire Guest journey, ensuring that every interaction reflects our commitment to excellence. Distinct priorities guide us in delivering an exceptional and seamless experience throughout the stay. • Our Beachcomber Annual Forum, focused on Guest Experience, brings together our Senior Executive Team, Sales, Brand & Communication, Hotels' Management, Beachcomber Tours, and PR partners for two insightful days of round tables, workshops, and discussions. • An extensive hotel renovation programme is underway to maintain the highest standards of comfort and luxury. We are committed to providing consistently well-maintained and aesthetically pleasing environments that align with our brand's ethos of beauty and refinement. • Our dedicated Artisans consistently go the extra mile to exceed Guests expectations. It is our brand promise to create happiness through authentic Mauritian hospitality, offering Guests not only unforgettable but also enriching experiences. • We actively monitor Guest feedback through the ReviewPro platform, allowing us to shape our services and experiences based on valuable insights. • As part of our ongoing efforts, we are accelerating our digital transformation to ensure ease, convenience and service excellence at every touchpoint. This helps streamline Guest interactions and enhances the overall experience. • Through the Top FED programme, Guests can actively participate in social projects led by Fondation Espoir Développement Beachcomber, supporting local communities and aligning with our commitment to responsible tourism. This allows Guests to make a meaningful impact while enjoying their stay. • We have a Data Privacy Policy and measures in place to ensure full compliance with relevant data protection laws and principles. • Beachcomber magazines are elegantly placed in every room, offering Guests a deeper connection to our brand and an enriching experience. Our online presence has soared, with a 23% increase in website traffic and a 52% boost in conversion rates compared to last year. By optimising social media channels and enhancing our digital media budget, we have seen improved engagement and reach across platforms. Facebook engagement has surged by 68.3 %, with a 103.2% increase in reach. Similarly, Instagram has experienced a 81% rise in engagement and an impressive 1,027% growth in reach, further extending our brand's presence and impact across platforms. *For more details, please refer to the Sustainaibility section.*

Stakeholders ENGAGEMENT

Stakeholders	Expectations	Engagement and Strategic Responses
Sustainability	*For more details, please refer to the Sustainaibility section.*	*For more details, please refer to the Sustainaibility section.*
Local community	*For more details, please refer to the Sustainaibility section.*	*For more details, please refer to the Sustainaibility section.*
Industry	• Proactive collaboration to address key challenges together	• As an active member of AHRIM, we collaborate with industry peers to address shared challenges and drive innovation within the sector. • We are part of “Les Métiers de l'Hôtellerie” campaign, a collective effort by hoteliers to tackle recruitment challenges and promote careers in hospitality.
Government bodies and regulations	• Ongoing dialogue with Government and regulatory bodies • Commitment to ethical practices and compliance with national laws and regulations • Fair employment practices in accordance with labour laws and standards • Strict compliance with safety & health regulations, ensuring a safe working environment • Community investment initiatives • Sustainability and Community strategy addressing long-term environmental and social goals • Transparent communication on climate change risks, with clear mitigation plans • Collaboration on climate change solutions • Adherence to best business practices, ensuring transparency and accountability • Contributing to national economic growth	• We maintain regular discussions and exchanges through various forums, including Business Mauritius and AHRIM, ensuring open communication and alignment on key issues. • We adhere strictly to our Code of Ethics and Conduct, ensuring that all our business practices are ethical and transparent. • As a key player in Mauritian tourism, we actively collaborate with the Government on initiatives related to tourism promotion and development. • We engage in policy dialogue with Government bodies on Sustainability forums and work closely with the government on climate change initiatives, aligning with our 52 Commitments Environmental & Social Charter. • We are committed to maintaining an effective Corporate Governance structure and ensuring compliance with the National Code of Corporate Governance for Mauritius. This includes transparent disclosures through comprehensive annual and quarterly reports. • Our Artisan Value Proposition is designed to foster the personal and professional growth of our Artisans, contributing to the wider social and economic development of the country.

Operational Excellence and Efficiency

At Beachcomber, we recognise that operational efficiency is key to driving both service excellence and sustainable growth. This is especially important as we navigate a challenging landscape while continuing to focus on long-term success.

Over the past year, we implemented a strategic operational efficiency programme designed to optimise resources, improve processes and manage costs, while maintaining high levels of Guest satisfaction. This multi-faceted initiative has been developed in collaboration with committees and working teams, consisting of ComEx members, Artisans across various departments, as well as external consultants, turning innovative ideas into actionable solutions.

Our programme is built on four main pillars:
- **Business facilitation:** Identify and review processes between the Head Office and the hotels that can be optimised to improve agility, enhance performance and meet auditing requirements. Ultimately, it aims to strengthen the overall value chain across our operations.
- **Digital transformation:** We are reshaping the way we work to become more responsive to business needs, fostering increasing accountability and ownership. This initiative is designed to leapfrog towards a higher performing digital ecosystem that better serves the Group.
- **Procurement optimisation:** By reviewing our procurement processes, we aim to identify continuous improvement opportunities and leverage economies of scale, ensuring cost efficiency and enhanced value.
- **Waste minimisation:** Using lean management principles, we are conducting a series of in-depth analysis of our operational processes to identify best practices and quick wins to improve operational efficiencies across our business units.

Our commitment to operational excellence is aligned with our broader strategy of delivering consistent value to all stakeholders. By aligning process optimisation with our strategic goals, we ensure that Beachcomber continues to thrive in a competitive market.

Embracing digitalisation at Beachcomber: 2024 and Beyond

Enhancing Our Business and Creating Stakeholder Value

As a leading luxury hospitality group, Beachcomber is committed to embracing digitalisation as a strategic priority and a source of competitive advantage. Guided by a clear vision for the future, several initiatives have been launched to expand the digital transformation across the Group, positioning our business for a dynamic and connected future. This section highlights the transformative impact of our 2025 digitalisation vision, driven by these strategic initiatives.

Our Digital Transformation Initiatives

We have identified four core areas within our data-driven digital transformation:
- Guest Experience
- Artisan empowerment
- Operations
- Finance

To support these pillars, we have implemented the following initiatives:
- **Setting up of a New Structure:** This new structure is designed to streamline our digital projects and ensure alignment with our business needs and expectations. It fosters a culture of agility, collaboration and accountability across our digital teams and stakeholders.
- **Establishment of a Digital Transformation Committee ("DTC"):** Set up in December 2023, the DTC is chaired by the CEO and includes leaders from different functions as follows:

- Chief Finance Officer
- Chief Data and Information Officer
- Chief Operations Officer
- Chief People Officer & Group Legal Counsel
- Chief Commercial Officer
- Strategic Advisor (Mr Sanjeev Manrakhan)

This Committee is responsible for defining the vision, objectives and roadmap of our digital transformation, as well as overseeing its execution and monitoring its results.

- Formation of a **Digital Operations Committee ("DOC"):** The DOC serves as a vital platform for collaboration across clusters and Change Management, driving the execution of digital initiatives. It ensures Good Governance under the oversight of the DTC, aligns digital projects with the DTC's vision and objectives and provides recommendations accordingly. The DOC is chaired by the Chief Data and Information Officer and comprises Digital Champions from each cluster.
- Development of a **Digital House:** This initiative brings together all stakeholders involved in our digital transformation. The Digital House is conceived as a vibrant, open and modern space that unites talents from diverse functional backgrounds. It fosters collaboration, drives digital innovation and serves as a hub where our digital teams work, learn, innovate and interact with our Guests and Artisans.
- Deployment of the **NMH Data Ecosystem:** This advanced architecture aggregates data from across the Group in granular and raw formats, enabling clusters, teams and hotels to engage in data mining, deep learning and machine learning. This ecosystem is designed to drive us towards an AI-powered platform that enhances our Artisans' efficiency and supports the delivery of personalised service to our Guests and stakeholders. Additionally, the creation of a Data and Analytics Department strengthens our commitment to leveraging data for strategic decision-making.

Achievements in 2024

Efficiency

Beachcomber has embraced digitalisation to enhance efficiency and streamline operations. By introducing digital tools for the end-to-end automation of processes related to safety, audit, quality and Sustainability has reduced errors, costs and waste. This digital shift has also empowered the Group to monitor and optimise performance while upholding the highest standards of excellence.

Guest Experience

To elevate the Guest Experience, Beachcomber has integrated digital solutions across reservations, mobility and service areas. Our Artisans are now better equipped to serve Guests through digital booking platforms, including those for golf and sports activities at Paradis Beachcomber and Dinarobin Beachcomber and spa reservations across all resorts. Guests can also use the Beachcomber App to easily access information and submit service requests digitally across all hotels. Our enhanced CRM system for campaigns and Guest profile management enables us to personalise offers and services to each Guest's preferences and needs.

Artisan Experience

Our Artisans are the primary focus of our digital transformation and the cornerstone of our success. Through provision of a state-of-art learning platform, Beachcomber has empowered its Artisans to grow and develop their careers by acquiring essential skills for the hospitality industry. Additionally, digital tools have been introduced to facilitate daily tasks such as communication, collaboration and feedback. By digitalising the Artisan experience, Beachcomber fosters a culture of innovation, engagement, and satisfaction, ensuring that our Artisans are fully supported in delivering exceptional services.

By continually innovating and integrating digital solutions, Beachcomber not only enhances operational efficiency, but also creates lasting value for all stakeholders. Our digital transformation journey is a testament to our dedication to maintaining our leadership in the luxury hospitality industry.

People-first

Beachcomber places its 'People-first' philosophy at the heart of its strategy.

This year, our Artisan Value Proposition ("AVP") – Feel The Happiness You Give – was brought to life through tangible projects, organised into five focus areas: Leadership, Cost of Living, Welfare & Recognition, People Facilities and Productivity & Efficiency, supported by a dedicated budget.

Over the past year, we have invested significantly in improving Artisan facilities, enhancing Learning & Development, digitising processes, standardising managerial benefits, fostering social activities and maintaining psychological support as part of our engagement efforts.

In May 2024, the 4th edition of our Lavwa Artisan Beachcomber Engagement Survey revealed that 94% of Artisans are proud to work for the Company, with an 81% participation rate. Our engagement scores have remained stable, well above the national average:

	National Benchmark (Private Sector)	NMH 2024 Score
Tri*M HiPO Score	73	84
Happiness Index	79	90

Both consolidated and unit-based results have been analysed and action plans shared with our Artisans. We remain committed to continuously measuring satisfaction through annual surveys and regular pulse checks.

Artisan Assistance Programme

First introduced in the previous financial year, this initiative aligns with our AVP Brand Pillar, 'We Share & Care.' Due to its success and the high satisfaction rates, with 87% of surveyed Artisans recognising the programme as a valuable support system, it was renewed this year. The programme offers a secure environment for professional counselling on both personal and work-related matters, further embodying our 'People-first' philosophy. By the end of the reporting year, 121 Artisans had utilised this service.

Industrial Relations

Due to an uncertain environment surrounding statutory guidelines for salary adjustments, negotiations for a new Collective Agreement have been delayed.
Nevertheless, Beachcomber has made progress on the Employer side by updating the Master Scale and finalising the Beachcomber Career Architecture. These essential frameworks, however, will need to be revised once the new Regulations on salary relativity are published.

Head Count

Our Group's head count continues to rise annually to meet the demands of service excellence amidst constantly high occupancy rates across all hotel categories. Retaining Artisans within the 0-5 years' service bracket remains highly challenging (refer to charts under the ESG section). Turnover is particularly high among those with less than one year's service, accounting for half of all leavers for the year. To address this, we are introducing a revamped onboarding programme with a stronger focus on mentorship for newcomers.
In an increasingly competitive market for operational positions, Beachcomber has taken the lead by launching the 'Faces of Happiness' campaign in August 2023. This initiative promotes key hotel industry roles through personal success stories. Our efforts are further supported at the national level through the 'Métiers de l'Hôtellerie' initiative. Beachcomber is part of the core strategic team. This initiative, launched in May 2024, in collaboration with industry counterparts members of AHRIM, aims to enhance the image of various roles in the hotel sector to attract and retain Mauritian talents.

Remuneration & Benefits

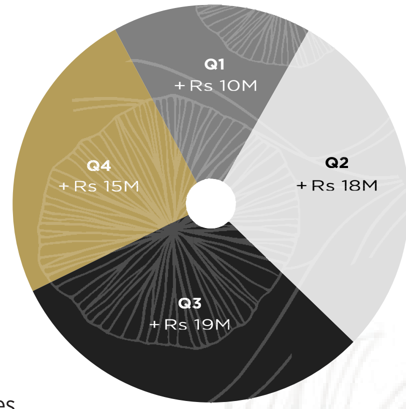
The Government-mandated increase and the introduction of a new minimum wage in January 2024 represented a heavy burden on our payroll costs. Despite this financial challenge, Beachcomber honoured its prior commitment to providing an additional increase of Rs 200 on top of the Government-mandated raise to Artisans earning up to Rs 50,000 per month.

Bonus Schemes

Thanks to the outstanding performance of our operations during the 2022-23 financial year, we rewarded our Artisans at eligible levels in both hotels and Head Office through our bonus schemes, namely the Performance-Driven Bonus Scheme and the Performance & Productivity Bonus. As a result, in October 2023, eligible Artisans received bonuses equivalent to approximately two additional months' salary.

Beachcomber Resorts Incentive

In July 2023, we introduced the Beachcomber Resorts Incentive ("BRI") in our hotel operations and at the Head Office to reward attendance. Our statistics confirm that this initiative has led to a 20% reduction in absenteeism rate at the relevant business units during the financial year under review, representing a gain of over 9,000 man-days.



This incentive scheme has been highly appreciated with 80% of surveyed Artisans expressing a desire for its continuation.

At Beachcomber, we are proud to provide our Artisans with additional income through bonuses and incentives during seven out of twelve months. This approach highlights our unwavering commitment to our promise: Feel the Happiness You Give.

MONTH	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
BONUS/ INCENTIVE	BRI Q2	Reliquat BRI		BRI Q3			BRI Q4		Annual Company Bonus	BRI Q1		EOY Bonus

"Our success in attracting, developing and retaining talent hinges on engaging our People through the Beachcomber Artisan Experience. We aim to make our Artisans feel part of a family and motivate them to excel."

Sebastian LA HAUSSE DE LALOUVIÈRE
CHIEF PEOPLE OFFICER & GROUP LEGAL COUNSEL

Overseas operations

Marrakech

As of 30 June 2024, Fairmont Royal Palm Marrakech, operating under a management contract with the Accor Group, employed approximately 355 permanent staff on the hotel side and 34 on the golf side, including catering. The addition of Fairmont residences is expected to increase the head count soon.

Following the earthquake in Marrakech on 8 September 2023, Accor's Heartist Solidarity Programme provided financial support for housing reconstruction, along with temporary lodging and psychological assistance for affected families.

To remain an Employer of Choice in the competitive luxury market, a salary review has been implemented, including a redistributed service charge funded by Guests. Senior Management visits Morocco six times per year.

Seychelles

All employees at Sainte Anne in the Seychelles are on the payroll of Club Med, which manages the property. Visits to this resort primarily focus on property maintenance and asset upkeep by our lessor. An extension of the staff accommodation facilities is currently under construction to improve the employee experience.

Overseas Beachcomber Offices & Beachcomber Tours

As of the end of the financial year under review, our overseas offices and Beachcomber Tours worldwide employed a total of 129 permanent Artisans. With a stabilised workforce, we continue to optimise our existing resources to maintain exceptional performance in booking conversions.

In April 2024, Beachcomber Tours South Africa welcomed a new Managing Director, Mr Gary Mulder, who took over leadership of a team of more than 50 members from his predecessor, Mr Terry Munro, following the latter's 38-year tenure.

Guest Experience

Elevating the Guest Experience and Facilities

At Beachcomber, our philosophy of The Art of Beautiful drives our commitment to creating lasting, inspiring experiences for our Guests. To stay ahead in a rapidly evolving market, we are embarking on a comprehensive transformation that ensures our operations, services and facilities continue to embody the elegance and warmth that define Beachcomber.

Central to our strategy is a strong focus on continuously improving the Guest Experience. Key areas include rethinking how we welcome and engage with our Guests, while staying true to our core values.

From modernised facilities to seamless service, we are committed to maintaining the momentum needed to uphold our leadership in the hospitality industry, consistently meeting and exceeding evolving Guest needs and expectations.

Recognising the importance of refining our offerings, we are rolling out targeted upgrades across all touchpoints to maintain our competitive edge. These strategic improvements include modernised designs and new F&B experiences, ensuring we cater to changing Guest demands while reinforcing our reputation for delivering exceptional hospitality.

As we progress, this transformation will focus on key priorities that shape the future of our operations and further enhance the overall Guest Experience.

Reassessing Investments post-COVID-19

The global challenges of COVID-19 have led us to rethink our investment strategies, particularly in relation to renovations. While some projects experienced delays, we are now accelerating these upgrades to ensure every Guest touchpoint reflects our commitment to excellence.

Monitoring our Guest Experience

1. Guest Feedback Management

We use ReviewPro, an integrated Guest management system, to monitor and improve Guest satisfaction. Feedback is gathered from two key sources: the Online Reputation Management platform, which aggregates reviews from TripAdvisor, Google and Booking.com and post-stay Guest Satisfaction Surveys (GSS). Guest feedback is measured via the Guest Review Index (GRI) on a 0-100% scale, while GSS uses a Likert scale of 1-5.

From July 2023 to June 2024, most of our hotels exceeded the GRI target of 93%, with Dinarobin Beachcomber reaching nearly 97% and Canonnier Beachcomber surpassing 95%.

Our overall GRI stands at 94.5%, while GSS improved to 4.67/5 from over 15,400 surveys, with Dinarobin Beachcomber and Canonnier Beachcomber leading in their categories.

In 2024, Royal Palm Beachcomber Luxury was honoured with the Forbes Travel Guide Five-Star Award. This prestigious recognition, presented to the world's most outstanding hotels, is a major accolade for this leading luxury hospitality property in Mauritius and a member of The Leading Hotels of the World.

2. Performance Metrics

KPIs related to Guest satisfaction are set and reviewed on an annual basis and monitored monthly to ensure alignment with our operational standards. Our commitment to delivering exceptional Guest experiences is grounded in the standards of "Beauty and Kindness."

We believe that the beauty of our resorts is reflected in the quality of our service and the kindness of our teams. By cultivating the art of beauty, we honour our responsibility to preserve nature's gifts for future generations, while caring for our people, who are the true artisans of Beachcomber's unique hospitality.

3. Quality Standards

Our Standards of Beauty and Kindness are reviewed annually and reinforced through workshops and training. Updates are shared across all units with support from our Quality Assurance ("QA") team to ensure consistent implementation.

Our Quality Management System, paired with continuous improvement, ensures alignment with Guest expectations and the Forbes Travel Guide Five-Star and Leading Quality Assurance standards at Royal Palm.

Our audit process follows a three-tier framework: internal audits by business units, cross-audits among hotel quality teams and external mystery audits, which were reinforced in 2024 to gain first-hand Guest insights.

The Head Office Risk & Compliance – Quality Assurance team monitors adherence to the system, identifying gaps and implementing corrective actions. These audits foster continuous improvement, enhancing Guest satisfaction and contributing to our high Net Promoter Score ("NPS") of nearly 65%.

This audit framework, involving Artisans at all levels, promotes a culture of quality and accountability. Ongoing training by Heads of Departments and Learning & Development partners ensures operational consistency and exceptional service delivery.

1. Internal Audit – done at hotel level

- Self-improvement processes for enhancing Guest experiences & GSS Performance
- Based on: Standards of Beauty & Kindness
- Auditing Tools: I-Auditor, observations, questioning
- Report: I-Auditor and sharing with colleagues
- Implementation: Corrective actions
- Close out

2. Internal Cross Audits – done by QA counterpart and HODs

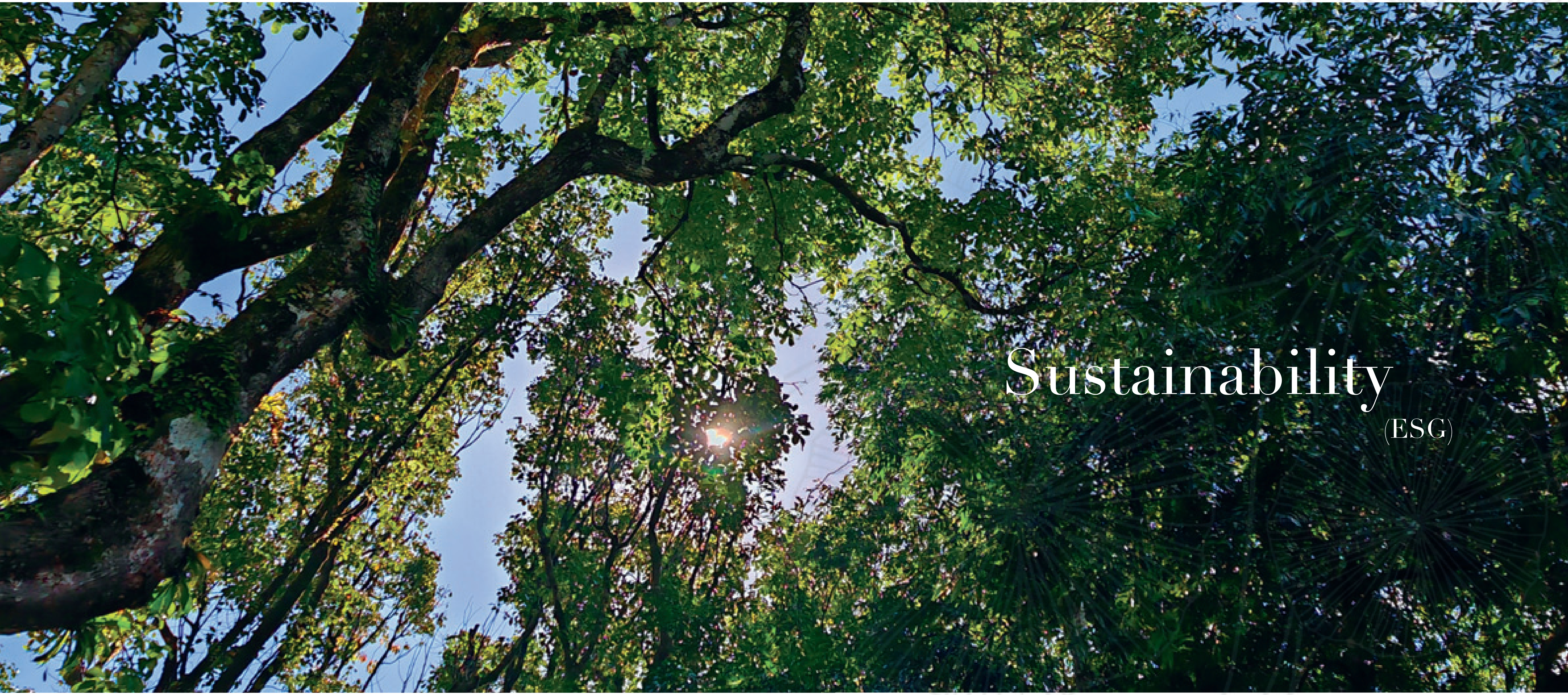
- An Internal Cross-Audit Plan communicated
- Process: Covers the Guest journey
- Based on: Standards of Beauty & Kindness, with a scoring system
- Auditing Tools: I-Auditor, observations, questioning, experiencing
- Report: I-Auditor and PowerPoint overview using a scoring system
- Hotel: To work on corrective actions
- Close out

3. External Mystery Audits

- Carried out by mystery Guests:
- The audit is unannounced and can involve a single person, a couple or a family.
- Done in 2 phases
- Covering all areas of the Guest journey
- Based on our Standards of Beauty & Kindness, with a scoring system
- A comprehensive report to the hotel will follow within 2 weeks of the audit
- An overall debrief conducted at HO once all visits are completed

4. Review Presentations

Regular presentations across business units facilitate the sharing of best practices and highlight achievements in maintaining quality performance across our hotels.


Sustainability
(ESG)

Our Sustainability JOURNEY

At Beachcomber, Sustainability is a key foundation of our vision of success. It strengthens our mission and addresses the evolving expectations of eco-conscious Guests. As custodians of Mauritius' natural beauty, we recognise the need to protect and preserve these precious resources for future generations.

By embedding Sustainability as a strategic enabler, we not only meet Guest expectations but also ensure long-term operational success. Our approach positively impacts both the environment and the communities where we operate, as we continue to invest in innovative practices that enhance the Guest Experience.

Reflecting on FY 2023-24, we are proud of the substantial strides made in advancing our Sustainability initiatives, highlighted by two major milestones. We also look forward to celebrating the 25th anniversary of Fondation Espoir Développement Beachcomber later this year.

SEMSI Listing

In February 2024, we were listed on the Stock Exchange of Mauritius Sustainability Index (SEMSI) with one of the highest Sustainability scores (83.84%). This recognition affirms our commitment to embedding Environmental, Social and Governance (ESG) principles into our core operations.

EARTHCHECK
GOLD CERTIFIED
2024

EarthCheck Gold

In June 2024, we became the first in Mauritius and the Indian Ocean to achieve EarthCheck Gold Certification across all eight of our resorts and the Head Office, following five years of continuous progress in reducing carbon emissions and meeting EarthCheck's rigorous standards.

What this Achievement Means

Benchmark of Excellence

Our practices align with the highest global standards, demonstrating our dedication to responsible management and conservation.

Validation of Our Efforts

Our water conservation, energy efficiency, waste reduction and Community engagement strategies have proven effective, with a tangible impact.

Leadership in Sustainability

Our proactive approach to environmental and social stewardship sets the standard for positive change within the industry.

Enhanced Reputation

Our commitment strengthens our reputation among Guests, partners and stakeholders and reinforces our credibility as a responsible and forward-thinking organisation.

Our Sustainability Journey

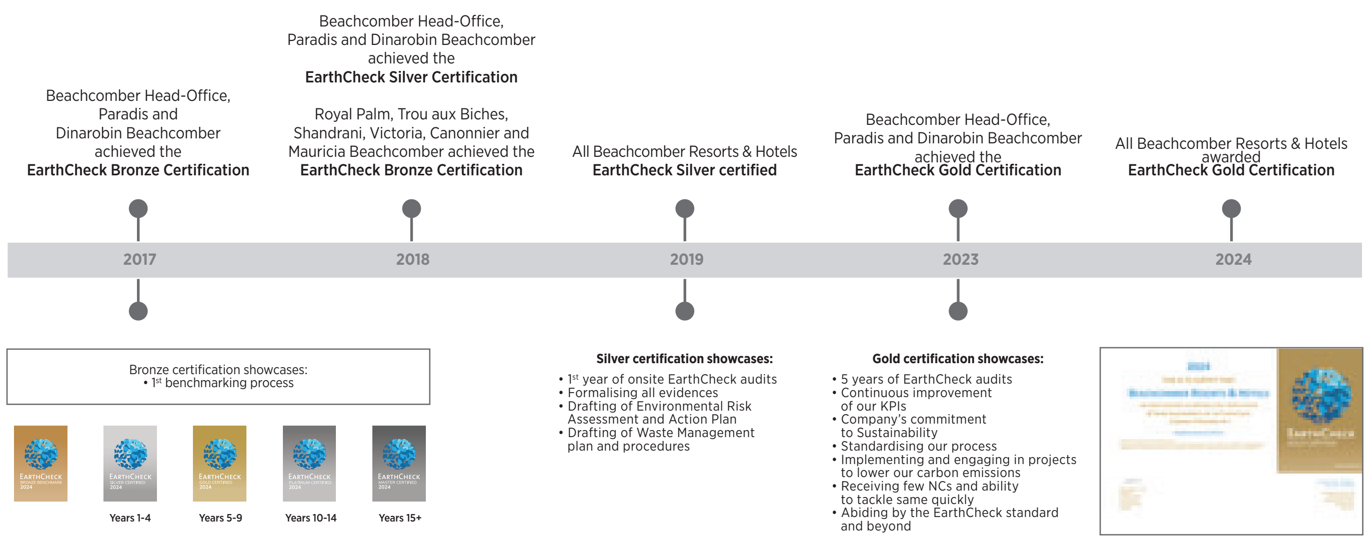
For over 40 years, Beachcomber has redefined hospitality with a focus on responsible operations. Our commitment to sustainable tourism dates back to the mid-1980s, starting with the launch of our first Sewage Treatment Plant at Trou aux Biches Beachcomber and the creation of Fondation Espoir Développement Beachcomber in 1999.

Framework and Foundation

A pivotal moment in our journey came in 2017 with the adoption of EarthCheck certification. This framework has provided the tools to evaluate, monitor and improve our Sustainability performance, guiding our structured approach to Sustainability reporting and commitments.

Beachcomber EarthCheck Certification Journey

EarthCheck is a certification which confirms our Environmental and Social actions



Our 52 Commitments

In 2019, we launched the Beachcomber Eco-Responsible programme, introducing 52 Commitments that serve as a unified guide across all our hotels. Organised under eight pillars, these Commitments aim to reduce our carbon footprint and contribute to a cleaner, safer and more sustainable Mauritius. The plan outlines clear objectives, measurable targets and dedicated resources to drive meaningful progress as part of our 3-Year Plan (2022-25).

Based on this plan, we have proudly paved a sustainable journey by implementing several key initiatives, such as energy management systems, integrating renewable energy sources like solar power and optimising energy consumption across our properties, advanced water-saving technologies and practices, including rainwater harvesting, as well as introducing circular economy practices, reducing waste generation and improving recycling rates.

Throughout FY 2023-24, we made significant strides in advancing these initiatives, with the majority of actions from the 3-Year Plan, based on our 52 Commitments, already completed per hotel. Only a few remain for completion in FY 2024-25, on average some 4 Commitments per hotel, ensuring we stay on track towards our Sustainability goals.

Key Objectives 2024 - Strengthening our Brand Positioning on Sustainability

As we advance through 2024, our primary focus is to further strengthen our brand positioning on Sustainability with three main focus areas:

WATER EFFICIENCY	Recognising the critical importance of water conservation, we will prioritise initiatives aimed at enhancing water efficiency across our BUs.
COMMUNITY INVOLVEMENT	Strengthening our ties with local communities remains a central focus. By engaging in meaningful partnerships and supporting local initiatives, we aim to foster a positive impact that extends beyond our operations and into the communities we serve.
GUEST AWARENESS	Enhancing our efforts to raise awareness about our sustainable practices, thereby encouraging greater Guest awareness and active participation in our initiatives.

Moreover, we continue to advance our commitment to Sustainability through a series of impactful projects:

Project 2024

- Coral Nursery with Reef Conservation
- Green Tours in all our hotels
- Projects with Suppliers for enhanced circularity
- Green Waste project / composting

- Continue roll out enhanced green energy production and automation / controlled devices
- Work also towards more eco-friendly water sports

Moving Forward with ESG Reporting

At Beachcomber, we understand that luxury and Sustainability go hand in hand. Our Guests increasingly seek indulgent experiences that are also responsible and this balance is at the core of our Sustainability efforts. Embracing the Environmental, Social and Governance ("ESG") framework allows us to align with global best practices while addressing complex Sustainability challenges.

Our key objectives are to:

Deepen our **E**nvironmental stewardship	Strengthen our **S**ocial responsibility	Uphold the highest **G**overnance standards

- **Environmental (E):** We are prioritising climate change and biodiversity initiatives, while working towards reducing our carbon emissions by 2025, with an aim to reduce our carbon emissions by at least 15% by 2025. We will also systematically report on our Environmental Risk Assessment.

- **Social (S):** Our focus remains on Community engagement, employee welfare and ethical practices, ensuring our operations foster a positive work environment and contribute meaningfully to the communities we serve.

- **Governance (G):** We will reinforce our commitment to ethical business practices, Risk Management and compliance through improved transparency in reporting.

By advancing our ESG framework, we demonstrate accountability, transparency and a deep commitment to creating lasting value for our stakeholders and the environment.

"Achieving EarthCheck Gold Certification across our resorts and head office reaffirms our commitment to sustainable hospitality. This milestone highlights our ongoing efforts to protect the environment, support communities and ensure that every aspect of our operations contributes positively to Mauritius and beyond."

Géraldine KOENIG
CHIEF RISK AND COMPLIANCE OFFICER

Embracing our environment

At Beachcomber, we are committed to reducing our ecological footprint and enhancing the natural landscapes around our resorts. Our Sustainability performance is monitored through Environmental KPIs, aligned with our 52 Commitments and EarthCheck certification.

1. Use Water Efficiently

Over the past three years, our 4-star hotels reduced water usage from 1.15 m^3 to 0.78 m^3 per Guest night, a drop of over 30%. Our 5-star hotels, however, saw an increase from 1.44 m^3 to 1.80 m^3, prompting a focus on improving conservation efforts.

Excluding recycled water, 4-star hotels further reduced consumption to 0.60 m^3, while 5-star properties maintained a rate of 1.25 m^3. To meet our 2025 target of a 15% reduction, we are implementing awareness programmes, IoT water meters and replacing outdated piping, amongst others, as part of a comprehensive Water Conservation Program.

Water Consumption

Group Average		Baseline		Latest
		FY 2021-22	FY 2022-23	FY 2023-24
4*	m^3/GN	1.15	0.70	0.78
5*	m^3/GN	1.44	1.63	1.80
Excluding Recycled and Captured Water				
4*	m^3/GN		0.56	0.60
5*	m^3/GN		1.23	1.25

Target 2025
Decrease Water Consumption by **15%**

2. Choose Less but Greener Energy

In the past three years, our 4-star hotels cut electricity consumption by nearly 40%, dropping from 42.43 kWh to 25.88 kWh per Guest night. Similarly, our 5-star hotels achieved a 45% reduction, from 101.64 kWh to 56.05 kWh per Guest night. Both have exceeded the 30% reduction target for 2025. Despite a slight increase in 5-star consumption due to temporary closure of Paradis and the subsequent removal of some PV panels during the works, we remain on track with our energy-saving goals, aligned to our Energy Efficiency Program.

Electricity Consumption

Group Average		Baseline		Latest
		FY 2021-22	FY 2022-23	FY 2023-24
4*	kWh/GN	42.43	25.45	25.88
5*	kWh/GN	101.64	50.14	56.05
Including Production of Green Energy				
4*	kWh/GN		26.21	26.41
5*	kWh/GN		51.81	57.28

Target 2025
Decrease Energy Consumption by **30%**

3. Manage Waste Responsibly

Over the past three years, our 4-star hotels reduced waste sent to landfill from 4.10 kg to 1.96 kg per guest night, while our 5-star hotels decreased from 8.00 kg to 5.14 kg. These reductions reflect our improved waste sorting and recycling initiatives, supported by the Don't Waste platform for tracking and reporting.

Waste sent to Landfill

Group Average		Baseline		Latest
		FY 2021-22	FY 2022-23	FY 2023-24
4*	Kg/GN	4.10	1.86	1.96
5*	Kg/GN	8.00	4.03	5.14

Target 2025
Group Waste Recycling & Avoidance: **60%**

As a result, we achieved a Group-wide recycling rate of 63% in FY 2023-24, surpassing our 2025 target. We remain committed to further enhancing our waste management practices to meet and exceed our waste recycling target of 60% by 2025.

4. Embellishing Environment/Biodiversity

ENVIRONMENTAL SAVINGS ACHIEVED FROM JULY 2023 TO JUNE 2024

HAS SAVED **13,469** TREES

HAS SAVED **20,708,252** LITRES OF WATER

HAS SAVED **3 040,819** M³ OF CARBON DIOXIDE

HAS SAVED **7,671,993** kWh OF ENERGY

Our biodiversity conservation efforts are guided by a comprehensive Land and Marine Conservation Plan, aimed at safeguarding and revitalising the environments in which we operate. As part of this plan and through the dedication of our garden teams, we have seen a remarkable increase in honey production, with 515 kg harvested in FY 2023-24 compared to 450 kg in FY 2022-23 from the 45 beehives in our hotels and 10 beehives at La Pépinière.

Reducing harmful chemicals is another key part of our strategy. Three of our properties, including Paradis Beachcomber's golf course, are now pesticide-free, up from two in FY 2022-23. We aim to extend this practice across all our hotels to foster healthier and more sustainable environments.

Biodiversity

Group	Baseline		
	FY 2021-22	FY 2022-23	FY 2023-24
Kg of Honey Harvested	140	450	515
Number of Pesticide-Free hotels	0	2	3

Furthermore, we have launched two major coral restoration projects in partnership with Reef Conservation. These include the Coral Restoration Training Programme, establishing coral nurseries at Paradis Beachcomber and Trou aux Biches Beachcomber and the Land-Based Coral Culture Project, a five-year initiative to promote marine biodiversity and eco-tourism with EU funding support at Paradis Beachcomber.

5. Climate Change

As the impacts of climate change intensify, we are witnessing increasing beach erosion at certain of our resorts. This issue is an integral part of our Environmental Risk Assessment, with mitigation measures, including investment in beach rehabilitation projects, being implemented.

Central to our environmental strategy and response to climate change is the significant reduction of our carbon footprint. We have set a target to reduce our carbon emissions by at least 15% by 2025. Based on emissions calculated via the EarthCheck platform, we have already met this target as of FY 2022-23, with an overall reduction of some 27% achieved with respect to FY 2021-22. Our 4-star hotels demonstrated an outstanding performance, with an overall average of 12.51 kg of carbon equivalent per Guest night, compared to the Group average of 22.09 kg of carbon equivalent per Guest night, showcasing an excellent performance, better than the regional leader level as reported by EarthCheck. The amount of waste sent to landfill has decreased significantly.

Greenhouse Gas Emissions

Group Average

GHG for Electricity		**Baseline FY 2021-22**	**Latest FY 2022-23**	**Carbon Savings**
4*	kg CO_2-e/GN	16.83	11.11	34%
5*	kg CO_2-e/GN	29.41	21.90	26%
GHG for Waste Sent to Landfill				
4*	kg CO_2-e/GN	5.21	2.15	59%
5*	kg CO_2-e/GN	9.77	4.91	50%

Target 2025
Reduce Carbon Emissions by at least **15%**

Empowering People

SOCIAL - OUR COMMITMENT TO ARTISANS & EMPOWERING PEOPLE

Learning & Development

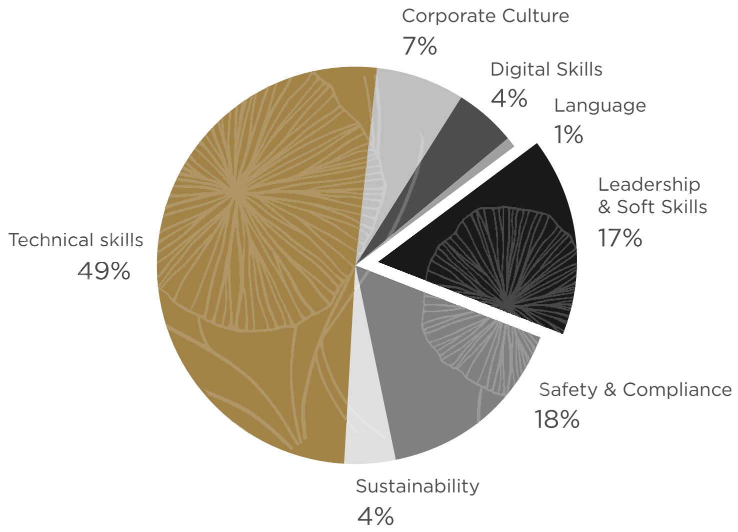
Empowering People through Learning & Development

At Beachcomber, empowering our Artisans is central to our "People-first" philosophy, which is deeply grounded in our corporate values. Through comprehensive Learning & Development programmes, offered via the Beachcomber Training Academy and with external experts partners, we provide continuous opportunities for growth and skill enhancement. We believe that the success of our organisation is directly linked to the development of our Artisans, ensuring a thriving workplace culture where everyone can flourish.

Our tailored training sessions, leadership development programmes and access to our online learning platform, Typsy, equip our Artisans with the tools they need to achieve their full potential. This focus on personal and professional development not only strengthens individual capabilities but also drives the collective success of Beachcomber.
This year, we delivered a total of 120,634 training hours, with an average of 28.8 hours per Artisan-exceeding our target of 25 hours for FY2023-24. This reflects our ongoing commitment to nurturing talent and fostering growth. As we look ahead, we aim to further increase this target to an average of 30 training hours per Artisan, continuing to invest in the development of our People.

Total Training Hours Delivered	Average Training Hours per Artisan
120,634	28.8 hrs
	(exceeding the target of 25 hrs for FY23-24)

2023-2024 Training hours by Focus Area
(Operations in Mauritius)



Beachcomber Progressify Model

As part of our Artisan Value Proposition, we have developed a comprehensive Training Needs Analysis structure to enhance competencies and support individual career development for our Artisans at all levels. The Beachcomber Progressify Model is at the heart of this initiative, focusing on two key components: the Self-Assessment and the Competencies Review.
Aligned with our digital transformation efforts, we are finalising an online self-assessment tool designed to streamline this process. Six operational roles have been identified for pilot testing, which will be launched at two of our hotels, marking an important step in our commitment to continuous learning and growth.

Onboarding Programme

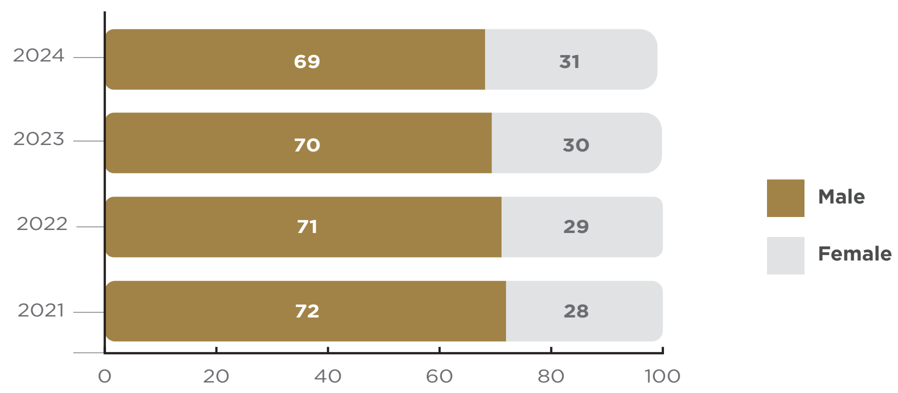
As emphasised in our People-first section, offering a structured and welcoming integration process is critical to retaining new hires during their first year, ensuring long-term success and engagement.
Our newly revamped onboarding programme, now called Beachcomber POP (People Orientation Plan), is designed to enhance the way we welcome new Artisans and integrate them into our corporate culture. By refining the onboarding process, we ensure that each Artisan feels supported and familiarised with their new work environment from the very beginning.
Beachcomber POP provides new Artisans with an engaging and memorable experience, encouraging interaction with Heads of Departments and Supervisors—essential elements for the programme's success. The departmental integration, along with a Buddy Programme, forms part of the first Beachcomber Learning Journey, creating a supportive foundation for each new Artisan.

Equal Opportunity Employer

At Beachcomber, we are committed to fostering an inclusive and fair workplace, as outlined in our Equal Opportunity Policy. We ensure that all People & Culture processes—whether recruitment, selection, remuneration, or grievance procedures—are conducted with fairness and equity, regardless of any discriminatory factors or 'status' as defined by the Equal Opportunities Act. Our gender-neutral salary structure and remuneration policies are based on objective salary scales, ensuring that compensation decisions are made fairly and transparently.

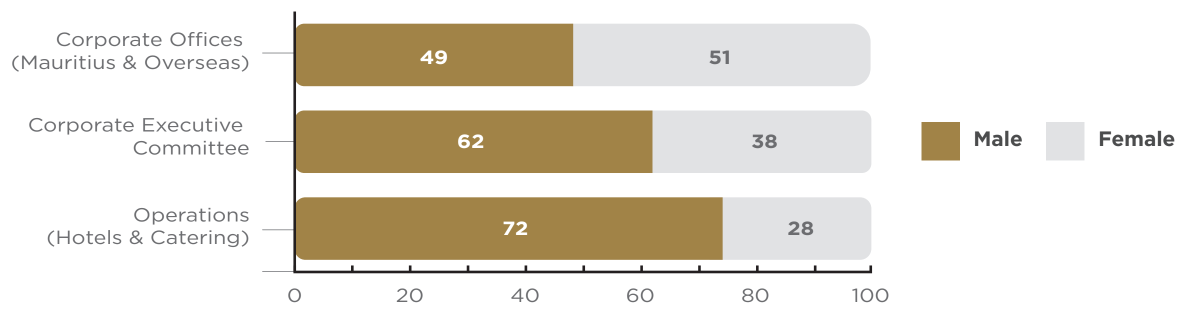
Currently, our workforce is comprised of 69% male and 31% female, reflecting a gradual increase in the number of women across the Group.

Gender Distribution (%)



While operational requirements such as shift work, night shifts and overtime may affect the appeal of certain roles to women, resulting in a male-to-female ratio of 2.6:1, it is noteworthy that in aggregate, at our corporate and sales offices, both locally and internationally, we have achieved a balanced ratio of 1:1.

Gender Distribution % (Group)



Caring for our people

Leisure and sports activities play a essential role in strengthening bonds among our Artisans and fostering a sense of belonging, while also offering an opportunity to relax and unwind. Over the past year, these activities have been further enriched at both the business unit and Group level through the Zurne Welfare Artizan (ZWA) Committee, which coordinates an annual calendar of bi-monthly group-wide initiatives aimed at enhancing Artisan well-being (6 to 8 activities per year) aimed at enhancing Artisan well-being.

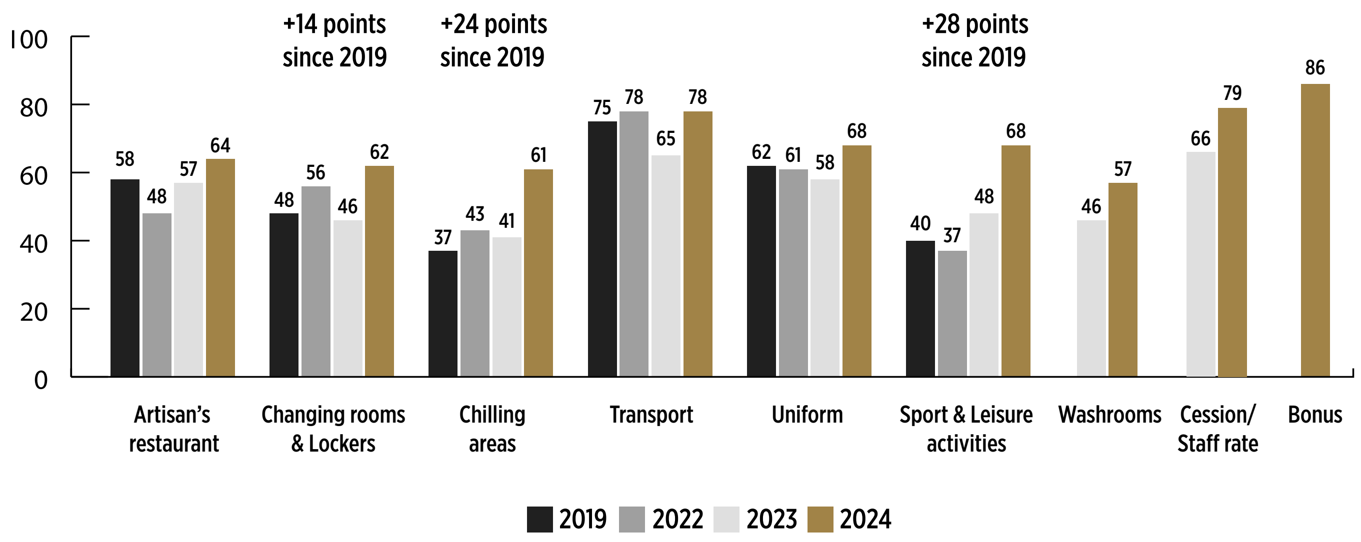
People Facilities

Significant investments have been earmarked to improve our People Facilities over the next decade, beginning with the year under review. These enhancements have already resulted in a marked increase in Artisan satisfaction, reflecting our ongoing commitment to providing a supportive and enriching work environment.

Medical Insurance & Pensions

Beachcomber remains committed to supporting the well-being of our Artisans and Pensioners by continuing to subsidise 50% of their medical insurance premiums, as well as those of their eligible dependents.
For pensions, Artisans who joined the Company before July 2021 are enrolled in either a Defined Benefit or Defined Contribution Scheme, depending on their entry date. A new Defined Contribution Scheme, which will cover Artisans currently under the Portable Retirement Gratuity Fund (PRGF) as well as new joiners, is currently under approval with the relevant authorities.

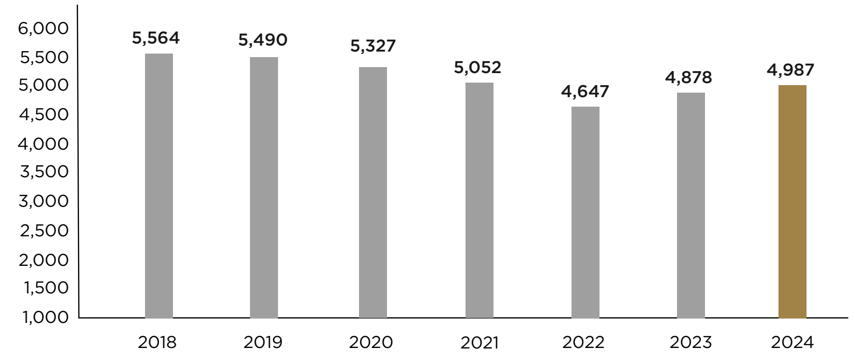
Satisfaction about People facilities



Source: Lavwa Artizan Beachcomber Engagement Survey 2024 Report

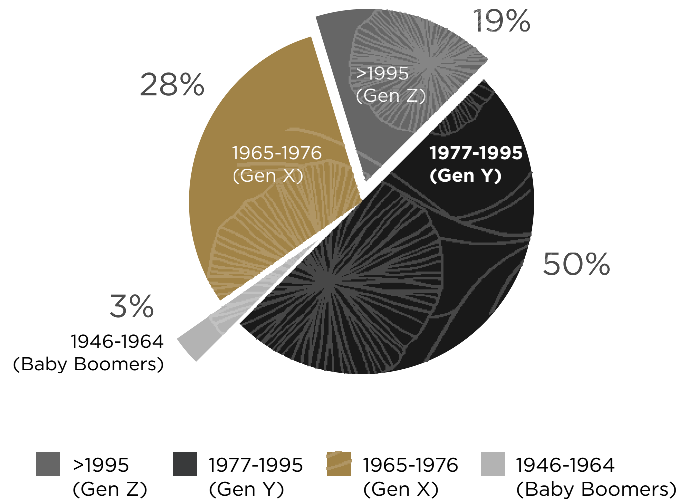
People & Culture Demographics

Group Head Count Evolution
(LOCAL & OVERSEAS OPERATIONS)

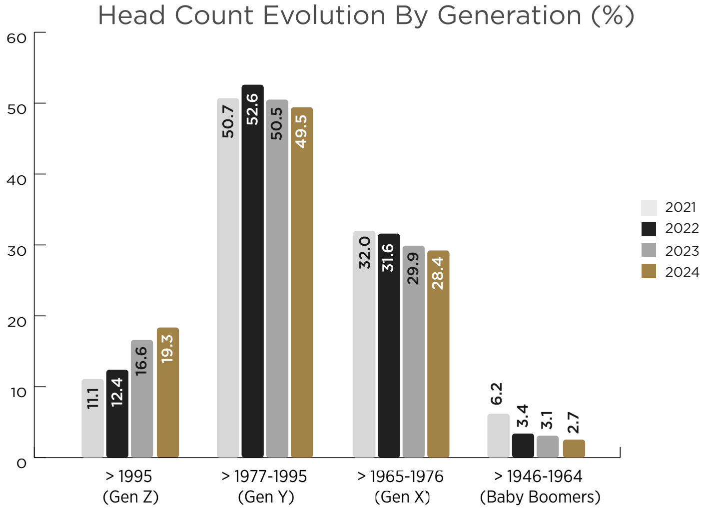


Generation Distribution

Head Count by Generation - 2024
(GENERATION DISTRIBUTION)

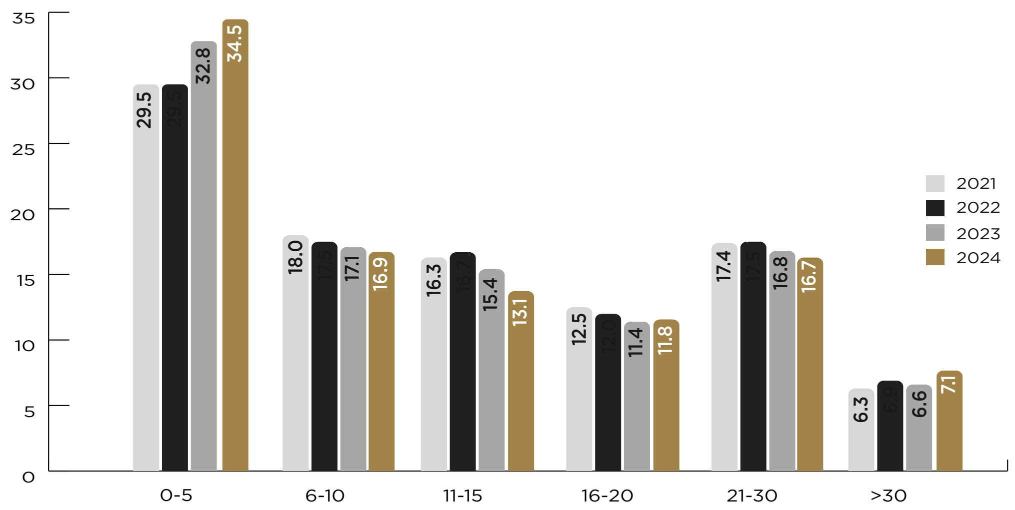


Head Count Evolution By Generation (%)



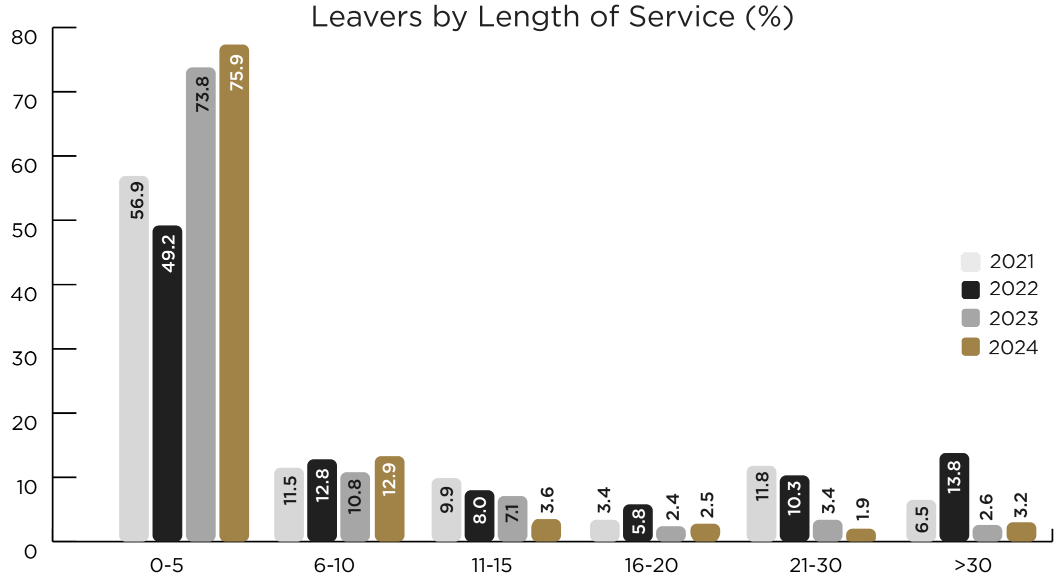
Length of Service Distribution

Head Count by Length of Service - Distribution (%)

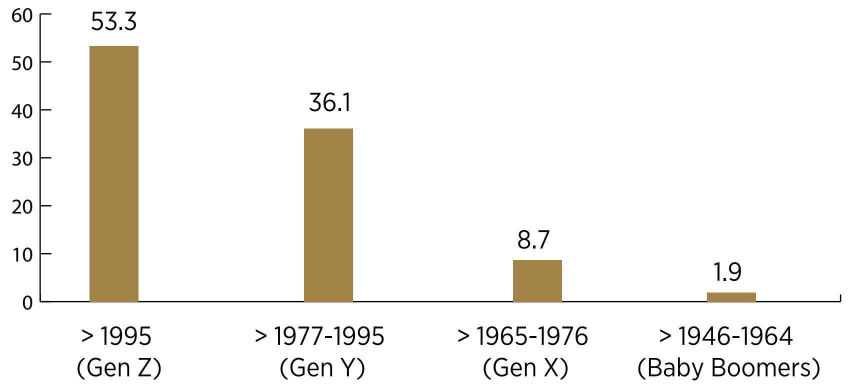


Leavers

Leavers by Length of Service (%)



Leavers by Generation (%)



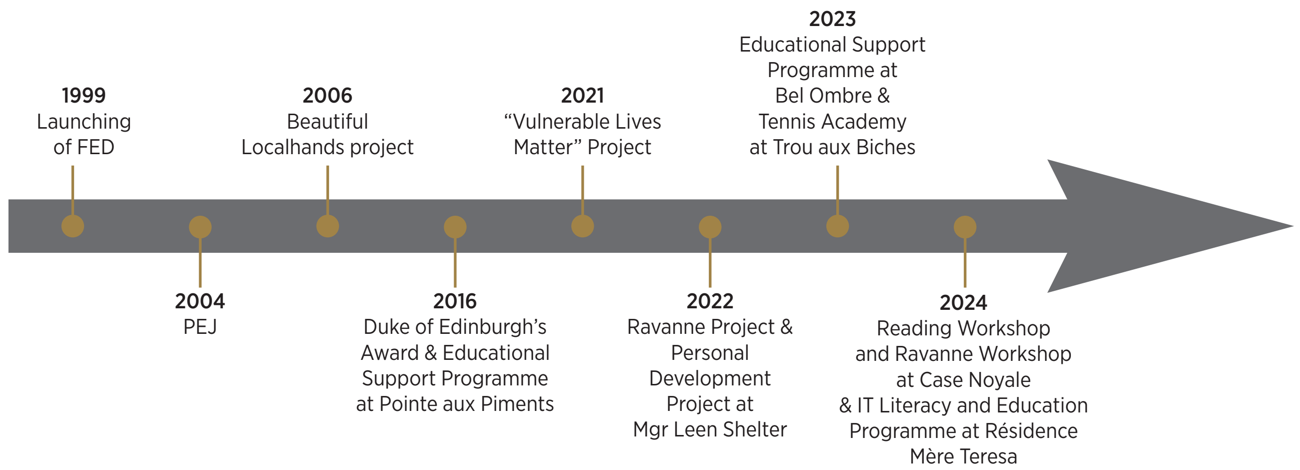
FONDATION ESPOIR DÉVELOPPEMENT – ENGAGING WITH OUR LOCAL COMMUNITIES

This year marks a significant milestone for Fondation Espoir Développement ("FED") Beachcomber, as we celebrate 25 years of dedicated service to the Community.

Founded in June 1999, FED was a pioneer in corporate social responsibility in Mauritius, focusing on fostering the social and economic integration of vulnerable communities. Over the years, the Foundation has implemented numerous sustainable and impactful programmes, including Projet Employabilité Jeunes ("PEJ"), which has supported young school dropouts for 20 years, guiding them towards employability. The Beautiful Localhands initiative, now in its 18th year, continues to empower local handicraft workers, providing them with opportunities for growth and Sustainability.

FED has also been instrumental in launching and maintaining other key initiatives such as the Duke of Edinburgh Award Scheme in the South-West, a children's Tennis Academy in Trou aux Biches, the Disability to Ability Project, the Women's Entrepreneurship Programme and reading workshops for children in the La Brasserie region, Curepipe and Case Noyale. The Foundation further extends its impact through the Ravanne Project, educational support programmes in Pointe aux Piments and Bel Ombre, a personal development programme for young girls in a shelter in Rose Hill and an IT Literacy and Education Programme for children at Résidence Mère Teresa in Triolet.

In its 25 years of service, more than 20,000 individuals have benefited from FED's various initiatives.



A cornerstone of FED's strategy is the active support and involvement of its regional committees, established in 2003 to initiate and implement social and environmental projects tailored to the specific needs of their communities. These committees, comprising of dedicated Beachcomber employees volunteering their time, form a strong network that works closely with our hotels, NGOs and Community stakeholders to drive meaningful change. By encouraging employees to contribute their ideas and efforts, these committees foster a strong sense of collective responsibility and empowerment, ensuring that social issues are addressed with genuine passion and commitment.

FED focuses its efforts on the following key areas:

- Education and Training
- Employability
- Health, including combating drug abuse and supporting individuals with disabilities
- Economic and Social Development
- Preservation and Promotion of the Country's Cultural and Natural Heritage

Ongoing Social Projects

Projet Employabilité Jeunes

For the past 20 years, Projet Employabilité Jeunes ("PEJ") has been central to FED's mission of improving the employability of vulnerable, out-of-school youths in Mauritius. This programme provides hope and a second chance for a brighter future, enrolling around 300 young individuals annually. PEJ equips them with essential social and technical skills to thrive in a competitive job market.

Recognising the evolving challenges faced by today's youth, we are currently assessing the accuracy and effectiveness of the programme. Focus groups are being conducted to better understand the needs and realities of the most vulnerable. Following this assessment, we will engage in brainstorming sessions with social workers, hotel professionals and recruiters to ensure the programme is adapted to meet current realities and better serve its participants.

PEJ's comprehensive approach offers tailored training that addresses both the technical and soft skills needed for success. It builds the confidence and resilience of participants, helping them navigate the complexities of today's job market. To date, over 3,500 youths have benefitted from the PEJ programme, gaining valuable skills and opportunities.

Beautiful Localhands

Launched in 2006 by FED, Beautiful Localhands was created to support local handicraft workers by offering them opportunities to develop their skills and sell their products to the tourism market. The initiative has demonstrated positive social, economic and cultural impacts by generating income for vulnerable individuals and their communities, while preserving traditional crafts and cultural heritage.

Many of those who work with Beautiful Localhands are women who use their earnings to improve their families' quality of life, particularly by providing better educational opportunities for their children. The project's flexible structure allows craftworkers to manage their own schedules, whether they choose to work from home or use the workshop facilities in Bambous.

This system is especially beneficial for those who face challenges in conventional business settings, such as elderly women and people with disabilities, enabling them to earn a living while balancing personal responsibilities. Beyond the economic benefits, the project also helps reduce isolation by creating a supportive Community where beneficiaries can share experiences, fostering a sense of belonging and improved self-esteem.

The workshop in Bambous is open to visitors, allowing them to experience the craftsmanship firsthand. Additionally, a new shop will soon open at the workshop to welcome tourists on visit days and further expand market access for local craftworkers. Since FY 2021-22, Beautiful Localhands has also engaged a freelance designer to help modernise product offerings by integrating contemporary trends with the authenticity of traditional Mauritian handicraft, ensuring the beneficiaries work remains relevant in today's market.

Many of those involved in the project are small business owners who have been able to expand their clientele and improve the quality of their work through Beautiful Localhands. By supporting these entrepreneurs and promoting traditional Mauritian crafts, the project helps maintain the country's cultural heritage while providing sustainable income.

In FY 2023-24, Beautiful Localhands achieved remarkable success, with sales increasing to Rs 5,205,065 from Rs 3,580,046 the previous year. The reopening of the renovated shop at Trou aux Biches enhanced product visibility and market reach. Of the total sales, Rs 4,076,207 were distributed directly to the artisans, underscoring the project's commitment to improving their livelihoods and supporting their communities.

Educational Support for Children

FED has been supporting school assistance programmes at Pointe aux Piments Government School since 2016 and at Bel Ombre Government School since 2022, focusing on low-achieving pupils in Grades 5 and 6. The impact of this initiative has been remarkable: the 2023 Primary School Achievement Certificate ("PSAC") results showed a notable 73% pass rate at Pointe aux Piments and 70% at Bel Ombre. This is significantly higher than the pre-programme rates of below 40%. The programme has been renewed for both schools in 2024 and FED has extended its support by distributing school materials to approximately 500 underprivileged children.

The Vulnerable Lives Matter Project

Launched in October 2021 with support from the European Union ("EU"), the Vulnerable Lives Matter project spans four years and addresses five key areas: Women Employability, Youth Employability, Youth Mentoring, Employability for the Disabled and Networking. With a total cost of €431,560 (€386,936 from the EU and €44,624 from FED), it supports vulnerable groups through targeted initiatives and strategic networking opportunities.

Now in its third year, the project has trained 59 disabled individuals through an employability programme, with over half securing stable employment. Additionally, 18 women have completed an entrepreneurship programme, most of whom now run their own businesses. A second group of 25 women has joined the training programme, with completion expected by December 2024.

In 2023, 213 participants completed the PEJ and received their certificates and 236 are currently in employment.

Financial Overview

Donations Received

In 2023-2024, FED received Rs 25,699,468 in donations and grants, compared to Rs 25,831,717 the previous year. Contributions from NMH, affiliated companies and initiatives like Top FED remain crucial to sustaining operations, while EU and National Social Inclusion Foundation ("NSIF") grants continue to support targeted projects.

> "Celebrating 25 years, FED Beachcomber remains dedicated to building a stronger, sustainable future for all by empowering communities through initiatives in education, employability, economic development, and social inclusion."

Viren VITHELINGUM
CSR MANAGER

NMH contributed Rs 5,458,957 to FED, reflecting its ongoing commitment to social responsibility. Additionally, CSR contributions from NMH affiliates amounted to Rs 768,382, further supporting FED's endeavours. The Top FED initiative, which encourages Guest donations, generated Rs 13,595,625, showcasing the commitment of our Guests and growing awareness of social issues.

EU funding for the Vulnerable Lives Matter project was Rs 4,521,874, demonstrating the importance of international support in addressing pressing social challenges. The NSIF also provided Rs 1,048,355 to fund the PEJ. These contributions underscore the diverse and essential sources of funding that allow FED to continue its impactful work within the communities we serve.

NGO Collaboration

FED adopts a strategic, multifaceted approach to Community development, leveraging a variety of support methods to maximise impact and foster lasting change. A cornerstone of FED's mission is its strong collaboration with NGOs, ensuring that resources are used efficiently and sustainably. In 2024 alone, FED partnered with 25 NGOs, underscoring the importance of these collaborations in driving meaningful outcomes.

FED's support operates on three key levels: direct financial assistance, indirect project benefits and joint initiatives. This multi-pronged approach focuses on creating sustainable development rather than short-term solutions, ensuring that projects have long-lasting benefits for the communities they serve.

Through these partnerships, FED takes a holistic approach to Community support, aiming not only to provide resources but also to strengthen the capacity of grassroot organisations.

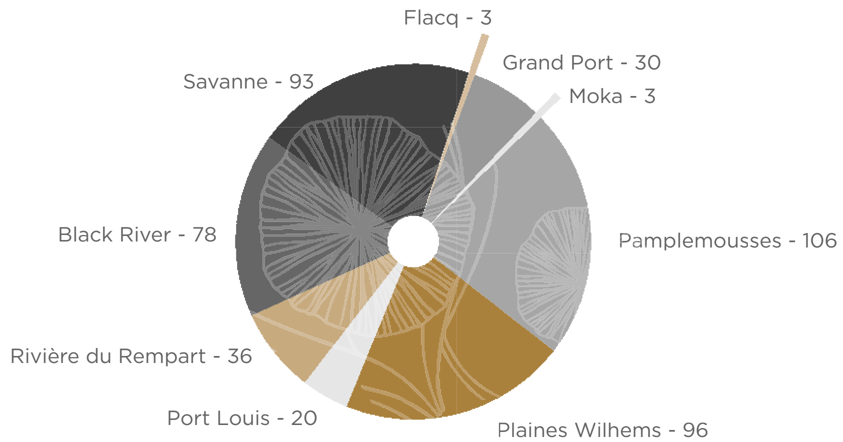
By empowering NGOs to serve their ommunities more effectively, FED amplifies its impact across diverse sectors such as education, sports, healthcare, social welfare and Community development. This collaborative model enhances the reach and effectiveness of FED's initiatives, ensuring that resources are strategically deployed for maximum benefit.

Promoting Diversity and Equity through Social Projects

In 2024, FED's social projects directly benefited 465 individuals across all nine districts of Mauritius, with higher participation in Plaines Wilhems, Pamplemousses, Black River and Savanne. The participation and completion rates for these projects ranged from 75% to 100%, reflecting strong engagement from the communities involved.

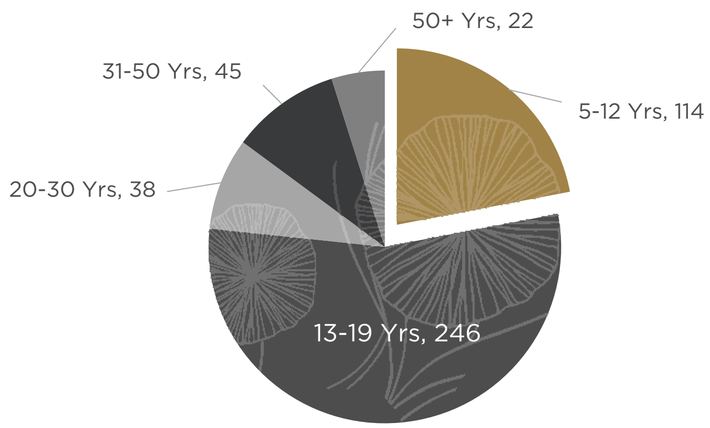
> "This year holds special significance as we celebrate a remarkable milestone: the 25th anniversary of FED and the 20th anniversary of PEJ."
>
> Karine PERRIER CURÉ
> CHIEF BRAND & COMMUNICATION OFFICER AND CHAIRPERSON OF FED

Distribution of Project Beneficiaries per District



Youth empowerment remains a key focus of FED's initiatives, with 345 participants (77%) aged between 5 and 25, underscoring the Foundation's commitment to nurturing the next generation.

Participants in FED's Projects by Age Group



FED has also made significant progress in advancing gender equity through its programmes. In FY 2023-24, 275 women benefited from the Women Entrepreneurship Programme and other FED initiatives, gaining new skills, building confidence and improving their livelihoods. These efforts have not only empowered women but have contributed to greater social and economic inclusion.

Our Integrity and Accountability

At NMH, Governance is the cornerstone of our operations, shaping how the Company is structured and managed, including the oversight provided by our Board of Directors. Effective Governance ensures that the Board is diverse, skilled and acts in the best interest of Shareholders and other stakeholders. We are committed to upholding the highest standards of Governance, beginning with the careful composition and organisation of our Board. For more details visit our website : **www.beachcomber.com**

To ensure robust oversight, the Board delegates authority to several committees:
- Corporate Governance Committee
- Audit Committee
- Risk Committee
- Remuneration and Nomination Committee

Our approach to Governance is built on a foundation of integrity, transparency and ethical interactions with all stakeholders. NMH has instituted a comprehensive Code of Ethics and Conduct, to which all Artisans are bound. This Code is regularly reviewed to ensure alignment with Company policies and evolving social and legal frameworks. It reflects the very essence of our values, addressing issues such as conflict of interest, insider dealings and the provision of equal opportunities. Adherence to this Code is a non-negotiable requirement for all who engage with NMH.

To further reinforce best practices, we have established several sub-committees designed to strengthen our decision-making processes. These committees ensure that decisions are made transparently, with a thorough review of all relevant information and in alignment with the Company's long-term goals.

Engagement with stakeholders — including employees, customers, suppliers and communities — is a key element of our Governance framework. NMH carefully considers the impact of its decisions on all stakeholder groups. Alongside the **Code of Ethics and Conduct**, we have implemented several policies to safeguard stakeholder interests and promote sustainable, ethical business practices:

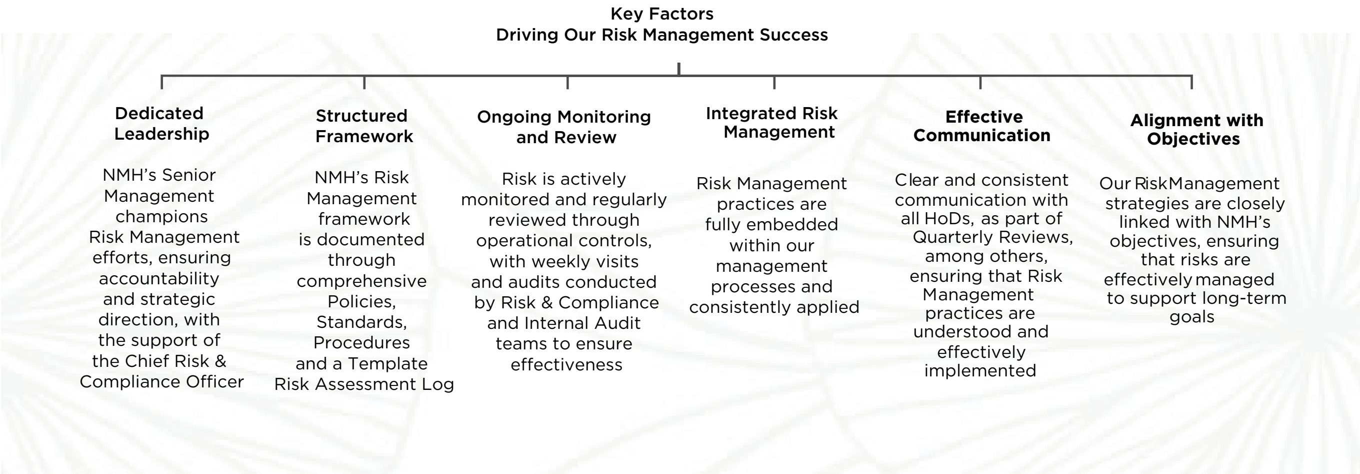
- **Sustainable Purchasing Policy**: Ensures that our procurement practices contribute to sustainable development, requiring suppliers and their employees to adhere to NMH's ethics and compliance standards.
- **Environmental and Social Policy**: Guides our efforts to minimise environmental impact and foster social well-being.
- **Safety and Health Policy**: Prioritises the safety and health of our Artisans and other stakeholders.
- **Privacy Policy**: Protects the personal data of Guests, Artisans and other stakeholders, ensuring compliance with data protection regulations.
- **IT Policy**: Safeguards the integrity, security and efficiency of our information systems, supporting operational excellence and protecting sensitive data.

Through these Governance practices, NMH continues to lead with integrity and accountability, ensuring that our actions align with our values and create sustainable, long-term value for all stakeholders.

Risk MANAGEMENT REPORT

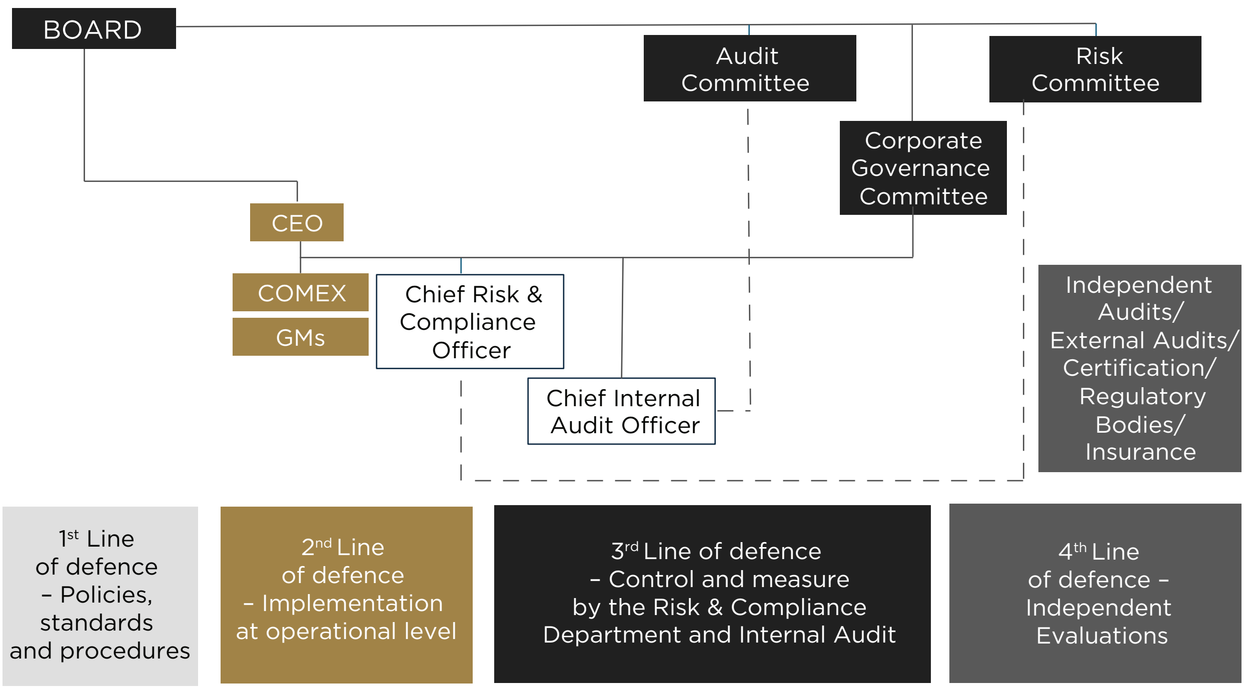
1. OUR RISK MANAGEMENT PHILOSOPHY

At NMH, our approach to Risk Management is rooted in transforming potential risks into strategic opportunities, ensuring a resilient future for the Group. The Board of Directors, along with the Risk and Audit Committees, Senior Management and business unit leaders, share the responsibility for setting the risk tone and appetite, fostering a proactive culture that is deeply integrated into our organisational framework.



Integrated Risk Management Process and Cycle

In May 2022, NMH introduced a dedicated Risk Committee, complementing the Audit Committee's role in overseeing financial risks by focusing on non-financial risks. Together, these committees have developed frameworks aimed at identifying, managing and mitigating risks, offering reasonable assurance against significant misstatements or losses.



Our Risk Management framework employs both top-down and bottom-up approaches and is structured around four lines of defence. In the past year, we have made substantial progress in embedding Risk Management into core business functions, ensuring it aligns with NMH's evolving strategic goals.

Our risk management process follows five structured steps. Managing risk starts first with proper identification, achieved through brainstorming sessions, workshops, involvement of operations and relevant departments, use of audit results and analysis.
Our main risks are categorised as follows and managed under the oversight of the Risk Committee ("RC"), the Audit Committee ("AC") or both, as applicable:

Risk Group	Risk Category	Key Aspects/Tasks	Oversight
Operational	Health & Safety	Water/Building/Fire/Activities/ Transport/Food/Epidemics	Risk (Note 1)
	Security Failures	Access to premises/Robbery/Attack	Both
	Quality & Process	Software/Hardware	Risk
	Information Technology	Technology efficiency/Service providers/ Hacking & Cyberattack/Data breaches	Both
	Human	Recruitment/Talent management/Payroll management/Unions/Industrial Unrest	Risk (Note 2)
Environmental	Natural Disasters/ Climate Change	Beach erosion/Torrential rain/Cyclone/ Heavy swell/Tsunami/Oil spill	Risk
	Biodiversity Management	Wetland/Marine & Land management	Risk
	Energy/Water/Waste/ Harmful Substance Management	Carbon footprint	Risk
Strategic	Industry & Markets	Mix/Competition/Innovation	Risk
	Brand	Communication/Promise/Trademarks	Risk
	Projects & Partnerships	Due diligence	Risk
	Business Continuity [External – Air Connectivity/ Country Reputation]		Both
Compliance	Legal & Regulatory		Both
	Industry Standard		Both
	Ethics		Both
Financial	Stock Management		Audit
	Billing/Payment		Audit
	Asset Management		Audit
	Treasury Management		Audit
	Forex Management		Audit
	Supply Chain		Audit

Note 1 – AC looks after the staff transport aspect.
Note 2 – AC looks after payroll management.

Reputation risk is a derived risk encompassing all of the above categories.

2. MANAGING NON-FINANCIAL RISKS

The Risk Committee plays an active role in managing non-financial risks, primarily operational and works closely with the Chief Risk & Compliance Officer to ensure these risks are thoroughly assessed and mitigated.

Safety:
Safety is a top priority at NMH, evidenced by regular safety reports, audits, training sessions and risk assessments aligned with OSHA guidelines. A robust hazard analysis, based on HACCP principles, ensures that potential food safety risks are identified and managed proactively.

Sustainability:
NMH is committed to sustainable practices and managing environmental risks. Annual risk assessments are conducted as part of our EarthCheck certification audit, which helps guide our Action Plans. Through these efforts, we ensure that environmental risks are incorporated into our longterm planning, with a focus on reducing our carbon footprint and mitigating the effects of climate change.

Quality:
We actively monitor Guest feedback to ensure a high standard of service. Concerns are categorised under software or hardware issues, with corrective measures incorporated into our 5-year Capex plan to ensure continuous improvement of Guest experiences.

Compliance:
The Legal Register, maintained by the Legal Department, ensures our adherence to evolving laws and regulations. Data protection and Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT) compliance are core aspects of our Risk Management approach, ensuring we operate with the highest ethical standards.

All non-financial risks are logged in the Risk Register and overseen by the Chief Risk & Compliance Officer, working closely with departments such as Legal, People & Culture and IT.

Strengthening our Risk Management Approach

In the past year, NMH has strengthened its Risk Management strategy by:
- conducting comprehensive Risk & Compliance reviews across all hotels and departments
- identifying and addressing the top five non-financial risks at each hotel; and
- implementing effective mitigating measures and ensuring regular follow-ups

While operational risks related to Health & Safety, Security and Quality & Process have evolved, risks associated with Human resources have remained consistent. Significant progress has also been made in managing Information Technology risks, with the establishment of the Digital Technical Committee and restructuring of the IT Department.

As climate change continues to pose increasing risks, we have integrated this concern into our future planning. Issues such as beach erosion, rising temperatures and water shortages are actively being addressed, with mitigation efforts in place at key properties like Trou aux Biches Beachcomber and Paradis Beachcomber. For instance, the La Caravelle retaining wall at Trou aux Biches has been rebuilt to address the damage caused by Cyclone Belal in January 2024 and the installation of 'Stabiplage' membranes is underway to prevent further coastal erosion. We have engaged with experts for the modelling of sand movements and our aim is to develop and implement long-term solutions that will enhance and protect the beach with the approval of the relevant authorities.

"At NMH, we turn risks into opportunities for excellence by continuously refining our strategies and fostering a proactive culture, ensuring we deliver exceptional value and resilience."

Géraldine Koenig
CHIEF RISK & COMPLIANCE OFFICER

Below is a summary of our main non-financial risks at hotel level and related mitigating measures:

Risk Categorisation & Identification			Risk Management: Mitigation & Control Measures			
Risk Group	**Risk Category**	**Source - Aspects/Tasks**	**LoD 1 Policies/ Standards/ Procedures**	**LoD 2 Owner and Monitoring at Operational Level**	**LoD 3 Internal Audit/ 2nd Party Audit & Control**	**LoD 4 External Audits/ Others**
Operational	Health & Safety	**Building infrastructure, equipment and facilities**	Incident Management Standards ("IMS")/ General Safety Standards/Food Safety Standards	Ongoing repair works/ Preventive Maintenance Plan/5-year CAPEX Plan incorporating main upgrading works	Weekly safety inspections by corporate safety team and Internal Audits	Safe Place Audit, by LIBA/HACCP Audit, by SGS/ Review meetings with our Insurance to go through incidents logged, at least twice a year
		Fire hazards	Fire Safety Procedures, as part of our General Safety Standards	Enhanced training of hotel Emergency Response Team ("ERT") and Artisans trained as Fire Wardens/ Ongoing maintenance of thatch roof and fire fighting equipment	As part of weekly safety inspections by hotel-assigned S&HO, regular Tabletop exercises done and Fire Drills carried out at least twice a year	Inspections by MFRS for delivery of Fire Certificates/Fire Risk Survey by Risk Consultant mandated by our insurance company and related experts
	Quality & Process	**Noise pollution**		Use of soundproof materials as part of renovation works	Monitoring of Guest Reviews and Satisfaction Surveys Internal Quality Audits	Enforcement by relevant regulatory body
		Facilities and equipment	Standards of Beauty & Kindness	5-year Capex Plan incorporating main upgrading works	Monitoring of Guest Reviews and Satisfaction Surveys Internal Quality Audits	Mystery Guest Audits
	Human	**Scarcity of skilled labour**	People & Culture Policy Manual	Outsourcing of locals and foreigners, with L&D to provide enhanced induction and training (technical and soft skills), including ongoing follow-up at operational level	Enhanced due diligence with screening of external service providers, as applicable	
Environmental	Climate Change	**Beach erosion**	Sustainability Standards	Coastal management involving lengthy process with costly remedial works	Monitoring by Environmental Engineer	EarthCheck Audit/ ESG Reporting planned FY 2024-25
	Water Management	**Fresh water supply disruption**	Sustainability Standards	Invest in new supply & review current water piping system	Water monitoring & testing programme	EarthCheck Audit

Note:
External

Information Security Governance and Information Technology Risks

The rapid advancement of technology over the past few decades has significantly disrupted the hospitality industry, with emerging technologies and new market players continuously reshaping the competitive landscape. At NMH, we recognise that technologies such as big data analytics, the Internet of Things (IoT), machine learning and artificial intelligence (AI) have provided us with unprecedented opportunities to transform our operations and scale to new heights.

As part of our ongoing digital transformation programme, NMH has developed comprehensive technology road maps that cover key areas, including people, customer experience, operations and finance. These roadmaps are designed to not only enhance the efficiency of our internal processes but also to empower our Artisans to deliver an elevated service to our clients. By aligning our technological efforts with our strategic objectives, we ensure that NMH stays at the forefront of both hospitality and technological innovations.

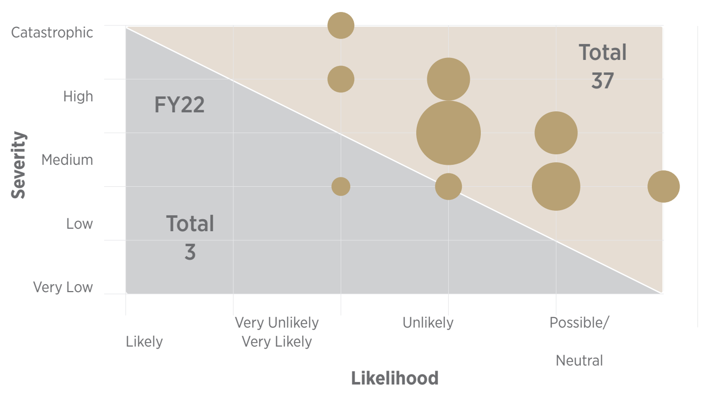
However, as we continue to migrate towards digital platforms and increasingly rely on online systems, we face new risks and challenges. To address these, we have implemented a robust information governance strategy, which focuses on both technology and information governance as integral parts of our corporate framework. This strategy is designed to safeguard our intellectual capital while ensuring that our data and systems remain secure, compliant and aligned with best practices.

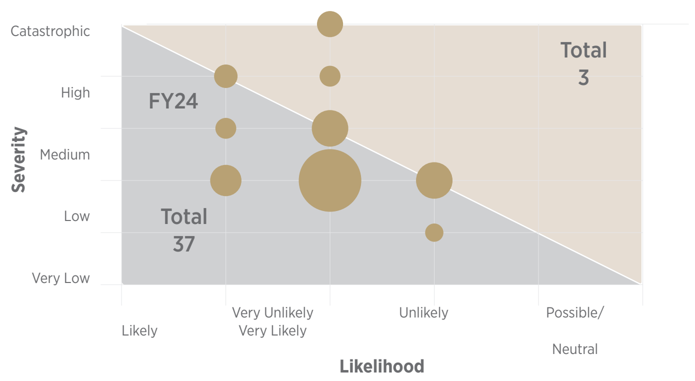
Our approach spans the management of all data, records and knowledge – regardless of format – that contribute to NMH's intellectual capital. Technology, in this context, refers to all systems and tools that create, store or use information and facilitate transactions. Given the vast scope of technology and information management at NMH, safeguarding our competitive edge and ensuring business continuity depend on our ability to effectively manage these systems. Our strategy includes:

1. **Evaluating and testing** new technologies, whether through proof of concept or employee-driven innovation, to ensure that they empower our teams and enhance business operations.
2. **Emphasising the human element**, ensuring that our people and processes drive the adoption of technology, rather than technology dictating how we operate.
3. **Managing our risk framework as a continuous journey**, consistently acquiring new technologies and talents to address evolving risks.
4. **Monitoring data analytics and intelligence** to proactively respond to user needs and identify potential issues before they escalate.
5. **Regularly assessing the effectiveness and risks** of our technology and information systems, particularly those involving third-party vendors and outsourced services.
6. **Measuring the value of technology investments** by assessing the tangible benefits they deliver to NMH's operations and strategic goals.
7. **Disposing of obsolete technology and data responsibly**, adhering to environmental regulations and privacy laws to ensure we remain compliant with all relevant jurisdictions.

The responsibility for information governance at NMH rests with the Board, while the management of information technology and information security is delegated to the Group's Data and Information Department. This structure ensures that technology-related risks are overseen at the highest level of the organisation while being managed day-to-day by experts in the field.
Between FY 2021-22 and FY 2023-24, we have seen a noticeable shift in the spread of risks, moving towards lower likelihood and severity. This reflects the successful risk mitigation efforts we have implemented over the past few years, as we continue to refine our technology strategies and maintain a proactive stance in managing IT-related risks.

For more detailed information, our ICT policy is available on the NMH website: **www.beachcomber.com.**





Continuing our Commitment to AML/CFT Compliance

Building on the achievements of the past year, NMH has strengthened its commitment to Anti-Money Laundering and Counter-Terrorism Financing ("AML/CFT"). Our Risk Management framework remains robust, ensuring full compliance with the AML/CFT Laws of Mauritius, as mandated by the Financial Intelligence Unit ("FIU"). This compliance is rigorously supported by our AML/CFT Policy Manual and Procedures, along with stringent monitoring and reporting processes.

Our Risk & Compliance Department continues to prioritise delivering essential training modules to our teams, ensuring they remain updated on the latest regulations and best practices in AML/CFT. To reinforce our commitment, a refresher course is planned for the next financial year, further embedding compliance into our organisational culture.

Advancing our Data Protection Compliance Strategy

NMH is equally committed to maintaining high standards of data protection, upholding both the Data Protection Laws of Mauritius and the GDPR. Building on our previous successes, we have continued to enhance the security of both Guest and Artisan data. Our strategy includes ongoing training sessions to ensure that all Artisans understand and adhere to data privacy protocols. To strengthen these efforts, additional training sessions are scheduled for the next financial year.

In line with our proactive approach, we have addressed Data Subject Access Requests and finalised data processing agreements with third-party providers, ensuring compliance with legal requirements. New procedures, such as the Reply to Data Subject Access Requests introduced in October 2023 and the Image Management Procedure launched in May 2024, reflect our continuous improvement. An Implementation Gap Analysis Audit conducted in February and March 2024 further identified areas for enhancement, driving our commitment to excellence in data protection.

To maintain the highest levels of compliance and security, we have implemented regular reviews of our data protection practices and continue to engage with industry experts to stay ahead of emerging challenges and evolving best practices.

These initiatives underscore NMH's unwavering commitment to safeguarding the privacy and security of both Guest and Artisan data.

3. MANAGING FINANCIAL RISKS

Operational and Compliance Risks

At NMH, we take a structured approach to managing both operational and compliance risks. These risks are systematically identified, analysed, and addressed through regular meetings with functional specialists. We assess the likelihood of occurrence and the potential impact of these risks, while regularly reviewing and adjusting mitigation measures to ensure their effectiveness. This proactive strategy not only strengthens our operational framework but also encourages our Artisans to stay informed and learn from disruptions that affect the hospitality industry. By staying ahead of potential risks, NMH continually refines its business processes based on insights from both internal and external audits.

Financial and Strategic Risks

Financial and strategic risks are primarily identified and evaluated during NMH's annual budgeting and strategic planning processes. These risks are assessed based on their probability and potential financial impact. Once identified, they are consolidated within NMH's Risk Register, which is updated annually to reflect changes in the risk landscape. Our Internal Audit function integrates these risks into its audit plan, prioritising areas according to their controllability ratings.

During the year, the Internal Audit function focused on high-risk areas, particularly reviewing operational and financial controls, payroll, and compliance measures.

NMH's enhanced Code of Ethics underpins these efforts, serving as a guide to managing risks effectively. A new section on Whistleblowing ensures that Artisans can confidentially raise concerns, fostering a culture of transparency. This updated Code will be rolled out across the Group in the upcoming calendar year, reflecting our commitment to ethical governance.

Our Risk Mitigation Approach

NMH categorises its risks into three main types, each requiring a distinct management approach:

1. Preventable Risks:

Definition:	Management Approach:	Objective:	Role of Risk Management Staff:	Relationship to Business Units:
Risks that arise from within the organisation and do not generate strategic benefits.	These risks are controlled through standard operating procedures, internal audits, and clearly defined mission statements and value systems.	To avoid or eliminate these risks in a cost-effective manner.	Coordinate and revise risk controls in collaboration with the Internal Audit function.	Serve as independent overseers.

2. Strategy Risks:

Definition:	Management Approach:	Objective:	Role of Risk Management Staff:	Relationship to Business Units:
Risks undertaken to achieve superior strategic returns.	These risks are managed through interactive discussions on strategic objectives, using tools like risk maps and Key Risk Indicator (KRI) scorecards. Resources are allocated to mitigate critical risk events.	To reduce the likelihood and impact of these risks in a cost-effective manner.	Facilitate risk workshops and review meetings, assisting in the development and funding of risk initiatives.	Serve as independent facilitators or experts embedded within the teams.

3. External Risks:

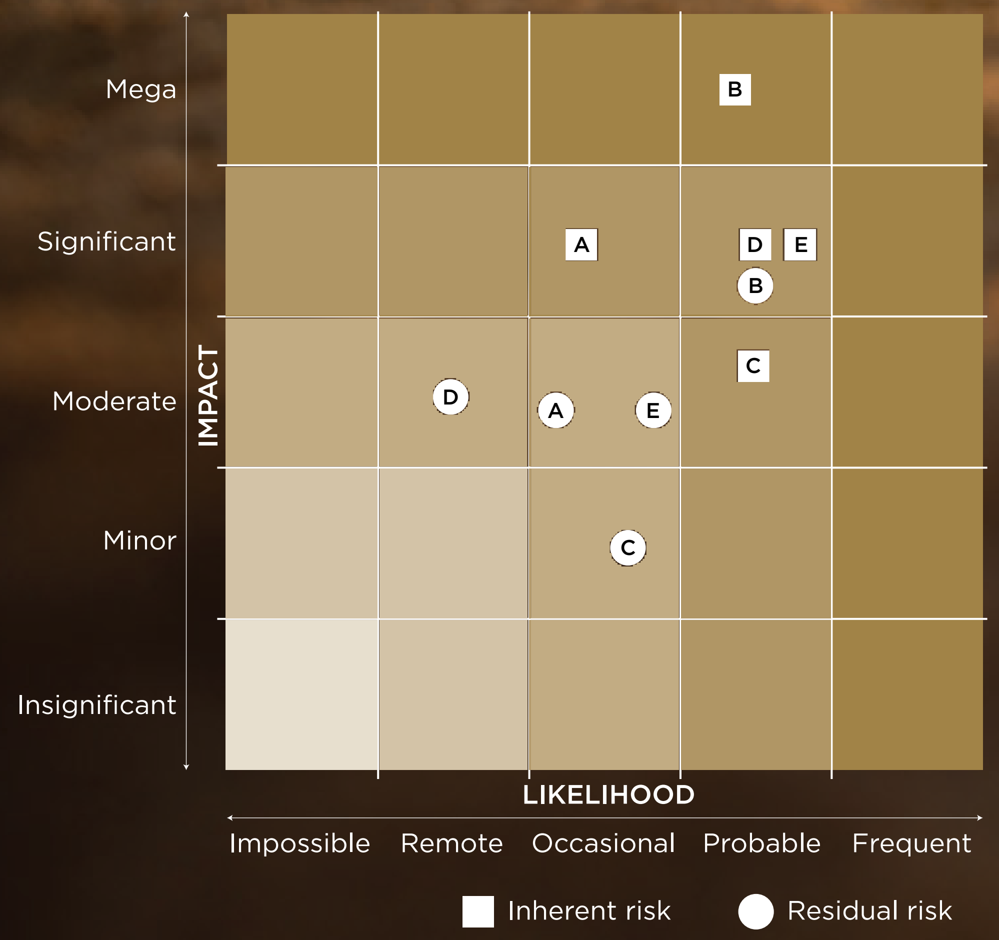
Definition:	Management Approach:	Objective:	Role of Risk Management Staff:	Relationship to Business Units:
Risks arising from external, uncontrollable factors.	These risks are managed through scenario analysis, stress testing, and sensitivity testing in collaboration with management.	To reduce the impact of external risks, should they occur, through cost-effective mitigation.	Lead stress tests, scenario planning, and sensitivity assessments.	Complement the strategy team or act as independent facilitators during “envisioning” exercises.

Our Top Inherent Financial Risks

NMH faces various inherent financial risks that could affect the Group's business and operating performance. The key risks, along with corresponding management strategies, include:

TOP RISK	RISK CONTEXT	OPPORTUNITIES	RISK RESPONSES
1. Foreign Exchange/Treasury	• Market volatility and delayed payments from debtors	• Optimising forex management and regularly reviewing client creditworthiness	• Use of forward currency contracts, forex borrowing, and enforcing credit limits, alongside requesting advance payments from new clients
2. Debts	• Rising interest rates leading to increased financing costs and challenges in meeting obligations	• Negotiating favourable rates with lending institutions and exploring hedging options like Interest Rate Futures	• Maintain a mix of fixed and variable-rate debts while renegotiating loan terms when necessary
3. Theft, Fraud, and Corruption	• Misappropriation of assets, fraudulent payment instructions, and delays in enforcing the Code of Ethics	• Implementing efficient Asset Management Systems and strengthening controls in high-risk areas	• Regular reviews of systems and procedures by Internal Audit along with an updated Code of Ethics and Business Conduct
4. Legal and Regulatory Compliance	• Non-compliance with procedures/statutory obligations	• Establishing systems that ensure compliance with evolving legislation	• Regular compliance audits and seeking expert guidance on complex regulatory issues
5. Procurement	• Inefficient vendor selection, poor vendor selection and management, and manual processing errors	• Improving communication, enhancing supplier relationships, and standardising procurement processes.	• Forecasting needs accurately, conducting thorough supplier due diligence, and automating procurement processes

RISK HEAT MAP



"NMH's tailored Risk Management approach ensures that each type of risk is managed effectively, supporting the Group's long-term success and resilience."

Jamil TAUJOO
CHIEF INTERNAL AUDIT OFFICER

Audit Committee

For detailed information regarding internal control, Internal Audit and Risk Management issues, please refer to the Governance – Board Committees section.

Progress and Achievements

Internal Audit

The Internal Audit function at NMH serves as the third line of defence, operating independently with direct reporting to the Chairperson of the Audit Committee for audit matters and to the CEO for day-to-day administrative concerns. This function is guided by a clearly defined Internal Audit Charter, which defines its purpose, authority and responsibilities, ensuring the team maintains its independence and objectivity by refraining from any operational roles within the Company.

Each year, the Internal Audit Plan is formulated based on our comprehensive Risk Matrix and is subject to approval by the Audit Committee at the beginning of the financial year. This plan, which excludes joint ventures and associates, focuses on emerging risks and high-priority areas. The team provides quarterly reports to the Audit Committee, where high-risk issues and corresponding Internal Audit recommendations are thoroughly reviewed. Management's feedback and plans for implementation are closely examined to ensure alignment with NMH's risk mitigation strategies. Regular progress reviews of the Audit Plan are conducted and any identified gaps or delays are promptly addressed.

Over the course of the year, the Internal Audit function has evaluated existing internal controls and found no significant areas where control deficiencies could materially impact the Group's operations. The department remains well-resourced and upholds a high standard of professionalism, in adherence to international auditing standards, with the requisite skills and expertise.

To further enhance efficiency, NMH's Internal Audit team is currently undertaking a digital transformation, automating both audit and Risk Management. This shift is expected to streamline administrative tasks, reducing time spent on routine activities and enabling the team to focus on more impactful audit interventions.

Implementation reviews of audit recommendations are presented to the Audit Committee every six months to ensure that Management's commitments are fully met and remedial actions are effectively executed.

Throughout the year, the Internal Audit Department encountered no restrictions in its scope of work or access to necessary information. The department continues to deliver high-quality audits, providing actionable recommendations aimed at improving business processes, operational efficiency and overall productivity. Moreover, the Internal Audit plan remains flexible, allowing for special audits as needed, based on insights gained during regular audit cycles.

Our Key Performance Indicators ("KPIs")

Business Units	FY23	FY24
Hotels	3 business cycles across 8 hotels	3 business cycles across 8 hotels
Catering	1	2
Special Audits	3	1
Overseas Offices	-	2

Audit cycles for our overseas offices are conducted every three years to ensure consistency in governance and operational standards across all NMH entities.

External Auditor

Auditor rotation is a fundamental Governance practice that involves periodically changing the External Auditor to ensure independence, objectivity and fresh perspectives in the audit process. This practice mitigates the risks of complacency, conflicts of interest or overfamiliarity between the auditor and the client.

At NMH, the Audit Committee consistently reviews the performance, independence and effectiveness of the External Auditor. In alignment with best practices, the Committee assesses the need for auditor rotation, considering factors such as the length of the auditor's tenure, the quality of audits conducted and applicable regulatory requirements.

BDO & Co. has served as the Group's External Auditor since 2018. In adherence to best Governance practices, NMH will undertake a tender process for the appointment of a new External Auditor.

The Audit Committee remains dedicated to periodically reassessing the appropriateness of the External Auditor's appointment. The Committee will continue to make recommendations to the Board, including decisions regarding auditor rotation, to ensure the ongoing integrity and effectiveness of the audit function.

During the year, high-priority issues raised by the external auditor regarding policies and accounting treatments were discussed during Audit Committee meetings.

Corporate GOVERNANCE

CORPORATE GOVERNANCE REPORT

New Mauritius Hotels Limited (“NMH” or the “Company”) is a Public Interest Entity under the provisions of the Mauritian Financial Reporting Act. This Corporate Governance Report outlines the Company’s commitment to transparency, Good Corporate Governance and the continuous effort to enhance Shareholder value. Throughout the report, we have set out how we have applied the principles and complied with the relevant provisions of the Code of Corporate Governance for Mauritius (the “Code”).

NMH was listed on the Stock Exchange of Mauritius (“SEM”) Sustainability Index on 20 February 2024 with a remarkable score that reflects NMH’s commitment to Environmental, Social and Governance criteria. This reflects NMH’s proactive efforts in Sustainability, ethical business practices and its commitment to creating long-term value for stakeholders while minimising environmental impact and promoting social well-being.

Mrs Jyoti Jeetun resigned as Director in July 2024 to explore new opportunities. BDO & Co. has also completed its seven-year tenure and the appointment of Ernst & Young as auditors will be proposed at the forthcoming Annual Meeting of Shareholders. The Board thanks BDO & Co. for their dedicated service and welcomes Ernst & Young, whose experience and knowledge will help uphold the Company’s strong commitment to financial excellence.

1. GOVERNANCE STRUCTURE

The Board of NMH is collectively accountable and responsible for the long-term success of the Company, its reputation and Governance. The Board also assumes the responsibility for leading and controlling the Company and meeting all legal and regulatory requirements. In line with the Code, the Board has:

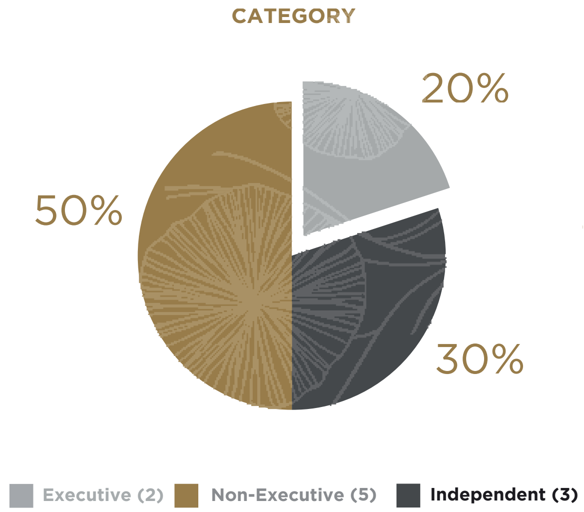
- adopted a Board Charter that sets out the objectives, roles and responsibilities and composition of the Board of Directors;
- identified its key Senior Governance positions and the position statements are detailed in NMH’s Board Charter;
- approved an Organisational and Governance Structure (as disclosed on page 94 of the Integrated Annual Report); and
- adopted a Code of Ethics.

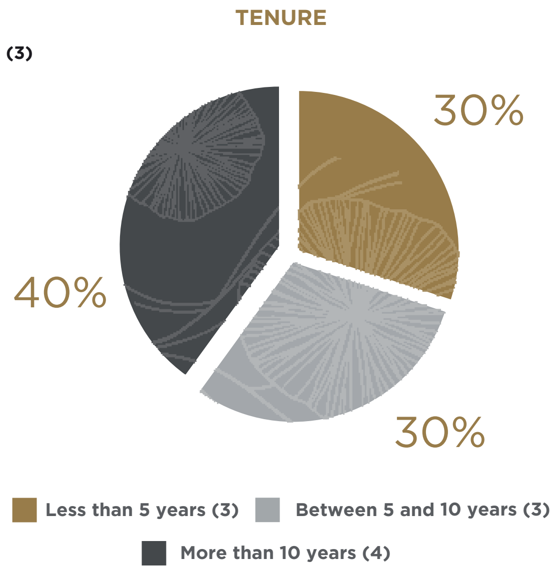
The Board Charter and Code of Ethics are available for consultation on NMH’s website: **www.beachcomber.com**

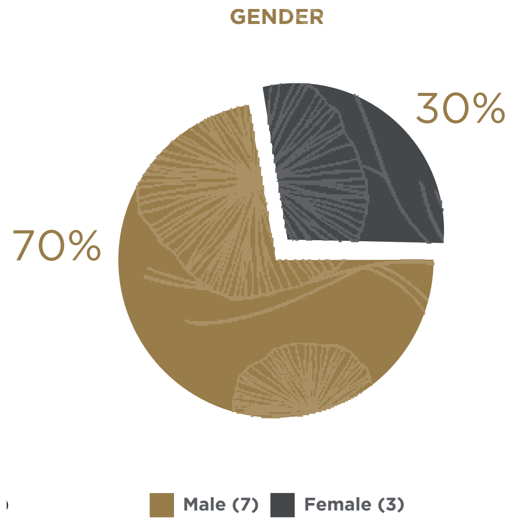
2. THE BOARD

2.1 Board Composition as at 30 June 2024

- All Directors of NMH ordinarily reside in Mauritius.
- NMH’s Constitution is available for consultation on NMH’s website: **www.beachcomber.com**
- The names and profiles of NMH’s Directors are disclosed on pages 28 to 31 of the Integrated Annual Report.
- The Directors are valued for their collective knowledge and experience, providing thoughtful oversight and support to NMH’s operations.







2.2 Board Meeting Process

Beginning of the year
The Company Secretary sends Directors a yearly meeting calendar a year ahead, conveying all meetings for the upcoming year.

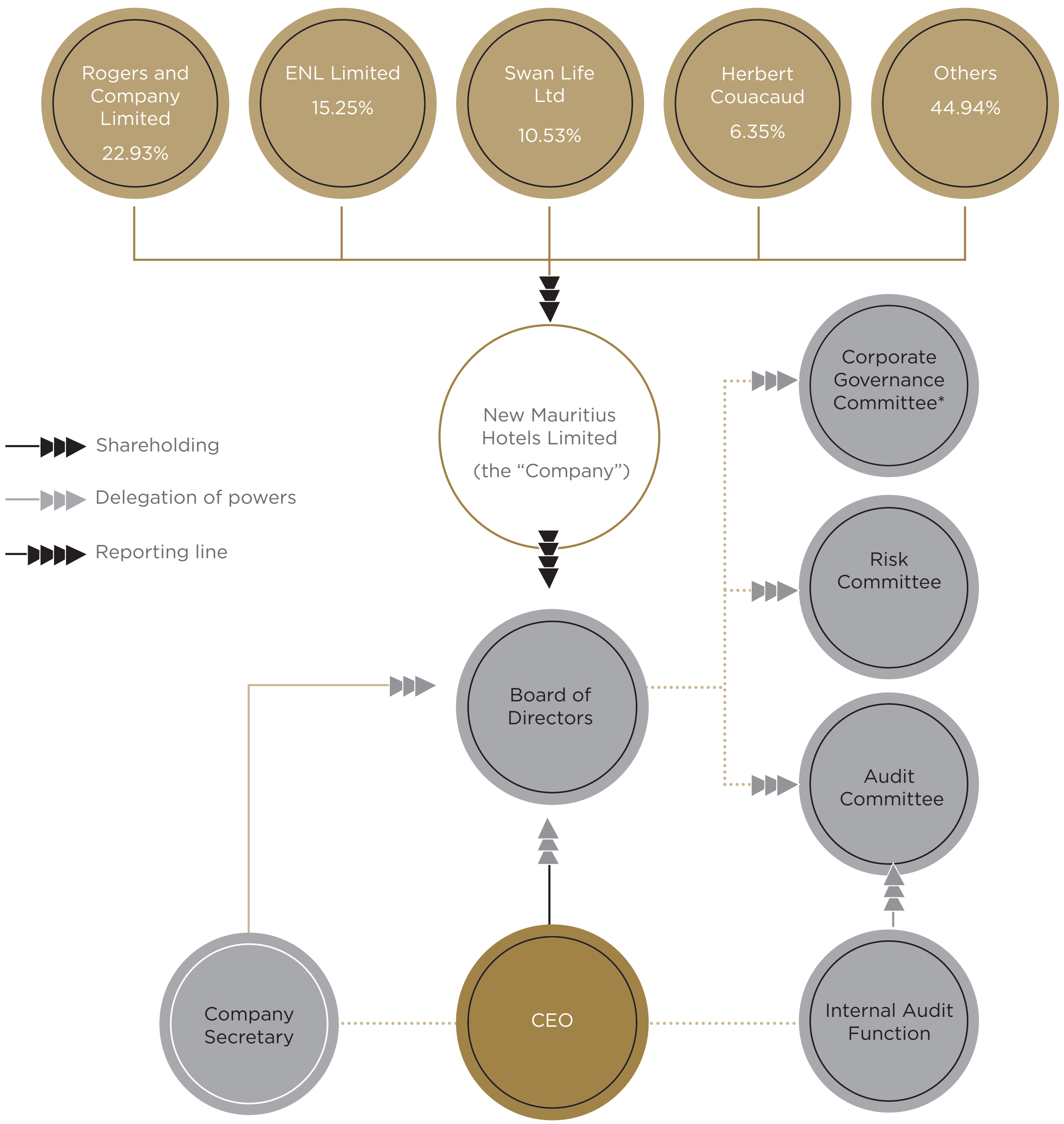
Agenda setting
The Chairman, CEO and Company Secretary collaboratively create the agenda, before each meeting, which encompasses prior minutes’ follow-up, ensuring continuity from the previous Board session.

Before the meeting
Board materials are circulated in advance through an online Board Portal.

Board meeting
Board matters, such as operational and financial review and reports from the Commitee Chairpersons, are discussed.

After Board meeting
Within 2 weeks, follow-up actions and Board decisions are disseminated to relevant parties for actions.
Minutes are produced and sent to the CEO for review and comments prior to circulating these to the Board.

Governance
STRUCTURE



* In keeping with its Terms of Reference, the Corporate Governance Committee also acts as Remuneration and Nomination Committee.

2.3 Main Focus Areas of the Board FY 2023/2024

The Board's work is organised into an annual cycle to ensure a systematic reporting process. Other relevant matters are approved by written resolution of the Directors. (For the Focus Areas refer to page 96.)

2.4 Board Committees

- The Board has delegated some of its powers and responsibilities to three Committees:
  (i) the Corporate Governance Committee, which also serves as the Remuneration and Nomination Committee;
  (ii) the Audit Committee; and
  (iii) the Risk Committee.
- The Chairperson of each Committee regularly reports proceedings of the Committees to the Board. Directors have access to all Committee meetings and records.
- Each Committee has its own Charter which sets out, inter alia, membership requirements, meeting proceedings, roles and responsibilities.
- The Charters are reviewed annually by the Committees and any proposed amendments are recommended to the Board for approval. During the financial year under review, the AC, CGC and RC have reviewed their Charters, which are available for consultation on NMH's website: **www.beachcomber.com**

2.4.1 Corporate Governance Committee ("CGC")

The CGC is composed of:

CGC Members	Category
Jean-Pierre Montocchio	Non-Executive Director, Chairperson
Herbert Couacaud	Non-Executive Director
Hector Espitalier-Noël	Non-Executive Director
Gilbert Espitalier-Noël	Non-Executive Director
Stéphane Poupinel de Valencé	Executive-Director

2.4.2 Audit Committee ("AC")

As at 30 June 2024, the AC was composed of:

AC Members	Category
Alain Rey	Independent Non-Executive Director, Chairperson
Jyoti Jeetun[1]	Independent Non-Executive Director
Sharmila Banymadhub-Chakowa	Independent Non-Executive Director

[1] *Effective July 2024, Mrs Jyoti Jeetun is no longer a Director of the Company.*

During the year, the Chairperson of the AC extended invitations on an ad hoc basis to the Chief Financial Officer, Chief Internal Audit Officer and external auditors. Outside of formal meetings, the Committee Chairperson maintains a dialogue with key individuals involved in the Company's Governance, namely the Chairperson of the Board, the Chief Executive Officer, the Chief Financial Officer, the external audit lead partner and Head of Internal Audit.

2.4.3 Risk Committee ("RC")

The RC is composed of:

RC Members	Category
Sharmila Banymadhub-Chakowa	Independent Non-Executive Director, Chairperson
Jitendra Bissessur	Non-Executive Director
Stéphane Poupinel de Valencé	Executive Director

During the year, the Chairperson of the RC extended Committee meeting invitations to key executives of NMH.

MAIN Focus AREAS FY2023/2024

BOARD

During the financial year under review, the Board met five times and had the following focus areas:

Financials
- Approved the audited financial statements/Integrated Annual Report of NMH for the year ended 30 June 2023.
- Approved the unaudited quarterly consolidated results of NMH for publication purposes.

Strategy & Finance
- Reviewed the performance of the Group against business plans as reported by the CEO.
- Reviewed the strategy of the NMH Group.
- Approved the budget for the year ended 30 June 2024.
- Approved CAPEX and lease facilities for the year ended 30 June 2024.
- Approved variations in various banking facilities, re-established signatories and the mode of operation of NMH's bank accounts.
- Approved the declaration of dividends for Preference Shares and Ordinary Shares

Governance, Compliance and Risk
- Approved the appointment of Mr Gilbert Espitalier-Noël as Chairman of NMH.
- Prepared and convened the Annual Meeting of Shareholders.
- Recommended to shareholders the appointment of BDO & Co. as auditors of the Company for the year ended 30 June 2024.
- Approved various off-market transfers/transmissions of shares.
- Considered the findings of the Board Evaluation Report 2023.
- Reviewed and re-confirmed the Charter of the CGC, AC and the Board.
- Approved the revised Charter of the RC.
- Reviewed the composition of the Board, CGC, AC and RC.
- Reviewed the categorisation of the Directors.

Standing Agenda Items
- Received reports on follow-up matters from previous minutes.
- Received disclosure of interests from Directors as applicable.
- Received reports/recommendations from the AC, CGC and RC.
- Received reports from the CEO.

CGC

During the financial year under review, the CGC met once and had the following focus areas:

Corporate Governance
- Reviewed the Corporate Governance Report for the year ended 30 June 2023.
- Recommended the re-election/reappointment of Mrs Sharmila Banymadhub-Chakowa, Messrs Stéphane Poupinel de Valencé, Jean-Pierre Montocchio, Alain Rey and Herbert Couacaud as Directors of the Company.
- Reviewed findings from the Board evaluation exercise and recommended an action plan to the Board.
- Reviewed and reconfirmed the terms of reference of the CGC.
- Monitored NMH's compliance with its Code of Ethics.

Remuneration and Nomination Matters
- Reviewed the composition of the Board and its Committees
- Reviewed the remuneration packages for senior executives of NMH.

AC

During the financial year under review, the AC met 4 times and had the following focus areas:

Financial Statements & Reporting Responsibilities
- Reviewed and recommended to the Board the approval of:
  - the audited financial statements of the Integrated Annual Report and the publication of the audited abridged financial statements for the year ended 30 June 2023; and
  - the publication of the unaudited quarterly consolidated results of the Company.
- Received the external auditors' report on NMH's audited financial statements for the year ended 30 June 2023.

Internal & External Audit Matters
- Recommended the reappointment of BDO & Co. as auditors for the year ending 30 June 2024.
- Examined reports issued by the Internal Audit function.
- Approved the provision of non-assurance services by BDO IT Consulting Ltd.

Governance Matters
- Reviewed and confirmed to the Board of Directors the ongoing alignment of the AC Charter with the prerequisites of the NMH Group.

RC

During the financial year under review, the RC met 4 times had the following focus areas:

Risk Management
- Received reports on IT, safety & health, business continuity plan, insurance coverage and the 5-year plan for building improvements.
- Reviewed the main risks affecting the NMH Group.

Governance & Compliance
- Reviewed Risk Management disclosures in the Integrated Annual Report for the year ended 30 June 2023.
- Recommended amendments to the terms and conditions of the Anti-Money Laundering/Counter-Terrorism Financing Procedures Manual and the Policy Manual for the prevention of Money Laundering and Countering the Financing of Terrorism.

2.5 Directors' Appointment Procedures

2.5.1 Appointment and Re-election

- The Board may appoint any person as a Director, either to fill a casual vacancy or as an additional Director. The Director so appointed by the Board will hold office only until the next Annual Meeting and will then be eligible for reappointment.
- The appointment process is delegated to the CGC, which recommends candidates to the Board for appointment and/or re-election.
- The Candidate assessments encompass diverse facets: backgrounds, specialised skills, expertise, knowledge and the contribution potential to enhance Board effectiveness. The CGC also considers gender diversity, time dedication, and independence during evaluations.
- In line with the Company's Constitution, at each Annual Meeting, two Directors who have been longest in office since their appointment or last reappointment retire by rotation and are eligible for reappointment.
- Re-election of Directors over the age of 70 is made in compliance with Section 138(6) of the Mauritian Companies Act 2001.
- Upon recommendation of the CGC, the following will be proposed to Shareholders for approval:
  - the re-election of Messrs Gilbert Espitalier-Noël and Jitendra Bissessur as Directors of the Company in accordance with Section 23.6 of the Company's Constitution; and
  - the reappointment of Mr Herbert Couacaud, who is over 70 years old, as Director of the Company.
- The Board confirms that Messrs Gilbert Espitalier-Noël, Jitendra Bissessur and Herbert Couacaud continue to perform effectively and remain committed to their role as Directors of the Company.

2.5.2 Board Induction

Board Induction

During the year under review, the composition of the Board was reviewed with the departure of Mr Sunil Banymandhub and the appointment of Mrs Sharmila Banymadhub-Chakowa.

Upon joining the Board, the new Directors benefit from an induction programme aimed at deepening their understanding of the businesses, environment and markets in which the Group operates.

As part of the induction programme, they receive an appointment letter and a comprehensive induction pack from the Company Secretary, which contains essential Board and Company information, Constitution, Charters, policies, calendar of meetings, minutes of proceedings, meet the Company's key executives and have a briefing session with the Chief Executive Officer.

2.5.3 Professional Development and Training

- Directors are encouraged to stay informed about changes and trends affecting the Company's businesses, environment and markets.
- The Board regularly assesses the development needs of its Directors and the Board as a whole.
- It facilitates attendance at relevant training programmes to help Directors continuously update their skills and knowledge.
- Directors attended training on Leadership Skills, Sustainability and Digital Skills, among others.

2.5.4 Succession Planning

- The CGC recommends plans for the succession of Directors and Senior Management.
- The Board regularly reviews its composition, structure and succession plans.

2.6 Directors' Duties, Remuneration and Performance
2.6.1 Directors' Interests, Dealings in Securities and Related Party Transactions

- The Board adheres to the provisions of the Model Code for Securities Transactions (the "Model Code") by Directors of listed companies as specified in Appendix 6 of the Listing Rules issued by the SEM and the Mauritian Companies Act 2001 when dealing in the Company's listed securities.
- The Company Secretary keeps the Directors apprised of closed periods and their responsibilities under the Model Code.
- NMH's Board Charter also contains policies on Conflicts of Interest and Related Party Transactions.
- Directors who are interested in a transaction or proposed transaction with the Company disclose their interests to the Board and cause same to be entered in the Interests Register.
- As a measure of good practice, disclosure of conflicts of interest is a standard item on the Board's agenda and the Chairman invites Directors to declare their interests, if any, at the beginning of each meeting.
- The Company Secretary maintains the Interests Register and ensures that the latter is updated regularly. The register is available for consultation by Shareholders upon written request to the Company Secretary.
- All new Directors are required to notify the Company Secretary in writing of their direct and indirect interests in NMH.
- The Directors' interests in NMH's shares as at 30 June 2024 were as follows:

	ORDINARY SHARES				PREFERENCE SHARES			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Jitendra Bissessur	-	-	-	-	-	-	-	-
Sharmila Banymadhub - Chakowa	-	-	-	-	-		-	-
Herbert Couacaud	34,841,856	6.35	384,030	0.07	-	-	-	-
Gilbert Espitalier-Noël	401,526	0.07	8,904,490	1.62	-	-	1,064	0.00
Hector Espitalier-Noël	450,345	0.08	13,188,393	2.87	1,439	0.00	21,843	0.06
Jean-Pierre Montocchio	100,312	0.02	867,392	0.16	330	0.00	67	0.00
Stéphane Poupinel de Valencé	160,000	0.03	-	-	-	-	-	-
Alain Rey	12,236	0.00	-	-	1,099	0.00	-	-
Pauline Seeyave	3,314	0.00	-	-	65	0.00	-	-
Sunil Banymandhub[1]	-	-	-	-	-	-	-	-
Jyoti Jeetun[2]	-	-	-	-	-	-	-	-

[1] *Effective September 2023, Mr Sunil Banymandhub resigned as Director.*
[2] *Effective July 2024, Mrs Jyoti Jeetun resigned as Director.*

- During the financial year under review, the following Directors traded in the Ordinary Shares of NMH:

Directors	No. of Shares Acquired
Hector Espitalier-Noël[3]	404,889
Jean-Pierre Montocchio	90,100
Stéphane Poupinel de Valencé	100,000

[3] *Include 25,000 ordinary shares acquired indirectly through associates.*

- Note 17 to the financial statements for the year ended 30 June 2024, set out on pages 157 to 163 of the Integrated Annual Report 2024, details all related party transactions between the Company or any of its subsidiaries or associates and a Director, Chief Executive, controlling shareholder or companies owned or controlled by a Director, Chief Executive or controlling shareholder.
- Shareholders are apprised of related party transactions through the issue of circulars and press releases by the Company in compliance with the SEM Listing Rules.

2.6.2 Information, Information Technology and Information Security Governance
- For Information, Information Technology and Information Security Governance, please refer to pages 81 to 82 of the Integrated Annual Report 2024.
- The ICT policy is available for consultation on NMH's website: **www.beachcomber.com**

2.6.3 Legal Duties & Access to Information
- Directors are aware of their legal duties. They are required to exercise the degree of care, skill and diligence that a reasonably prudent and competent Director in his or her position would exercise.
- During the discharge of their duties, they are entitled to seek independent professional advice at the Company's expense and have access to the Company's records.
- Directors are also entitled to have access, at all reasonable times, to all relevant Company information and consult Management, if useful, to perform their duties.
- A Directors' and Officers' Liability Insurance policy has been secured by the Company. The policy provides cover for risks arising from acts or omissions of Directors and Officers of the Company.
- The Board has delegated to the CGC its duty to regularly monitor and ensure compliance with the Code of Ethics.

2.6.4 Remuneration Policy
- The underlying philosophy is to set remuneration at an appropriate level to attract, retain and motivate high-calibre personnel and reward them based on individual and collective contributions towards the achievement of the Company's objectives and performance, while taking into account current market conditions and the Company's financial position. Directors are remunerated for their knowledge, experience and insight given to the Board and Committees.
- For Executive Directors, apart from a base salary and short-term benefits reflecting their responsibilities and experience, their remuneration consists of a variable element in the form of an annual bonus, determined by the performance of both the Group and the individual.
- None of the Non-Executive Directors is entitled to remuneration in the form of share options or bonuses associated with the Company's performance.
- Particulars of Directors' remuneration are recorded in the Interests Register of the Company.

- The table hereunder lays out the current fee structure of the Company for the year ended 30 June 2024:

Category of Member	Monthly Fixed Fee
Chairman of the Board	EUR 2,000
Members also sitting on the CGC, AC and/or RC	Rs 35,000
Members not sitting on any Committee	Rs 25,000

2.6.5 Attendance and Remuneration/Benefits paid

For the year under review, the attendance at Board and Committee meetings and actual remuneration and benefits received by the Directors are presented below:

Category	Director	Attendance				Remuneration & Benefits Perceived
		Board	AC	RC	CGC	Rs
Executive	Pauline Seeyave	5/5	n/a	n/a	n/a	16,022,631
	Stéphane Poupinel de Valencé	5/5	n/a	3/3	n/a	20,916,956
Non-Executive	Sunil Banymandhub[1]	1/2	1/1	1/1	0/1	105,000
	Jitendra Bissessur	5/5	n/a	4/4	n/a	420,000
	Herbert Couacaud	2/5	n/a	n/a	0/1	420,000
	Gilbert Espitalier-Noël	◉ 5/5	n/a	0/1	1/1	17,867,614*
	Hector Espitalier-Noël	4/5	n/a	n/a	1/1	420,000
	Jean-Pierre Montocchio	4/5	n/a	n/a	◉ 1/1	420,000
Independent	Sharmila Banymadhub-Chakowa[2]	3/3	3/3	◉3/3	n/a	315,000
	Alain Rey	5/5	◉ 4/4	n/a	n/a	420,000
	Jyoti Jeetun[3]	5/5	4/4	n/a	n/a	420,000

◉ *Chairperson*

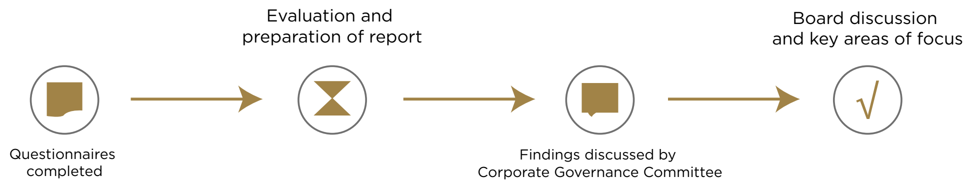
[1] Effective September 2023, Mr Sunil Banymandhub resigned as Director of NMH.
[2] Effective September 2023, Mrs Sharmila Banymadhub-Chakowa was appointed as Director of NMH.
[3] Effective July 2024, Mrs Jyoti Jeetun resigned as Director of NMH.
** Upon his resignation as Chief Executive Officer of NMH, Mr Gilbert Espitalier-Noël benefited from a one-off pension contribution of Rs 16.7M, which reflected the no-worse off guarantee when shifting from a defined benefit to a defined contribution scheme.*

For the year under review, the Directors of the Company did not receive any remuneration from the Company's subsidiaries.

2.6.6 Board Evaluation

- Every year, the Board conducts a self-appraisal to assess its performance and efficacy as well as those of its Committees. The review was facilitated by the Company Secretary and Directors were issued with a questionnaire, designed to elicit their views and opinions on Sustainability, digitalisation, risk, Board effectiveness and self-evaluation.

Internal Evaluation Process



The results of this exercise have been compiled and presented to the CGC and the Board. The salient points have been analysed and discussed and relevant actions have accordingly been taken by the Board to address those points.

3 INTERNAL CONTROL, INTERNAL AUDIT AND RISK MANAGEMENT

For internal control, Internal Audit and Risk Management, please refer to pages 76 to 89.

4 SHAREHOLDERS AND OTHER KEY STAKEHOLDERS

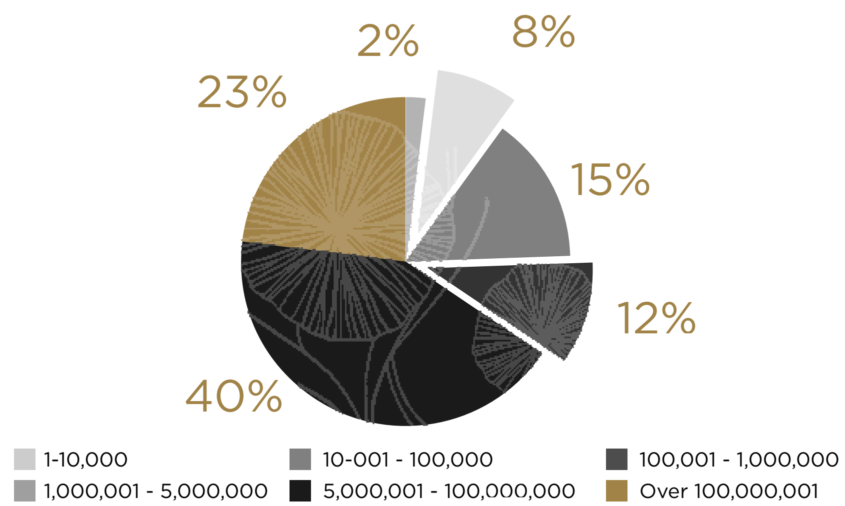
4.1 Shareholding Profile

As at 30 June 2024, Shareholders holding more than 5% of the ordinary shares of the Company were as follows:

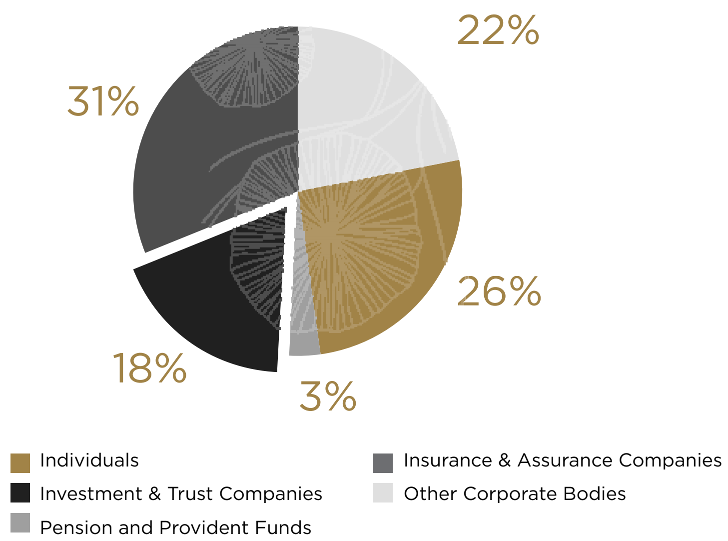
	Ordinary (%)
Rogers and Company Limited	22.93
ENL Limited	15.25
Swan Life Ltd	10.53
Herbert Couacaud	6.35

The distribution and spread of Shareholders as at 30 June 2024 were as follows:

Distribution of Shareholders



Spread of Shareholders



4.2 Contracts of Significance between the Company and its Substantial Shareholders

The Directors confirm that, to the best of their knowledge, they are not aware of the existence of any such agreement for the year under review.

4.3 Third-Party Agreements

The Group has the following major third-party agreements:

- lease agreement with Club Med for rental of the hotel owned by Ste Anne Resort Limited;
- contract with Fairmont for management of Royal Palm Marrakech hotel; and
- management contract with Semaris Ltd for the provision of management services.

4.4 Engagement with Shareholders

4.4.1 Key Stakeholders

- The Company is committed to engage actively with its stakeholders to meet their expectations and interests in an effective and efficient manner.

4.4.2 Shareholders' Relations and Communication

- The Board of Directors places great importance on open and transparent communication with its Shareholders. The Company communicates with Shareholders through its Integrated Annual Report, circulars issued in compliance with the SEM Listing Rules, press announcements, publication of unaudited quarterly and audited abridged financial statements of the Company, dividend declarations and meetings of Shareholders.
- In compliance with the Mauritian Companies Act 2001, Shareholders are invited to participate in the meetings of Shareholders of NMH, where they can raise and discuss matters relating to the Company with the Board.
- The Company's website (www.beachcomber.com) has an investors' section which provides timely information to stakeholders including interim, audited financial statements, press releases and more.
- The Company aims to foster conversations and feedback with the financial community via investor meetings presenting the Group's financial performance, updates on developments and Q & A sessions.

4.4.3 Shareholders' Calendar

September 2024	Publication of abridged audited financial statements for the year ended 30 June 2024
November 2024	Publication of 1st quarter results to 30 September 2024
	Issue of the Integrated Annual Report 2024
December 2024	Annual Meeting of Shareholders
February 2025	Publication of half-year results to 31 December 2024
May 2025	Publication of 3rd quarter results to 31 March 2025

4.4.4 Shareholders' Agreement affecting the Governance of the Company by the Board

The Directors confirm that, to the best of their knowledge, they are not aware of the existence of any such agreement for the year under review.

4.4.5 Dividend

The Company has no formal dividend policy. Payment of dividends is subject to NMH's profitability, foreseeable investment, capital expenditure and working capital requirements.

5 COMPANY SECRETARY

- ENL and Rogers Secretarial Services Limited, a subsidiary of ENL Limited, employs qualified chartered secretaries to provide corporate secretarial services to the NMH Group. Mrs Preety Gopaul, who is qualified as a Fellow of the Institute of Chartered Governance with over 20 years of experience, heads the Company Secretarial Department.
- All Directors, including the Chairperson, have access to the advice and services of the Company Secretary, delegated by ENL and Rogers Secretarial Services Limited, for the purposes of the Board's affairs and the business of the Company.
- The Company Secretary is responsible to the Board for ensuring that Board procedures are followed, that the applicable rules and regulations for the conduct of the affairs of the Board are complied with and for all matters associated with the maintenance of the Board or otherwise required for its efficient operation.

6 EXTERNAL AUDIT

- BDO & Co. have been reappointed as external auditors of NMH for the financial year ended 30 June 2024 at the Shareholders' meeting held in December 2023. During the year under review, the AC assessed the independence and effectiveness of the external auditor before making a recommendation to the Board for their retention.

Preety Gopaul, FCG
For ENL and Rogers Secretarial Services Limited
Company Secretary
24 September 2024

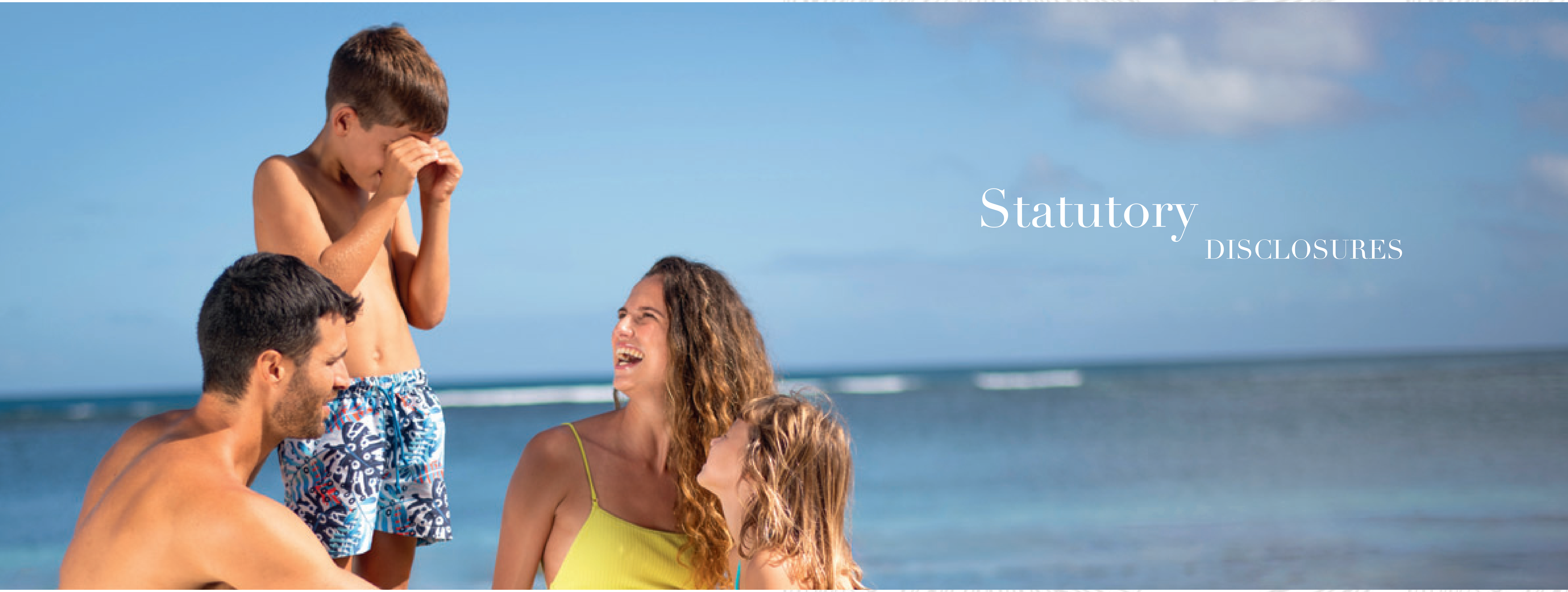
Company
SECRETARY'S CERTIFICATE

(Pursuant to Section 166(d) of the Mauritian Companies Act 2001)

We certify that, to the best of our knowledge and belief, the Company has filed with the Registrar of Companies all such returns as are required of the Company under the Mauritian Companies Act 2001.

Preety Gopaul, FCG
For ENL and Rogers Secretarial Services Limited
Company Secretary

24 September 2024



Statutory DISCLOSURES

Board of Directors' STATEMENTS

I. OTHER STATUTORY DISCLOSURES

(Pursuant to Section 221 of the Mauritian Companies Act 2001 and Section 88 of the Mauritian Securities Act 2005)

Activities

The activities of NMH are disclosed in Note 1 to the Integrated Annual Report 2024.

Directors

A list of Directors of the Company and its subsidiaries is set out on page 113 of the Integrated Annual Report 2024.

Directors' Service Contracts

None of the Directors of the Company or its subsidiaries has service contracts that need to be disclosed under Section 221 of the Mauritian Companies Act 2001.

Directors' Remuneration and Benefits

The total remuneration and benefits received, or due and receivable:

(i) by each Director of NMH from the Company can be found on page 102 of the Integrated Annual Report 2024;

(ii) by the Directors from NMH and its subsidiaries were as follows:

Directors	From the Company		From the Subsidiaries	
	2024	2023	**2024**	2023
Executive Directors	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Full-time	**34,220**	40,523	**-**	-
Part-time	**-**	-	**-**	-
Non-Executive Directors	**20,808***	3,000	**-**	-
Post-employment benefits – Executive Directors	**2,718**	3,169	**-**	-
* *Includes a one-off pension contribution of Rs 16.7m.*	**57,746**	46,692	**-**	-

Directors' Interests in the Equity of NMH

(i) The interests of the Directors in the shares of NMH as at 30 June 2024 can be found on page 100 of the Integrated Annual Report 2024.

(ii) As at 30 June 2024, none of the Directors, except those detailed below, held direct interests in the equity of the subsidiaries of the Company:

	Beachcomber Hotel S.A.		Beachcomber Hotel Marrakech S.A.		Beachcomber Hospitality Investments Ltd			
					Restricted-Voting Class A Preference		Restricted-Voting Class B Preference	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Gilbert Espitalier-Noël	1	0.000	1	0.001	700	0.192	34	0.103
Hector Espitalier-Noël	-	-	-	-	-	-	405	1.230
Pauline Seeyave	1	0.000	1	0.001	500	0.137	30	0.091
Stéphane Poupinel de Valencé	1	0.000	-	-	-	-	-	-

Interests of Senior Officers (excluding Directors) in the Shares of NMH

As at 30 June 2024, none of the senior officers (excluding Directors), except for those detailed below, held direct or indirect interests in the equity of the Company:

	Ordinary Shares				Preference Shares			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Théodose FLEURIÉ	6,216	0.001	-	-	-	-	-	-
Geraldine KOENIG	-	-	69,200	0.013	-	-	-	-
Olivier L. NAIRAC	-	-	124,394	0.024	-	-	4,500	0.013

Contracts of Significance

During the year under review, there was no contract of significance to which NMH or one of its subsidiaries was a party and in which a Director of NMH was materially interested either directly or indirectly.

Shareholders

At 26 August 2024, the following Shareholders were directly or indirectly interested in more than 5% of the ordinary share capital of the Company:

Name of Shareholder	Interest (%)
Rogers & Company Limited	22.93
ENL Limited	17.13
Swan Life Ltd	10.53
Herbert Couacaud	6.35

Donations

NMH has maintained its policy of channelling all requests for social assistance through its solidarity fund, FED, created in March 1999. During the year, the Company contributed Rs 5.8m (30 June 2023: Rs 5.8 m) to the fund.

Political donations are dealt with by the Board. For the year under review, an amount of Rs 0.9m was donated to political parties (30 June 2023: Rs 1m).

During the year ended 30 June 2024, Beachcomber Marketing (Pty) Ltd made a total donation of Rs 0.249m (30 June 2023: Rs 0.238m).

Auditors' Remuneration

	The Group		The Company	
	2024	2023	**2024**	2023
Audit fees paid to:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
BDO & Co.	**11,657**	10,756	**10,020**	9,300
Other firms	**5,476**	4,610	**-**	-
Fees paid for other services provided by:				
BDO & Co.	**338**	319	**244**	236
Other firms	**1,255**	1,512	**-**	-

Name of Company	Country of Incorporation	Fees paid to BDO & Co.	
		Audit Fees	Other Services
		Rs '000	Rs '000
Beachcomber Hospitality Investments Ltd	Mauritius	550	-
Beachcomber Limited	Mauritius	120	-
Beachcomber Training Academy Limited	Mauritius	87	-
Kingfisher Ltd	Mauritius	210	-
Mautourco Ltd	Mauritius	527	74
Trans-Maurice Car Rental Ltd	Mauritius	56	20
Santayarea (Mauritius) Limited	Mauritius	87	-

Other services relate mainly to taxation fees.

Name of Company	Country of Incorporation	Auditor	Fees Payable to Auditor	
			Audit Fees Rs '000	Other Services Rs '000
Beachcomber Marketing (Pty) Ltd	South Africa	The Personal Touch Professional Services Incorporated	352	-
Beachcomber Tours Limited	England	RNS Chartered Accountants	1,086	1,074
Beachcomber Tours	France	Bakertilly Strego	1,685	-
Beachcomber Hotel S.A.	Morocco	BDO Morroco	1,762	-
Ste Anne Resort Limited	Seychelles	Sey Auditors & Associates	591	181

Other services relate mainly to taxation and advisory services.

II. Statement of Directors' Responsibilities

In Respect of Financial Statements

Company law requires the Directors to prepare financial statements for each financial year that fairly present the financial position, financial performance and cash flow of the Company. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether IFRS Accounting Standards have been followed and complied with;
- prepare the financial statements on a going-concern basis unless it is inappropriate to presume that the Company will continue in business; and
- ensure that the Code of Corporate Governance (the "Code") has been adhered to and where any material deviation from any guidance contained within the Code has occurred, explanations have been provided accordingly.

The Directors confirm that they have complied with the above requirements in preparing the Company's financial statements.

The external auditors are responsible for reporting on whether the financial statements are fairly presented.

The Directors are responsible for maintaining proper accounting records that disclose with reasonable accuracy the financial position of the Company at any time and enable them to ensure that the financial statements comply with the Mauritian Companies Act 2001. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps to prevent and detect fraud and other irregularities.

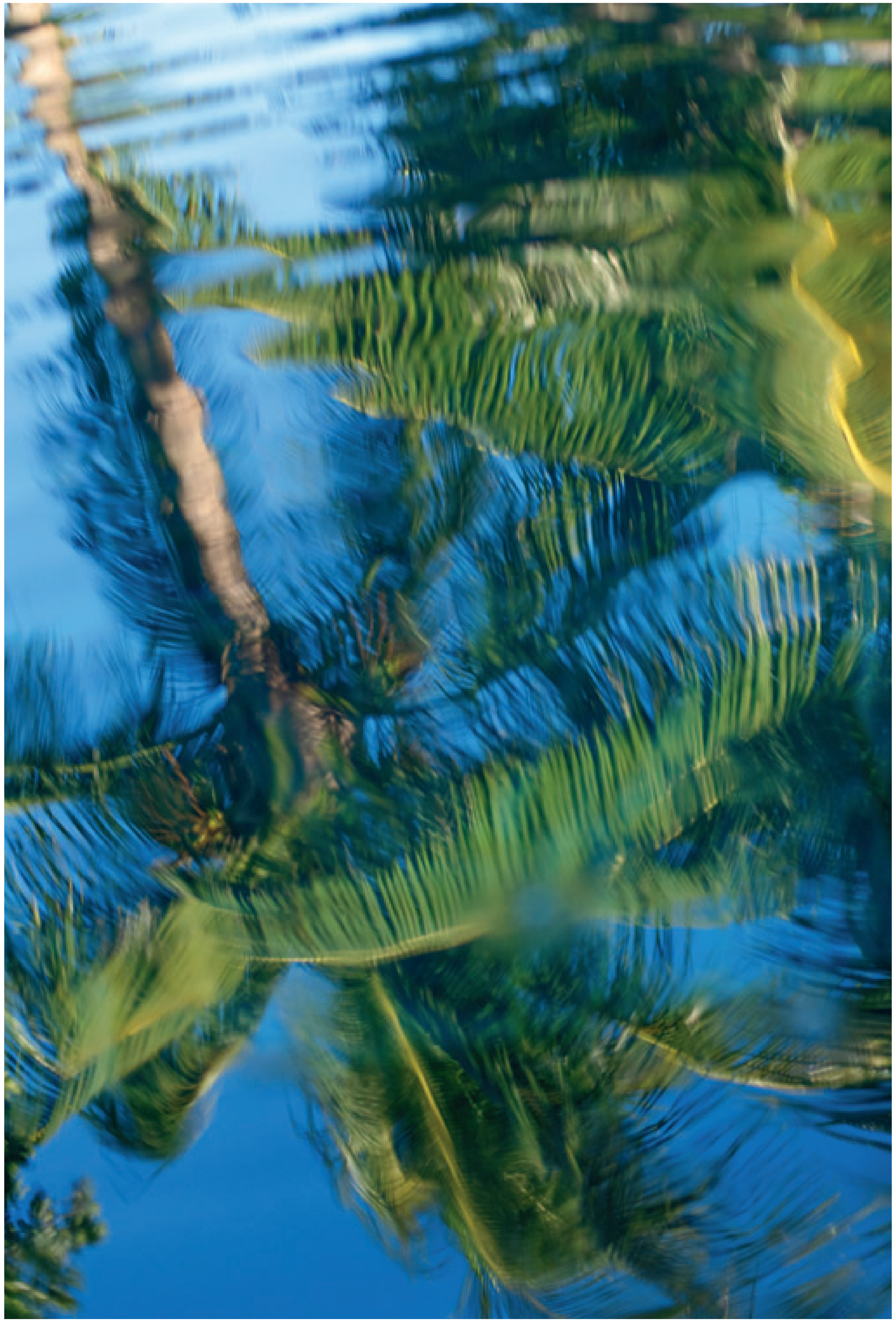
The Board is responsible for the system of internal control and Risk Management of the Company and its subsidiaries. The Board is committed to continuously maintaining a sound system of Risk Management and adequate control procedures to safeguard the assets of the Group. The Board, through its Audit and Risk Committees, affirms that it has monitored the key strategic, financial, operational, people, system risks and controls in line with the current business environment.

The Board believes that the Group's systems of internal control and Risk Management provide reasonable assurance that control and risk issues are identified, reported and appropriately dealt with.

List of Directors of the Company and its subsidiaries

✓ In office
A Appointed
R Resigned

	Wild Africa Safaris Limited	Trans-Maurice Car Rental Ltd	Ste Anne Resort Limited	Santayarea (Mauritius) Limited	Royal Gardens Ltd	Plaisance Catering Ltd	New Mauritius Hotels Limited	New Mauritius Hotel - Italia S.R.L.	Mautourco Holdings Ltd	Mautourco Ltd	Les Salines Golf & Resort Limited	Les Salines Development Ltd	Les Jardins des Salines Ltd	Kingfisher Ltd	Fondation Espoir et Développement Ltée	Domaine de l'Harmonie Ltee	Beachcomber Training Academy Limited	Beachcomber Tours Limited	Beachcomber Tours SAS	Beachcomber Marketing (Pty) Ltd	Beachcomber Limited	Beachcomber Hotel S.A.	Beachcomber Hotel Marrakech S.A.	Beachcomber Hospitality Investments Ltd	Beachcomber Holidays (UK) Limited	Beachcomber Holidays Ltd
Banymandhub Kishore Sunil							R																			
Betsy Jean Paul David																										✓
Bissessur Jitendra Nathsingh							✓																			
Boullé Mark David	✓																	✓							✓	
Brousse de Laborde Amaury																								✓		
Collet Serret Marie Anne Sheila								✓																		
Chakowa Sharmila							A																			
Couacaud Joseph René Herbert Maingard							✓																			
Curé Karine Marie				A									✓		✓											
Dr Sperl Klaus-Ulrich Gerhard									✓																	
Dupont Marie Annabelle															R											
Espitalier-Noël Marie Edouard Gilbert		✓	R	R	R	R	✓		✓	✓	R	R		R	R	R		R	R	R	R	✓	✓	✓		R
Espitalier-Noël Marie Maxime Hector							✓															R		R		
Fayd'herbe de Maudave Louis René Alexandre		✓							✓	✓																
Fleury Christine Arlette Françoise				✓																						
Hurrybungs Pooja Drishti																								A		
Jeetun Jyoti							✓																			
La Hausse de Lalouvière Gérard Jacques Sebastian															✓		✓									
Lebrasse Steve Jacques															A											
Mazery Koenig Géraldine																	A					A				
Montocchio Marie Joseph Jean-Pierre							✓																			
Montocchio François Thierry		✓							✓	✓																
Mulder Gary Mark																				A						
Munro Terence Leslie Ross																				✓						
Nairac Olivier Laurence						✓																				
Piat Maurice Daniel Laurent Evenor													✓									✓	✓			
Pierre Jean Benoît Didier																										✓
Pismont Jean Louis Fernand André				✓							✓	✓	✓	✓	✓		✓					✓	✓			
Polo Silvana-Lida																				✓						
Poupinel de Valencé Stéphane Jean François		A	A	A	A	A	✓			A	A	A	✓	A	A	A	✓	A	A	A	A	A		✓		A
Poussin Gilbert Jean-Paul		✓								✓																✓
Rey Alfred Joseph Gérard Robert Alain							✓																			
Robert François Richard		✓								✓																
Seeyave Pauline Sybille Cheh			✓		✓	✓	✓			✓	✓	✓	✓	✓		✓		✓		✓	✓	✓	✓	✓		
Sharma Sidharth																								✓		
Sobarun Marie Karen Sully																	✓									
Staub Nicolas Edward Patrick		✓							✓	✓								✓		✓						✓
Visagie Joanne Mary																				✓						
Vythelingum Koogen																										✓
Vythelingum Viren															✓											



Nothing has come to the Board's attention to indicate any material breakdown in the functioning of the internal controls and systems during the year under review that could have a material impact on the business. The financial statements have been prepared from the accounting records on the basis of consistent use of appropriate accounting policies supported by reasonable and prudent judgements and estimates that fairly present the state of affairs of the Group and Company.

III. STATEMENT OF COMPLIANCE WITH THE CODE

(Section 75(3) of the Financial Reporting Act)

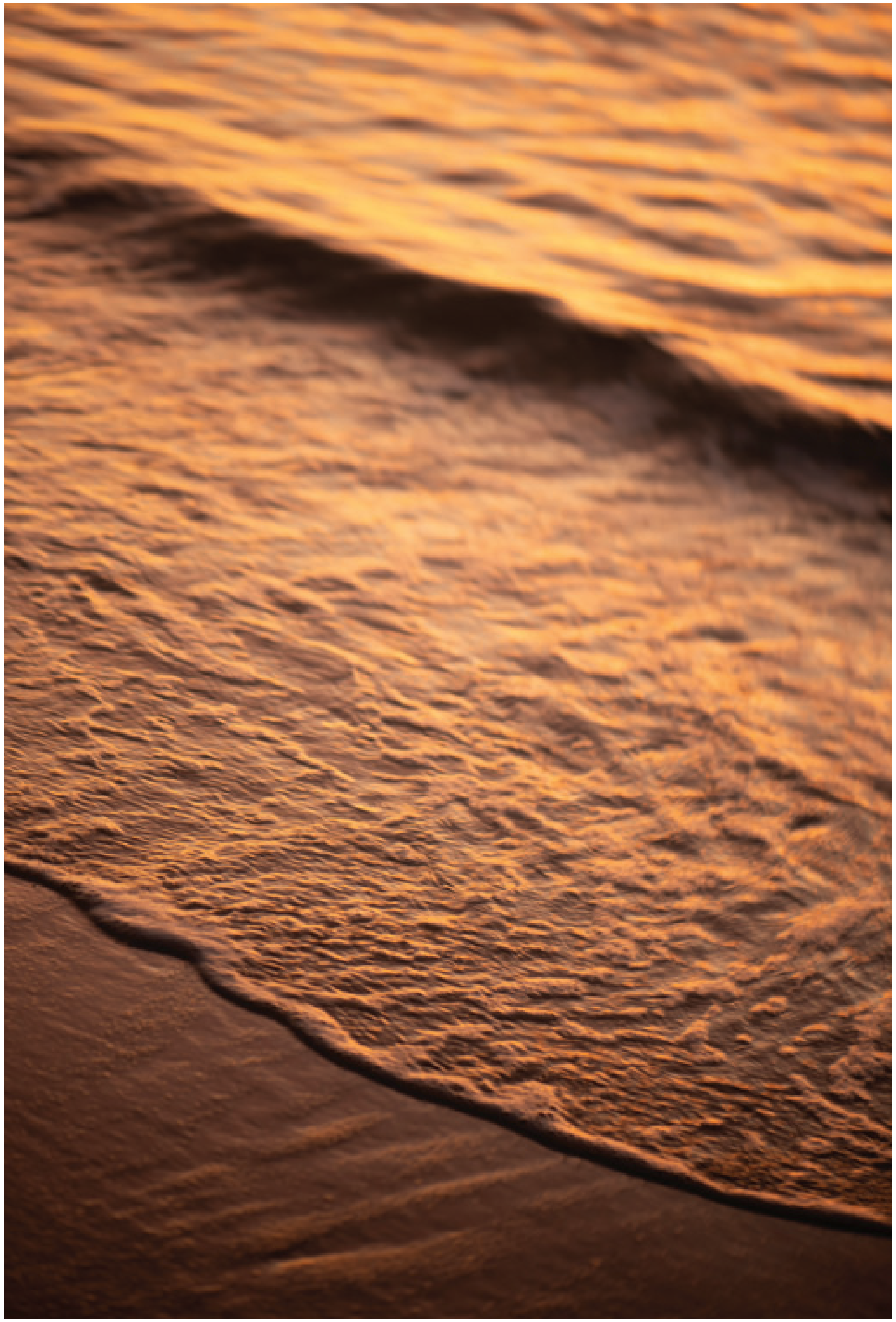
Name of Public Interest Entity ("PIE"): New Mauritius Hotels Limited
Reporting Period: 1 July 2023 to 30 June 2024

We, the Directors of New Mauritius Hotels Limited, confirm to the best of our knowledge that the PIE has fully complied with the principles of the Code of Corporate Governance.

Gilbert ESPITALIER-NOËL
Chairman

Jean-Pierre MONTOCCHIO
Chairman of the Corporate Governance Committee

24 September 2024



Independent Auditor's REPORT

TO THE SHAREHOLDERS OF NEW MAURITIUS HOTELS LIMITED

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated financial statements of New Mauritius Hotels Limited (the "Company") and its subsidiaries (together the "Group") and the Company's separate financial statements set out on pages 128 to 208 which comprise the consolidated and separate statements of financial position as at 30 June 2024 and the consolidated and separate statements of profit or loss, consolidated and separate statements of other comprehensive income, consolidated and separate statements of changes in equity and consolidated and separate statements of cash flows for the year then ended and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2024 and of their financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and comply with the Mauritian Companies Act 2001.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section* of our report. We are independent of the Group in accordance with the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (the "IESBA Code").* We have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements for the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole and in forming our opinion thereon and we do not provide a separate opinion on these matters.

Key Audit Matters (Cont'd)

1. Valuation of Investment Property

Key Audit Matter

The Group has investment property amounting to Rs.6.3bn as at 30 June 2024. Investment property is measured initially at cost, including transaction costs. Subsequent to initial recognition, investment property is carried at fair value with gains and losses recognised in the statement of profit or loss. The corresponding fair value loss for the year ended 30 June 2024 amounted to Rs.68.5m.

The fair value of the investment property is determined by an external independent valuation specialist using valuation techniques which involve significant judgements, estimates and assumptions.

Inappropriate estimates made in the fair valuation of the investment property would result in a significant impact on the Group's results and on the carrying amount of the investment property. Consequently, the valuation of investment property has been identified to be a key audit matter.

Related Disclosure

Refer to note 29 of the accompanying financial statements.

Audit Response

- We obtained the valuation report from Management.
- Our procedures in relation to the valuation of investment property are described below:
  - We have discussed and reviewed the work performed by the respective component auditor and ensured that he has:
    - obtained, read and understood the report from the external independent valuation specialist.
    - performed tests of data inputs against supporting documentation to ensure it is accurate, reliable and reasonable.
    - tested the mathematical accuracy of the report and evaluated the valuation methodology used by the external independent valuation specialist.
    - assessed the qualifications, competence, capabilities and objectivity of the external independent valuation specialist.
    - verified the appropriateness of the model used by the external independent valuation specialist; and
    - reviewed the scope of work with management to ensure that there were no matters affecting the external independent valuation specialist judgements.

Key Audit Matters (Cont'd)

1. Valuation of Investment Property (Cont'd)

Audit Response (Cont'd)

- We also performed other audit procedures as follows:
  - engaged with our Corporate Finance specialist team to ensure the valuation process, significant judgements and assumptions applied to the valuation model, including yields and capitalisation rates are reasonable;
  - discussed with the external independent valuation specialist and challenged the key assumptions comprising the discount rates and capitalisation rates adopted in the valuations;
  - benchmarked and challenged the key assumptions to external industry data and comparable property valuation; and
  - reviewed and assessed whether disclosures in the financial statements in respect of valuation of investment property are in accordance with the requirements of IFRS Accounting Standards.

2. Assessment of Impairment of Goodwill

Key Audit Matter

The Group and the Company has goodwill from past business combinations amounting to Rs 1.3bn and Rs 1.1bn respectively as at 30 June 2024. Goodwill is assessed for impairment on annual basis and no impairment loss was recognised during the year under review.

The recoverable amount of goodwill as at 30 June 2024 was assessed by the directors using a discounted cash flow model to determine the recoverable amount of the cash generating unit (CGU) to which the assets relate to. The assessment of the recoverable amount of the CGU involves the use of significant judgement and the application of critical accounting estimates including forecasting the future cash flows of each CGU, profitability and long-term growth rates together with the applied rate at which they are discounted.

The impairment assessment of goodwill was identified as a key audit matter for the audit of the consolidated and separate financial statements due to the significance of their carrying value on the consolidated and separate financial statements and the significant use of estimates, assumptions and judgements including:

- forecasted occupancy rates and guest night spending,
- estimated expenditure,
- future increase in direct costs, staff costs and other operating expenses; and
- discount rate used.

Related Disclosures

Refer to notes 4(i), 13 and 30 of the accompanying financial statements.

Key Audit Matters (Cont'd)

2. Assessment of Impairment of Goodwill (Cont'd)

Audit Response

- We obtained an understanding of the methodology applied by Management in performing the impairment assessment for each of the relevant CGUs.
- We obtained Management's workings of the recoverable amounts for each CGUs.
- We involved our Corporate Finance specialist team to assist in the following:

For all CGUs, we performed sensitivity analysis to calculate the degree to which the key inputs and assumptions would need to fluctuate before an impairment was triggered and considered the likelihood of this occurring.

We challenged Management on the appropriateness of the impairment model and reasonableness of the assumptions used, we performed detailed testing to critically assess and corroborate the key inputs to the valuations, including:

- comparing the actual results for the prior years with Management's forecasts in order to assess the historical accuracy and reliability of Management's forecasting process.
- corroborating the discount rate used by obtaining the underlying data used in the calculation and benchmarking it against independently derived expectations, which are based on the historical performance of the businesses, as well as expectations for the markets in which the CGUs operate.
- considering reasonable probable changes in key assumptions, such as occupancy rate and average room rate.
- confirming the growth rates and terminal growth rates assumed by Management with comparable industry data.
- verifying the mathematical accuracy of the models.

- Furthermore, we reviewed and assessed the adequacy of the disclosures made by Management in the financial statements in line with the requirements of IFRS Accounting Standards.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Integrated Annual Report including the statement of compliance, the Corporate Governance Report, the other statutory disclosures and the statement of directors' responsibilities, but does not include the consolidated and separate financial statements and our auditor's report thereon. All other information in the Integrated Annual Report, except those disclosed above, will be made available to us after the auditor's report date. If we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with Governance.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

Other Information (Cont'd)

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Consolidated and Separate Financial Statements

The Directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with IFRS Accounting Standards and in compliance with the requirements of the Mauritian Companies Act 2001 and for such internal control as the Directors determine is necessary to enable the preparation of the consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group and/or the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements (Cont'd)

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and Company's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Directors;
- conclude on the appropriateness of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and/or the Company to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with Governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with Governance with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with Governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Mauritian Companies Act 2001

The Mauritian Companies Act 2001 requires that in carrying out our Audit we consider and report on the following matters. We confirm that:

- We have no relationship with, or interests in, the Company and its subsidiaries, other than in our capacity as auditor and dealings in the ordinary course of business.
- We have obtained all information and explanations we have required.
- In our opinion, proper accounting records have been kept by the Company as far as it appears from our examination of those records.

Report on Other Legal and Regulatory Requirements (Cont'd)

Mauritian Financial Reporting Act 2004

Our responsibility under the Mauritian Financial Reporting Act 2004 is to report on the compliance with the Code of Corporate Governance ("Code") disclosed in the Integrated Annual Report and assess the explanations given for non-compliance with any requirement of the Code. From our assessment of the disclosures made on Corporate Governance in the Integrated Annual Report, the Company has, pursuant to Section 75 of the Mauritian Financial Reporting Act 2004, complied with the requirements of the Code.

Other Matter

This report is made solely to the Company's Shareholders, as a body, in accordance with Section 205 of the Mauritian Companies Act 2001. Our audit work has been undertaken so that we might state to the Company's Shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's Shareholders as a body, for our audit work, for this report, or for the opinions we have formed.

BDO & Co

BDO & Co.
Chartered Accountants

ARamdin

Ameenah Ramdin, FCCA, FCA
Licensed by FRC

Port Louis
Mauritius
24 September 2024

Glossary OF TERMS

AHRIM	Association of Hoteliers and Restaurants in Mauritius
AC	Audit Committee
AMS	Annual Meeting of Shareholders
ARC	Audit and Risk Committee
AVP	Artisan Value Proposition
bn	Billion
Board	The Board of Directors of NMH
BoM	Bank of Mauritius
BRI	Beachcomber Resorts Incentive
CEO	Chief Executive Officer
CGC	Corporate Governance Committee
CO2	Carbon dioxide
CSR	Corporate Social Responsibility
CWA	Central Water Authority
DOC	Digital Operations Committee
DTC	Digital Transformation Committee
EBITDA	Earnings before Interest, Taxation, Depreciation and Amortisation
EIA	Environmental Impact Assessment
ENL	ENL Limited, a public company incorporated in Mauritius bearing business registration number C06000648 and listed on both the Official Market of the SEM and the SEMSI
ESG	Environmental, Social and Governance
EUR	Euro
FED	Fondation Espoir Développement Beachcomber
FY	Financial year
GDPR	European General Data Protection Regulation
GRI	Guest Review Index
GRI	Global Reporting Initiatives Frameworks
GSS	Guest Satisfaction Surveys
HoD	Heads of Departments
IIRC	International Integrated Reporting Council
k	Thousand
KPI	Key Performance Indicator
kWh	Kilowatt hours
m	Million
MIC	Mauritius Investment Corporation Ltd, a private limited company, fully owned by the Bank of Mauritius
MUR	Mauritian rupee
NAVPS	Net Asset Value per Share
NGO	Non-Governmental Organisation
NMH, Company, Group	New Mauritius Hotels Limited, a public company incorporated in Mauritius bearing business registration number C06001439 and listed both on the Official Market of the SEM and the SEMSI
NMS	Net Promoter Score
Official Market	Official Market of the Stock Exchange of Mauritius
PAT	Profit after Tax
PEJ	Projet Employabilité Jeunes
PIE	Public Interest Entity
PV	Photovoltaic
RC	Risk Committee
ROE	Return on Equity
Rogers	Rogers and Company Limited, a public company incorporated in Mauritius bearing business registration number C06000706 and listed both on the Official Market of the SEM and the SEMSI
SEM	Stock Exchange of Mauritius Limited
SEMSI	Stock Exchange of Mauritius Sustainability Index
TO	Tour Operator
TRevPAR	Total Revenue per Available Room

Financial Statements

	NOTES	THE GROUP 2024 Rs '000	THE GROUP 2023 Rs '000	THE COMPANY 2024 Rs '000	THE COMPANY 2023 Rs '000
Revenue	12/18	**15,408,262**	14,083,520	**11,659,187**	10,382,336
Direct expenses	35(b)	**(2,354,536)**	(2,227,506)	**(1,835,903)**	(1,722,025)
Staff costs	19	**(4,672,285)**	(4,074,140)	**(3,664,767)**	(3,202,726)
Other expenses	20	**(4,099,879)**	(3,572,752)	**(2,828,226)**	(2,375,011)
Net impairment losses on financial assets	34/36(i)	**(20,571)**	(495)	**(33,669)**	(365)
Earnings from operating activities		**4,260,991**	4,208,627	**3,296,622**	3,082,209
Other income	23	**34,907**	29,216	**373,729**	1,222,777
Other gains/(losses)	24	**349,743**	298,119	**274,994**	197,423
Share of results of associates	32	**56,407**	14,362	**-**	-
Change in fair value of investment property	29	**(68,509)**	109,271	**-**	-
Profit/(Loss) on disposal of property, plant and equipment and right-of-use assets		**11,504**	16,204	**(790)**	3,366
Normalised earnings before interest, tax, depreciation and amortisation		**4,645,043**	4,675,799	**3,944,555**	4,505,775
Insurance compensation	15(a)	**151,514**	-	**30,000**	-
Other impairment losses	15(b)	**-**	(128,889)	**-**	(42,539)
Reassignment of claim from subsidiary	14	**-**	-	**-**	(180,167)
Gain on disposal of subsidiary	31	**-**	-	**-**	420,685
Gain on disposal of associate	32	**-**	781	**-**	781
Gain on business combination	8	**-**	236,154	**-**	-
Earnings before interest, tax, depreciation and amortisation		**4,796,557**	4,783,845	**3,974,555**	4,704,535
Finance revenue	21	**225,714**	329,543	**363,235**	438,908
Finance costs	22	**(1,483,873)**	(1,482,677)	**(1,397,572)**	(1,391,321)
Depreciation of property, plant and equipment	27	**(724,775)**	(644,763)	**(480,117)**	(423,622)
Depreciation of right-of-use assets	28(i)	**(131,390)**	(127,126)	**(483,480)**	(399,644)
Depreciation of operating equipment	35(a)	**(80,657)**	(42,996)	**(80,657)**	(42,996)
Amortisation of intangible assets	30	**(5,631)**	(6,544)	**(2,806)**	(3,009)
Profit before tax for the year		**2,595,945**	2,809,282	**1,893,158**	2,882,851
Income tax expense	25(a)	**(454,251)**	(527,142)	**(228,841)**	(301,657)
Profit for the year		**2,141,694**	2,282,140	**1,664,317**	2,581,194
Profit attributable to:					
Owners of the parent		**1,942,737**	2,118,591	**1,664,317**	2,581,194
Non-controlling interests		**198,957**	163,549	**-**	-
		2,141,694	2,282,140	**1,664,317**	2,581,194
Basic earnings per share	26	**3.54**	3.86		
Diluted earnings per share	26	**2.22**	2.42		

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

	NOTES	THE GROUP 2024 Rs '000	THE GROUP 2023 Rs '000	THE COMPANY 2024 Rs '000	THE COMPANY 2023 Rs '000
Profit for the year		**2,141,694**	2,282,140	**1,664,317**	2,581,194
Other comprehensive income:					
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:					
Exchange differences on translation of foreign operations, net of tax		**115,692**	(405,179)	**-**	-
Share of other comprehensive income of associates, net of tax	32	**189**	3,385	**-**	-
Cash flow hedges released to profit or loss	24	**28,452**	25,531	**70,676**	103,854
Losses on cash flow hedges		**(36,539)**	(96,894)	**(246,408)**	(407,318)
Tax effect on losses on cash flow hedges	25(b)	**415**	81	**36,093**	52,854
Net other comprehensive income that may be reclassified to profit or loss in subsequent periods, net of tax		**108,209**	(473,076)	**(139,639)**	(250,610)
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods:					
Changes in fair value of equity instruments at fair value through other comprehensive income	33	**1,893**	938	**1,905**	924
Share of other comprehensive income of associates, net of tax	32	**25,084**	(6,620)	**-**	-
Remeasurement of employee benefit liabilities	45	**43,675**	(610,185)	**48,754**	(596,339)
Tax effect on remeasurement of employee benefit liabilities	25(b)	**(7,459)**	103,766	**(8,289)**	101,378
Net other comprehensive income that will not to be reclassified to profit or loss in subsequent periods, net of tax		**63,193**	(512,101)	**42,370**	(494,037)
Other comprehensive income for the year, net of tax		**171,402**	(985,177)	**(97,269)**	(744,647)
Total comprehensive income for the year, net of tax		**2,313,096**	1,296,963	**1,567,048**	1,836,547
Total comprehensive income attributable to:					
Owners of the parent		**2,112,720**	1,308,105	**1,567,048**	1,836,547
Non-controlling interests		**200,376**	(11,142)	**-**	-
		2,313,096	1,296,963	**1,567,048**	1,836,547

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2024

	NOTES	THE GROUP 2024 Rs '000	THE GROUP 2023 Rs '000	THE COMPANY 2024 Rs '000	THE COMPANY 2023 Rs '000
ASSETS					
Non-current assets					
Property, plant and equipment	27	**26,524,041**	25,754,071	**17,359,308**	16,626,088
Right-of-use assets	28(i)	**2,198,467**	2,338,270	**5,691,909**	6,239,812
Investment property	29	**6,292,735**	6,164,287	**-**	-
Operating equipment	35(a)	**161,207**	120,868	**161,207**	120,868
Intangible assets	30	**1,265,418**	1,267,256	**1,092,872**	1,093,276
Investment in subsidiaries	31	**-**	-	**8,396,293**	8,329,640
Investment in associates	32	**799,159**	723,011	**18,307**	18,307
Financial assets at fair value through other comprehensive income	33	**12,591**	10,698	**12,403**	10,498
Financial assets at amortised cost	34	**1,616,214**	1,312,110	**4,060,404**	3,679,957
Deferred tax assets	25(b)	**240,081**	227,203	**-**	-
Total non-current assets		**39,109,913**	37,917,774	**36,792,703**	36,118,446
Current assets					
Inventories	35(b)	**424,164**	379,973	**388,781**	351,154
Trade receivables	36	**858,076**	814,024	**481,750**	440,761
Financial assets at amortised cost	34	**1,022,886**	948,215	**342,744**	304,807
Other assets	37	**618,978**	536,768	**279,072**	194,749
Derivative financial instruments	38	**25,151**	13,894	**25,151**	13,894
Income tax prepaid	25(a)	**188**	6,503	**-**	6,503
Cash in hand and at banks	39	**1,540,368**	1,582,005	**171,558**	140,320
Total current assets		**4,489,811**	4,281,382	**1,689,056**	1,452,188
Total assets		**43,599,724**	42,199,156	**38,481,759**	37,570,634
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Ordinary share capital	40	**2,780,301**	2,780,301	**2,780,301**	2,780,301
Redeemable convertible secured bonds	41	**1,832,792**	1,832,792	**1,832,792**	1,832,792
Retained earnings		**4,353,221**	2,311,280	**6,791,918**	5,044,112
Other components of equity	42	**2,128,699**	2,068,938	**806,486**	998,262
		11,095,013	8,993,311	**12,211,497**	10,655,467
Preference share capital	43	**1,927,234**	1,927,234	**-**	-
Non-controlling interests		**107,982**	90,214	**-**	-
Total equity		**13,130,229**	11,010,759	**12,211,497**	10,655,467
Non-current liabilities					
Redeemable convertible secured bonds	41	**398,175**	468,632	**398,175**	468,632
Redeemable preference shares	44(d)	**401,746**	448,552	**401,746**	448,552
Borrowings	44(b, c)	**9,862,571**	13,742,269	**5,366,690**	7,362,578
Lease liabilities	28(ii)	**2,281,260**	2,388,617	**8,225,874**	8,543,280
Contract liabilities	18(b)	**128,990**	-	**128,990**	-
Deferred tax liabilities	25(b)	**2,260,519**	1,985,765	**934,642**	745,645
Employee benefit liabilities	45	**2,376,055**	2,320,753	**2,328,236**	2,286,573
Total non-current liabilities		**17,709,316**	21,354,588	**17,784,353**	19,855,260
Current liabilities					
Redeemable convertible secured bonds	41	**114,693**	110,945	**114,693**	110,945
Trade and other payables	46	**3,422,007**	3,196,510	**2,327,927**	1,992,762
Contract liabilities	18(b)	**1,682,259**	1,499,670	**572,010**	501,420
Borrowings	44(b, c)	**7,232,287**	4,860,882	**4,845,502**	4,065,226
Lease liabilities	28(ii)	**112,159**	83,776	**461,082**	389,554
Income tax payable	25(a)	**30,301**	80,248	**-**	-
Dividend payable		**166,473**	1,778	**164,695**	-
Total current liabilities		**12,760,179**	9,833,809	**8,485,909**	7,059,907
Total liabilities		**30,469,495**	31,188,397	**26,270,262**	26,915,167
Total equity and liabilities		**43,599,724**	42,199,156	**38,481,759**	37,570,634

Approved by the Board of Directors on **24 September 2024** and signed on its behalf by:

GILBERT ESPITALIER-NOËL
CHAIRMAN

ALAIN REY
CHAIRMAN OF THE AUDIT COMMITTEE

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2024

THE GROUP

		Attributable to Owners of the Parent Company											
	NOTES	Ordinary Share Capital Rs '000	Redeemable Convertible Secured Bonds Rs '000	Retained Earnings Rs '000	Foreign Exchange Difference Reserves Rs '000	Cash Flow Hedge Reserves Rs '000	Financial Assets at Fair Value through OCI Reserves Rs '000	Revaluation Reserves Rs '000	Other Reserves Rs '000	Total Rs '000	Preference Share Capital Rs '000	Non-Controlling Interests Rs '000	Total Equity Rs '000
As at 1 July 2023													
- As previously reported		2,780,301	1,832,792	2,311,280	(2,296,908)	(263,279)	11,036	3,993,506	624,583	8,993,311	1,927,234	90,214	11,010,759
- Prior year adjustment	51	-	-	262,135	-	-	-	-	-	262,135	-	-	262,135
- As restated		2,780,301	1,832,792	2,573,415	(2,296,908)	(263,279)	11,036	3,993,506	624,583	9,255,446	1,927,234	90,214	11,272,894
Profit for the year		-	-	1,942,737	-	-	-	-	-	1,942,737	89,085	109,872	2,141,694
Other comprehensive income for the year		-	-	42,312	111,774	(7,672)	(27,953)	51,522	-	169,983	-	1,419	171,402
Total comprehensive income for the year		-	-	1,985,049	111,774	(7,672)	(27,953)	51,522	-	2,112,720	89,085	111,291	2,313,096
Depreciation transfer for buildings		-	-	71,467	-	-	-	(71,467)	-	-	-	-	-
Tax effect of depreciation transfer for buildings		-	-	(12,149)	-	-	-	12,149	-	-	-	-	-
Transfer on disposal of properties	27	-	-	9,930	-	-	-	(8,592)	-	1,338	-	-	1,338
Dividends paid to preference shareholders	11/43	-	-	-	-	-	-	-	-	-	(89,085)	-	(89,085)
Dividends paid to ordinary shareholders	7/11	-	-	(274,491)	-	-	-	-	-	(274,491)	-	(93,523)	(368,014)
As at 30 June 2024	42	**2,780,301**	**1,832,792**	**4,353,221**	**(2,185,134)**	**(270,951)**	**(16,917)**	**3,977,118**	**624,583**	**11,095,013**	**1,927,234**	**107,982**	**13,130,229**
As at 1 July 2022		2,780,301	1,832,792	1,198,004	(1,282,452)	(191,997)	(12,291)	3,852,502	624,583	8,801,442	-	476,226	9,277,668
Profit for the year		-	-	2,118,591	-	-	-	-	-	2,118,591	-	163,549	2,282,140
Other comprehensive income for the year		-	-	(508,313)	(227,103)	(71,282)	23,327	(27,115)	-	(810,486)	-	(174,691)	(985,177)
Total comprehensive income for the year		-	-	1,610,278	(227,103)	(71,282)	23,327	(27,115)	-	1,308,105	-	(11,142)	1,296,963
Depreciation transfer for buildings		-	-	80,389	-	-	-	(80,389)	-	-	-	-	-
Tax effect of depreciation transfer for buildings		-	-	(13,666)	-	-	-	13,666	-	-	-	-	-
Transfer on disposal of properties	27	-	-	13,210	-	-	-	(11,528)	-	1,682	-	-	1,682
Issue of preference share capital, net of transaction costs	43	-	-	-	-	-	-	-	-	-	1,927,234	-	1,927,234
Changes in ownership interest in subsidiaries that do not result in a loss of control	50	-	-	(576,935)	(787,353)	-	-	246,370	-	(1,117,918)	-	590,977	(526,941)
Dividends	7/11	-	-	-	-	-	-	-	-	-	-	(965,847)	(965,847)
As at 30 June 2023	42	2,780,301	1,832,792	2,311,280	(2,296,908)	(263,279)	11,036	3,993,506	624,583	8,993,311	1,927,234	90,214	11,010,759

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

THE COMPANY

	NOTES	Ordinary Share Capital	Redeemable Convertible Secured Bonds	Retained Earnings	Cash Flow Hedge Reserves	Financial Assets at Fair Value through OCI Reserves	Revaluation Reserves	Total Equity
		Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
As at 1 July 2023								
- As previously reported		2,780,301	1,832,792	5,044,112	(1,070,857)	7,969	2,061,150	10,655,467
- Prior year adjustment	51	-	-	262,135	-	-	-	262,135
- As restated		2,780,301	1,832,792	5,306,247	(1,070,857)	7,969	2,061,150	10,917,602
Profit for the year		-	-	1,664,317	-	-	-	1,664,317
Other comprehensive income for the year		-	-	40,465	(139,639)	1,905	-	(97,269)
Total comprehensive income for the year		-	-	1,704,782	(139,639)	1,905	-	1,567,048
Depreciation transfer for buildings		-	-	54,759	-	-	(54,759)	-
Tax effect of depreciation transfer for buildings		-	-	(9,309)	-	-	9,309	-
Transfer on disposal of properties	27	-	-	9,930	-	-	(8,592)	1,338
Dividends	11	-	-	(274,491)	-	-	-	(274,491)
As at 30 June 2024	42	**2,780,301**	**1,832,792**	**6,791,918**	**(1,210,496)**	**9,874**	**2,007,108**	**12,211,497**
As at 1 July 2022		2,780,301	1,832,792	2,890,372	(820,247)	7,045	2,126,975	8,817,238
Profit for the year		-	-	2,581,194	-	-	-	2,581,194
Other comprehensive income for the year		-	-	(494,961)	(250,610)	924	-	(744,647)
Total comprehensive income for the year		-	-	2,086,233	(250,610)	924	-	1,836,547
Depreciation transfer for buildings		-	-	65,418	-	-	(65,418)	-
Tax effect of depreciation transfer for buildings		-	-	(11,121)	-	-	11,121	-
Transfer on disposal of properties	27	-	-	13,210	-	-	(11,528)	1,682
As at 30 June 2023	42	2,780,301	1,832,792	5,044,112	(1,070,857)	7,969	2,061,150	10,655,467

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

	NOTES	THE GROUP 2024	THE GROUP 2023	THE COMPANY 2024	THE COMPANY 2023
		Rs '000	Rs '000	Rs '000	Rs '000
Cash flows from operating activities					
Profit before tax		**2,595,945**	2,809,282	**1,893,158**	2,882,851
Adjustments to reconcile profit before tax to net cash flows:					
Depreciation of property, plant and equipment	27	**724,775**	644,763	**480,117**	423,622
Depreciation of right-of-use assets	28(i)	**131,390**	127,126	**483,480**	399,644
Amortisation of intangible assets	30	**5,631**	6,544	**2,806**	3,009
Depreciation of operating equipment	35(a)	**80,657**	42,996	**80,657**	42,996
(Profit)/Loss on disposal of property, plant and equipment and right-of-use assets		**(11,504)**	(16,204)	**790**	(3,366)
Change in fair value of investment property	29	**68,509**	(109,271)	**-**	-
Foreign exchange differences		**9,198**	(68,010)	**36,510**	62,551
Net impairment losses on financial assets	34/36(i)	**20,571**	495	**33,669**	365
Other impairment losses	15(b)	**-**	128,889	**-**	42,539
Reassignment of claim from subsidiary	14	**-**	-	**-**	180,167
Gain on disposal of subsidiary	31	**-**	-	**-**	(420,685)
Gain on disposal of associate	32	**-**	(781)	**-**	(781)
Gain on business combination	8	**-**	(236,154)	**-**	-
Dividend income	23	**(931)**	(875)	**(337,496)**	(1,194,805)
Interest income	21	**(155,346)**	(125,458)	**(280,537)**	(234,823)
Interest expense	22	**1,434,102**	1,327,055	**1,346,372**	1,225,545
Change in derivative financial instruments	24	**(11,257)**	(13,894)	**(11,257)**	(13,894)
Share of profit of associates	32	**(56,407)**	(14,362)	**-**	-
Increase in provision for vacation leaves	45	**61,514**	-	**61,514**	-
Increase/(Decrease) in employee benefit liabilities	45	**37,106**	(112,149)	**28,903**	(72,943)
Working capital adjustments:					
Increase in inventories	35(b)	**(44,191)**	(106,355)	**(37,627)**	(101,484)
Increase in trade receivables		**(59,782)**	(146,882)	**(69,817)**	(19,249)
Increase in financial assets at amortised cost		**(85,299)**	(188,478)	**(51,402)**	(23,059)
Increase in other assets	37	**(80,573)**	(153,125)	**(82,686)**	(67,138)
Increase in trade and other payables		**245,621**	353,034	**363,234**	47,336
Increase in contract liabilities	18(b)	**311,579**	117,770	**199,580**	78,235
Income tax paid	25(a)	**(207,470)**	(95,387)	**(5,836)**	(6,122)
Net cash flows generated from operating activities		**5,013,838**	4,170,569	**4,134,132**	3,230,511
Cash flows from investing activities					
Purchase of property, plant and equipment		**(1,491,652)**	(870,455)	**(1,314,636)**	(686,169)
Proceeds from sale of property, plant and equipment		**121,086**	175,892	**98,312**	141,223
Purchase of investment property		**(18,482)**	(108,013)	**-**	-
Purchase of intangible assets	30	**(4,056)**	(2,501)	**(2,402)**	-
Purchase of operating equipment	35(a)	**(120,996)**	(103,050)	**(120,996)**	(103,050)
Acquisition of additional interest in subsidiary	50(ii)	**-**	(34,849)	**-**	-
Advances to subsidiaries		**-**	-	**-**	(697,933)
Repayment of advances to subsidiaries		**-**	-	**-**	712,180
Proceeds from disposal of associate	32	**-**	13,700	**-**	13,700
Dividend received		**6,463**	5,707	**337,496**	366,673
Interest received		**40,269**	54,128	**107,998**	140,714
Net cash flows used in investing activities		**(1,467,368)**	(869,441)	**(894,228)**	(112,662)
Cash flows from financing activities					
Proceeds from term loans		**8,029,930**	8,061,208	**7,132,000**	8,024,137
Repayment of term loans		**(9,740,418)**	(7,855,505)	**(8,618,169)**	(7,479,931)
Repayment of debentures		**-**	(825,000)	**-**	(825,000)
Advances from subsidiaries		**-**	-	**123,911**	148,146
Repayment of advances from subsidiaries		**-**	-	**(149,608)**	(137,190)
Proceeds from preference share capital, net of transaction costs		**-**	1,927,234	**-**	-
Compensation paid for business combination	8	**-**	(1,323,491)	**-**	-
Principal paid on lease liabilities	28(ii)	**(3,183)**	(100,752)	**(315,048)**	(806,002)
Interest paid on lease liabilities	28(ii)	**(214,706)**	(180,235)	**(562,185)**	(458,343)
Interest paid		**(1,273,317)**	(1,141,398)	**(851,198)**	(770,652)
Dividends paid to preference shareholders	11/44(d)	**(159,294)**	(23,403)	**(70,209)**	(23,403)
Dividends paid to ordinary shareholders	11	**(109,796)**	-	**(109,796)**	-
Dividends paid to non-controlling interests		**(93,523)**	(964,069)	**-**	-
Net cash flows used in financing activities		**(3,564,307)**	(2,425,411)	**(3,420,302)**	(2,328,238)
Net (decrease)/increase in cash and cash equivalents		**(17,837)**	875,717	**(180,398)**	789,611
Cash and cash equivalents at 1 July		**209,422**	(692,044)	**(838,730)**	(1,630,190)
Net foreign exchange differences		**48,020**	25,749	**2,669**	1,849
Cash and cash equivalents at 30 June	39(a)	**239,605**	209,422	**(1,016,459)**	(838,730)

The notes on pages 134 to 208 form an integral part of these financial statements.
Independent Auditor's Report on pages 117 to 123.

1. Corporate information

The financial statements of New Mauritius Hotels Limited (the "Company") and consolidated with its subsidiaries (the "Group") for the year ended 30 June 2024 were authorised for issue in accordance with a resolution of the Directors on 24 September 2024. New Mauritius Hotels Limited is a public limited company incorporated in Mauritius and is listed on the Stock Exchange of Mauritius. Its registered office is situated at Beachcomber House, Botanical Garden Street, Curepipe, Mauritius.

These financial statements will be submitted for consideration and approval at the forthcoming Annual Meeting of Shareholders of the Company.

The principal activities of the Group and Company during the year consisted of hotel operations, tour operating, provision of flight & inland catering and rental of hotel property.

2. Group information

Information on subsidiaries:

Name of Corporation	Main Business Activity	Country of Incorporation	Effective % Holding 2024	2023
Les Salines Golf & Resort Limited	Hotel project	Mauritius	**100**	100
Beachcomber Training Academy Limited	Hotel training	Mauritius	**100**	100
Santayarea (Mauritius) Limited	Hotel training	Mauritius	**56**	56
Beachcomber Hotel S.A.	Hotel operations	Morocco	**100**	100
Beachcomber Holidays Limited	Tour operating	Mauritius	**100**	100
Mautourco Ltd*	Tour operating	Mauritius	**41**	41
Beachcomber Tours	Tour operating	France	**100**	100
Beachcomber Tours Limited	Tour operating	England	**100**	100
Beachcomber Marketing (Pty) Ltd**	Tour operating	South Africa	**62**	62
New Mauritius Hotel - Italia S.R.L	Tour operating	Italy	**100**	100
Trans-Maurice Car Rental Ltd*	Car rental	Mauritius	**41**	41
Beachcomber Hospitality Investments Ltd**	Real estate	Mauritius	**100**	100
Ste Anne Resort Limited	Real estate	Seychelles	**100**	100
Les Jardins des Salines Ltd	Plant nursery	Mauritius	**100**	100
Beachcomber Limited	Investment	Mauritius	**100**	100
Les Salines Development Ltd	Investment	Mauritius	**100**	100
Kingfisher Ltd	Investment	Mauritius	**100**	100
Royal Gardens Ltd	Investment	Mauritius	**100**	100
Société Pur Blanca	Investment	Mauritius	**51**	51
Mautourco Holdings Ltd*	Investment	Mauritius	**41**	41
Domaine de l'Harmonie Limitée	Dormant	Mauritius	**100**	100
Plaisance Catering Ltd	Dormant	Mauritius	**100**	100
Beachcomber Hotel Marrakech S.A.	Dormant	Morocco	**100**	100
Beachcomber Holidays (UK) Limited	Dormant	England	**100**	100
Wild Africa Safari Ltd	Dormant	England	**100**	100

The operations of the subsidiaries are carried out in the countries in which they are incorporated.

There is no restriction on the ability of the above subsidiaries to transfer funds to the parent in the form of cash dividends or to repay loans.

*Control is obtained through Société Pur Blanca, a subsidiary of New Mauritius Hotels Limited. The Group considers these entities over which it has effective interest of less than 50% as subsidiaries since it has sufficient dominant voting interest to direct their relevant activities and therefore has control over them.

**Please refer to Note 50 for change in the effective holding in Beachcomber Marketing (Pty) Ltd and Beachcomber Hospitality Investments Ltd in the last financial year.

All effective % holding of the subsidiaries are representative of their % voting rights except for Mautourco Group where the voting rights is 51%.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

2. Group information (cont'd)

Information on associates

Name of Corporation	Year End	Class of Shares	Effective % Holding 2024	2023
Parure Limitée	30 June	Ordinary shares	**48**	48
South West Tourism Development Company Limited and its subsidiaries	30 June	Ordinary shares	**31**	31
Sports-Event Management Operation Co. Ltd*	30 June	Ordinary shares	**10**	10

Investments in associates consist of investments in unquoted shares and are all incorporated in the Republic of Mauritius.

*Significant influence obtained through Mautourco Ltd, a subsidiary of New Mauritius Hotels Limited.

3. Basis of preparation and statement of compliance

The financial statements have been prepared on a historical cost basis except investment property, financial assets at fair value through other comprehensive income and derivative financial instruments, which are stated at fair value and land and buildings at revalued amounts. The consolidated financial statements are presented in Mauritian rupees and all values are rounded to the nearest thousand (Rs '000), except when otherwise indicated. Where necessary, comparative figures have been amended to conform with changes in presentation in the current year.

The consolidated financial statements of New Mauritius Hotels Limited (the "Company") and its subsidiaries (the "Group") comply with the Mauritian Companies Act 2001 and have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards").

4. Summary of other accounting policies

(a) Foreign currency translation

The Group's and Company's financial statements are presented in Mauritian rupees, which are also the parent company's functional and presentation currency. Each entity within the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions and balances
Transactions in foreign currencies are initially recorded in their respective functional currency using the spot rates on the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange on the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment in a foreign operation. These are recognised in other comprehensive income until the net investment is disposed of, at which time the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in other comprehensive income.

Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rates on the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates on the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of gain or loss on change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in other comprehensive income or profit or loss are also recognised in other comprehensive income or profit or loss respectively).

Group companies
The assets and liabilities of foreign operations are translated into Mauritian rupees at the rate of exchange prevailing on the reporting date and their profit or loss items are translated using the average exchange rate for the year. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is reclassified from equity to profit or loss.

(b) Financial assets

The Group and Company classify their financial assets into one of the categories discussed below, based on the Group's and Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets. Other than financial assets in a qualifying hedging relationship, the Group's and Company's accounting policy for each category is as follows:

4. Summary of other accounting policies (cont'd)

(b) Financial assets (cont'd)

(i) Fair value through profit or loss
All financial assets not classified as amortised cost or fair value through other comprehensive income as described below are classified as fair value through profit or loss and held at fair value. On initial recognition, the Group and Company may irrevocably elect to designate a financial asset that otherwise meets the requirements to be measured at amortised cost or fair value through other comprehensive income as fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise. This election is made on an individual instrument basis. Transaction costs directly attributable to the acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. The Group and Company classify their derivative financial instruments not designated as hedging instruments as held for trading which form part of fair value through profit or loss (FVTPL).

(ii) Amortised cost
These assets arise principally from the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less expected credit loss.

Impairment provisions for trade receivables are recognised based on the simplified approach within IFRS 9 using the lifetime expected credit losses. the Group and Company have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. During this process, the probability of non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within net impairment losses on financial assets in the statements of profit or loss. On confirmation that the trade receivable will not be collectible, the gross carrying value of the asset is written off against the associated provision.

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used (general approach) to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve months' expected credit losses along with gross interest income are recognised. For those in respect of which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on net basis are recognised.

From time to time, the Group and Company elect to renegotiate the terms of trade receivables due from customers with whom they have previously had a good trading history. Such renegotiation will lead to changes in the timing of payments rather than changes to the amounts owed and, in consequence, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in the statements of profit or loss (operating profit).

The Group's and Company's financial assets measured at amortised cost comprise trade receivables, long-term loan receivable, other receivables, financial assets at amortised cost and cash and cash equivalents in the statements of financial position.

Cash and cash equivalents include cash in hand, deposits held at call with banks and for the purpose of the statements of cash flows, bank overdrafts. Bank overdrafts are shown within loans and borrowings in current liabilities in the statements of financial position.

Significant increase in credit risk
In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group and Company compare the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group and Company consider both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward looking information considered includes the future prospects of the industries in which the Group's and the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's and the Company's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:
- An actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating.
- Significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost.
- Existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations.
- An actual or expected significant deterioration in the operating results of the debtor.
- Significant increases in credit risk on other financial instruments of the same debtor.
- An actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group and Company presume that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group and Company have reasonable and supportable information that demonstrates otherwise.

4. Summary of other accounting policies (cont'd)

(b) Financial assets (cont'd)

(ii) Amortised cost (cont'd)

Significant increase in credit risk (cont'd)
Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:
- The financial instrument has a low risk of default.
- The debtor has a strong capacity to meet its contractual cash flow obligations in the near term.
- Adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

Definition of default
The Group and Company consider the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:
- When there is a breach of financial covenants by the debtor.
- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group and Company, in full (without taking into account any collateral held by the Group and Company).

Irrespective of the above analysis, the Group and Company consider that default has occurred when a financial asset is more than 90 days past due unless the Group and Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets
A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:
- Significant financial difficulty of the issuer or borrower.
- A breach of contract, such as a default or past due event.
- The lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider.
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.
- The disappearance of an active market for that financial asset because of financial difficulties.

Write-off policy
The Group and Company write off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk rating grade of the Group and Company is as follows:

Categories	Description	Basis for recognising expected credit loss
Performing	The counterparty has a low risk of default and does not have any past due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime-ECL not credit impaired
In default	Amount is >90 days past due or there is evidence indicating that the asset is credit-impaired.	Lifetime-ECL credit impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off.

The financial assets at amortised costs of the Group and Company are within the 'Performing' category.

(iii) Fair value through other comprehensive income
A financial asset is measured at FVOCI if it meets both of the following conditions and is not elected to be designated as FVTPL:

- It is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

4. Summary of other accounting policies (cont'd)

(b) Financial assets (cont'd)

(iii) Fair value through other comprehensive income (cont'd)
Transaction costs that are directly attributable to the acquisition or issue of financial assets (other than financial assets at fair value through profit or loss) are added to or deducted from the fair value of the financial assets, as appropriate, on initial recognition.

On initial recognition of an equity investment that is not held for trading, the Group and Company may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

Debt instruments are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairments are recognised in profit or loss. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are recycled to profit or loss. Equity investments are measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to profit or loss.

The Group and Company have a number of investments in listed and unlisted entities which are not accounted for as subsidiaries, associates or jointly controlled entities. For those investments, the Group and Company have made an irrevocable election to classify the investments at fair value through other comprehensive income rather than through profit or loss as the Group and Company consider this measurement to be the most representative of the business model for these assets. They are carried at fair value with changes in fair value recognised in other comprehensive income and accumulated in the fair value through other comprehensive income reserve. Upon disposal, any balance within fair value through other comprehensive income reserve is reclassified directly to retained earnings and is not reclassified to profit or loss.

Dividends are recognised in profit or loss, unless the dividend clearly represents a recovery of part of the cost of the investment, in which case the full or partial amount of the dividend is recorded against the associated investments' carrying amount.

Purchases and sales of financial assets measured at fair value through other comprehensive income are recognised on settlement date with any change in fair value between trade date and settlement date being recognised in the fair value through other comprehensive income reserve.

(iv) Derecognition of financial assets
A financial asset (or, where applicable, a part of a financial asset or a part of a group of similar financial assets) is derecognised when:
- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay them in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Group and Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement and have neither transferred nor retained substantially all the risks and rewards of the asset nor have transferred their control, the asset is recognised to the extent of the Group's and Company's continuing involvement in the asset. In that case, the Group and Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and Company could be required to repay.

(v) Modifications of financial assets
If the terms of a financial asset are modified, then the Group and Company evaluate whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised (see (iv)) and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:
- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and
- other fees are included in profit or loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulty, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Group and Company plan to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place. This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

If the modification of a financial asset measured at amortised cost does not result in derecognition of the financial asset, then the Group and Company first recalculate the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognise the resulting adjustment as a modification gain or loss in profit or loss. For floating rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and modification fees received adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

4. Summary of other accounting policies (cont'd)

(b) Financial assets (cont'd)

If such a modification is carried out because of financial difficulty of the borrower, then the gain or loss is presented together with impairment losses. In other cases, it is presented as interest income calculated using the effective interest rate method.

When the contractual cash flows of a financial asset are renegotiated or otherwise modified and the terms and conditions of the financial asset are not substantially different, the Group recalculates the new gross carrying amount of the financial asset by discounting the modified cash flows of the financial asset using the original effective interest rate (EIR). The difference between the new gross carrying amount and the original gross carrying amount is recognised as a modification gain or loss in profit or loss.

(c) Financial liabilities

Initial recognition
Financial liabilities are measured, at initial recognition, at fair value. Transaction costs that are directly attributable to the issue of financial liabilities are deducted from the fair value of the financial liabilities, as appropriate, on initial recognition. Transaction costs that are directly attributable to the acquisition or issue of financial liabilities (other than financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial liabilities, as appropriate, on initial recognition. The Group and Company determine the classification of their financial liabilities at initial recognition.

The Group's and Company's financial liabilities include trade and other payables, bank overdrafts, borrowings, lease liabilities, redeemable preference shares and redeemable convertible bonds (liability part). Relevant disclosures are provided in related notes.

Subsequent measurement
The measurement of financial liabilities depends on their classification as follows:

Interest-bearing loans and borrowings
After initial recognition, borrowings are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

Derecognition of financial liabilities
A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

Modification of financial liabilities
The Group and Company derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability derecognised and the consideration paid is recognised in profit or loss. Consideration paid includes non-financial assets transferred, if any, and the assumption of liabilities, including the new modified financial liability.

If the modification of a financial liability is not accounted for as derecognition, then the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and the resulting gain or loss is recognised in profit or loss. For floating rate financial liabilities, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs and fees incurred are recognised as an adjustment to the carrying amount of the liability and amortised over the remaining term of the modified financial liability by recomputing the effective interest rate on the instrument.

(d) Derivative financial instruments

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship. The Group and Company designate certain derivatives as either hedges of the fair value of recognised assets or liabilities or firm commitments (fair value hedges) and hedges of highly probable forecast transactions or hedges of foreign currency risk of firm commitments (cash flow hedges).

The Group and Company have chosen to continue to apply the hedge accounting requirements of IAS 39 instead of IFRS 9. The Group and Company document at inception of the transaction the relationship between the hedging instruments and the hedging items as well as their risk management objective and strategies for undertaking various hedging transactions. The Group and Company also document their assessment, both at hedge inception and on an ongoing basis, of whether the derivatives designated as hedging instrument are highly effective in offsetting changes in cash flows of hedge items.

4. Summary of other accounting policies (cont'd)

(d) Derivative financial instruments (cont'd)

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within twelve months. Other derivatives are presented as current assets or current liabilities.

A hedging relationship exists where at the inception of the hedge there is formal documentation of the hedge; the hedge is expected to be highly effective; the effectiveness of the hedge can be reliably measured; the hedge is highly effective throughout the reporting period and for hedges of a forecasted transaction, the transaction is highly probable and presents an exposure to variations in cash flows that could ultimately affect profit or loss.

(i) Derivatives recorded at fair value through profit or loss
Financial assets at fair value through profit or loss include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term.

Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments as defined by IFRS 9.

Financial assets at fair value through profit or loss are carried in the statements of financial position at fair value with net changes in fair value presented as finance costs (negative net changes in fair value) or finance income (positive net changes in fair value) in the statements of profit or loss.

Financial assets designated upon initial recognition at fair value through profit or loss are designated at their initial recognition date and only if the criteria under IFRS 9 are satisfied.

The Group and Company use derivatives such as forward foreign exchange contracts. Derivatives are recorded at fair value and are carried as assets when their fair value is positive and as liabilities when their fair value is negative. Changes in the fair value of derivatives are included in statements of profit or loss. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets and liabilities.

Derivatives embedded in other financial instruments, such as the conversion option in an acquired convertible bond, are treated as separate derivatives and recorded at fair value if their economic characteristics and risks are not closely related to those of the host contract, and the host contract is not itself held for trading or designated at fair value through statements of profit or loss.

(ii) Hedging activities - cash flow hedges
Where a financial instrument hedges the exposure to variability in the cash flows of highly probable transactions or firm commitments, the effective part of any gain or loss on remeasurement of the hedging instrument is recognised directly in other comprehensive income. The ineffective part of any gain or loss is recognised in profit or loss. The cumulative gain or loss recognised in equity is transferred to profit or loss at the same time that the hedged transaction affects net profit or loss and included in the same line item as the hedged transaction. When a hedging instrument or hedge relationship is terminated but the hedged transaction is still expected to occur, the cumulative gain or loss recognised in equity remains in equity and is recognised in accordance with the above policy. If the hedged transaction is no longer expected to occur, the cumulative gain or loss recognised in equity is recognised in profit or loss immediately.

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and hedging instrument. the Group and Company enter into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item, and so a qualitative assessment of effectiveness is performed.

- Borrowings and lease liabilities
The Group and Company have borrowings and lease liabilities which are denominated in euro and part of their revenue is also generated in that same currency. The Group and Company have a cash flow hedge whereby the foreign exchange exposure arising from translation of the borrowings and lease liabilities is hedged against the revenue stream. The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statements of profit or loss as operating expenses. The realised gain/loss upon repayment of the borrowings and lease liabilities is released to the statements of profit or loss. When the hedge transaction is terminated or is no longer expected to occur, the cumulative gain or loss previously recognised in the statements of other comprehensive income is immediately released to the statements of profit or loss.

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 38. Movements on the hedging reserve in shareholders' equity are shown in Note 42.

(e) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statements of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

4. Summary of other accounting policies (cont'd)

(f) Current versus non-current classification

The Group and Company present assets and liabilities in statements of financial position based on current/non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

The Group and Company classify all other assets as non-current.

A liability is current when:

- it is expected to be settled in the normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group and Company classify all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

Operating cycle: The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

(g) Provisions

Provisions are recognised when the Group and Company have a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group and Company expect some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in profit or loss net of any reimbursement.

(h) Other taxes

Value added tax
Revenues, expenses and assets are recognised net of the amount of value added tax except where:

- the value added tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the value added tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable, and receivables and payables that are stated with the amount of value added tax included; or
- the net amount of value added tax recoverable from, or payable to, the taxation authority is included as part of accounts receivable or payable in the statements of financial position.

Environment fees
Environment fees are calculated based on the applicable regulations and are included in other expenses.

(i) Impairment of non-financial assets

The Group and Company assess, at each reporting date, whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group and Company estimate the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices or other available fair value indicators.

Impairment losses of continuing operations are recognised in the statements of profit or loss in those expense categories consistent with the function of the impaired asset, except for property previously revalued where the revaluation was taken to equity. In this case, the impairment is also recognised in equity up to the amount of any previous revaluation.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group and Company make an estimate of the recoverable amount of the cash-generating unit. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case the reversal is treated as a revaluation increase.

4. Summary of other accounting policies (cont'd)

(i) Impairment of non-financial assets (cont'd)

The following criteria are also applied in assessing impairment of specific assets.

Goodwill
Goodwill is reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of the cash-generating units to which the goodwill relates. Where the recoverable amount of the cash-generating units is less than the carrying amount of the cash-generating units to which goodwill has been allocated, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods. The Group and Company perform their annual impairment test of goodwill at each year end.

Intangible assets
Intangible assets with indefinite useful lives and those not yet brought into use are tested for impairment annually as at year end, either individually or at the cash-generating unit level, as appropriate and when circumstances indicate that the carrying value may be impaired.

(j) Revenue recognition

(a) Revenue from contracts with customers

Performance obligations and timing of revenue recognition
The Group has identified four business segments, namely Hotel Operations, Tour Operating, Catering and Property, which contribute to generating most of its revenue from contracts with customers. Revenue from customers includes both sales of goods and services to customers. The hotel operations segment is highly involved in the provision of room services, food and beverage (F&B) and other services such as spa, golf, laundry and boutique sales. Tour operating consists of operating a fleet of contract hiring vehicles, the organisation of sightseeing tours and rental of cars. Catering consists mostly of the provision of flight & inland catering services to airline companies. Property principally comprise of the rental of hotel property.

Revenue generated from the sale of goods and services defined above is recognised at a point in time or over time (hotel operations, tour operating, catering and rental of properties) when/as the control of the goods or services rendered is transferred to the customer. This is generally when the goods or services are delivered to the customer.

In cases where the Group has received considerations for services not yet provided, this is treated as a contract liability until the performance obligation is met.

(i) Revenue from hotel operations
Rooms are sold on bed & breakfast, half board, full board or all-inclusive basis and room revenue is recognised upon check-in on a daily basis. F&B revenue is recognised daily upon check-in alongside room revenue. Direct sales are recognised upon consumption. F&B revenue also includes direct sales at the restaurants or bars and is recognised upon consumption. Revenue derived from other services such as spa, golf, laundry and boutique sales, for which the Group and Company act as agents from time to time, represents only the amount of commission earned. These obligations are fulfilled over time when they relate to room rentals, along with the stay in the hotel, and at a point in time, for other goods or services, when they have been delivered or rendered.

(ii) Revenue from flight & inland catering
Revenue is recognised at a point in time when the goods have been passed to the buyers, usually on dispatch of the goods for consumption.

(iii) Revenue from tour operating
Amounts collected by the Group on behalf of the principal are accounted for as a payable in the statements of financial position until they are settled and amounts prepaid by the Group to the principal on behalf of customers are recognised as a receivable until they are recovered while revenue and expenses are not grossed up. Commissions are recognised on completion of the services provided.

Determining transaction price
The transaction price of the Group's and Company's revenue streams is mostly derived from fixed-price contracts and therefore, the amount of revenue to be earned from each contract is determined by reference to those fixed prices.

Allocating amounts to performance obligations
Each contract has a fixed price which is correspondingly allocated to performance obligations.

(b) Revenue from rental of property

The Group as a lessor
(i) Lease of building under operating lease - Company's owned building
Revenue from the letting of investment property comprises gross rental income and recoveries of operating costs, net of value added tax. Rental income from operating lease is recognised on a straight line basis over the term of the relevant lease, except for contingent rental income which is recognised when it arises. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term. Recoveries of costs from lessees, are separately disclosed under revenue in the "Recoverable lease expenses" line and the associated costs are disclosed under other expenses.

(ii) Lease of building under operating lease - Sublease arrangement
The land is leased from Indian Ocean Resort Limited for a lease term of 99 years expiring in June 2100, which is then subleased to Club Med SAS for a lease term of 12 years.

4. Summary of other accounting policies (cont'd)

(j) Revenue recognition (cont'd)

(c) Other revenue earned by the Group and Company is recognised on the following bases:

- Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).
- Dividend income is recognised when the shareholder's right to receive payment is established.
- Commission income for the provision of services where the entity is a principal is recognised based on the gross revenue, with a related expense for payments to third parties.
- Management fee is recognised when key financial metrics are met.

(k) Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs for which it is intended to compensate are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group and Company receive grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life in a pattern of consumption of the benefit of the underlying asset by equal annual instalments.

(l) Redeemable convertible secured bonds

Redeemable convertible secured bonds that are redeemed at the option of the Company and can be converted into stated capital where the fixed-for-fixed criteria of IAS 32 Financial Instruments: Presentation but have a mandatory coupon payment are accounted for as compound financial instruments.

The gross proceeds of the redeemable convertible secured bonds issued (including any directly attributable transaction costs) are allocated to the equity and liability components, with the equity component being assigned the residual amount after deducting the fair value of the liability component from the fair value of the compound financial instrument.

The fair value of the liability component, presented separately under liabilities, is calculated using a market interest rate for an equivalent non-convertible bond at the date of issue. The residual amount, representing the value of the equity conversion component, is included in shareholders' equity in redeemable convertible secured bond reserves.

The transaction costs incurred are allocated to the equity and liability components based on the allocation of the proceeds. Transaction costs relating to the liability component are included in the gross carrying amount of the financial liability measured at amortised cost. Transaction costs relating to the equity component are accounted for as a deduction from the equity component to the extent that they are incremental costs directly attributable to the equity transaction.

Subsequent to initial recognition, the liability component of redeemable convertible secured bonds is measured at amortised cost using the effective interest method. The equity component of redeemable convertible secured bonds is not remeasured.

When the conversion option is exercised, the carrying amount of the liability (if any) and equity components will be transferred to stated capital, with any differences being recognised in equity.

If the Company redeems the redeemable convertible secured bonds before maturity through an early redemption in which the original conversion rights are unmodified, the Company allocates the redemption consideration paid (including any transaction costs) to the redeemable convertible secured bonds' liability and equity components at the date of redemption. Any resulting gain or loss is treated in accordance with accounting principles applicable to the related component, as follows:

- the difference between the consideration allocated to the liability component and its carrying amount is recognised in profit or loss; and
- the difference (if any) between the consideration allocated to the equity component and its initially recognised value is recognised in equity.

5. Standards, Amendments to published Standards and Interpretations effective in the reporting period

IFRS 17 *Insurance Contracts*
IFRS 17 creates one accounting model for all insurance contracts in all jurisdictions that apply IFRS Accounting Standards. IFRS 17 requires an entity to measure insurance contracts using updated estimates and assumptions that reflect the timing of cash flows and take into account any uncertainty relating to insurance contracts. The financial statements of an entity will reflect the time value of money in estimated payments required to settle incurred claims. Insurance contracts are required to be measured based only on the obligations created by the contracts. An entity will be required to recognise profits as an insurance service is delivered, rather than on receipt of premiums. This standard replaces IFRS 4 – Insurance Contracts. The amendments have no impact on the Group's and Company's financial statements.

5. Standards, Amendments to published Standards and Interpretations effective in the reporting period (cont'd)

IAS 1 *Presentation of Financial Statements* & IFRS *Practice Statement 2 Making Materiality Judgements*

Disclosure of Accounting Policies: The amendments require companies to disclose their material accounting policy information rather than their significant accounting policies, with additional guidance added to the Standard to explain how an entity can identify material accounting policy information with examples of when accounting policy information is likely to be material. These amendments have no effect on the measurement or presentation of any items of the Group's and Company's financial statements but affect the disclosure of accounting policies of the Group and Company. During the year, only material accounting policy information is disclosed in the Group's and Company's financial statements.

IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors
*Definition of Accounting Estimates: T*he amendments clarify how companies should distinguish changes in accounting policies from changes in accounting estimates, by replacing the definition of a change in accounting estimates with a new definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The requirements for recognising the effect of change in accounting prospectively remain unchanged. The amendments have no impact on the Group's and Company's financial statements.

IAS 12 *Income Taxes*
*Deferred Tax related to Assets and Liabilities arising from a Single Transaction: T*he amendment clarifies how a company accounts for income tax, including deferred tax, which represents tax payable or recoverable in the future. In specified circumstances, companies are exempt from recognising deferred tax when they recognise assets or liabilities for the first time. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations, by clarifying when the exemption from recognising deferred tax would apply to the initial recognition of such items. The amendments have no impact on the Group's and Company's financial statements.

International Tax Reform — Pillar Two Model Rules: The amendments provide a temporary exception to the requirements regarding deferred tax assets and liabilities related to pillar two income taxes. The amendments have no impact on the Group's and Company's financial statements.

6. Standards, Amendments to published Standards and Interpretations issued but not yet effective

Certain standards, amendments to published standards and interpretations have been issued that are mandatory for accounting periods beginning on or after 1 January 2024 or later periods, but which the Group and Company has not early adopted.

At the reporting date of these financial statements, the following were in issue but not yet effective:

Effective date 1 January 2024

IAS 1 *Presentation of Financial Statements*
Classification of Liabilities as Current or Non-Current: Narrow-scope amendments to IAS 1 to clarify how to classify debt and other liabilities as current or non-current.

Non-Current Liabilities with Covenants: Subsequent to the release of amendments to IAS 1 Classification of Liabilities as Current or Non-Current, the IASB amended IAS 1 further in October 2022. If an entity's right to defer is subject to the entity complying with specified conditions, such conditions affect whether that right exists at the end of the reporting period, if the entity is required to comply with the condition on or before the end of the reporting period and not if the entity is required to comply with the conditions after the reporting period. The amendments also provide clarification on the meaning of 'settlement' for the purpose of classifying a liability as current or non-current.

IFRS 16 *Leases*
Lease Liability in a Sale and Leaseback: The amendment clarifies how a seller-lessee subsequently measures sale and leaseback transactions that satisfy the requirements in IFRS 15 to be accounted for as a sale.

IAS 7 *Statement of Cash Flows* & IFRS 7 *Financial Instruments: Disclosures*
Supplier Finance Arrangements: The amendments add disclosure requirements, and 'signposts' within existing disclosure requirements, that ask entities to provide qualitative and quantitative information about supplier finance arrangements.

Effective date 1 January 2025

IAS 21 *The Effects of Changes in Foreign Exchange Rates*
Lack of Exchangeability: The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not.

Effective date 1 January 2026

IFRS 9 *Financial Instruments* & IFRS 7 *Financial Instruments: Disclosures*
Classification and Measurement of Financial Instruments: The amendments clarify that a financial liability is derecognised on the 'settlement date' and introduce an accounting policy choice to derecognise financial liabilities settled using an electronic payment system before the settlement date. Other clarifications include the classification of financial assets with ESG linked features via additional guidance on the assessment of contingent features. Clarifications have been made to non-recourse loans and contractually linked instruments. Also, additional disclosures have been introduced for financial instruments with contingent features and equity instruments designated at fair value through other comprehensive income.

6. Standards, Amendments to published Standards and Interpretations issued but not yet effective (cont'd)

Effective date 1 January 2027

IFRS 18 *Presentation and Disclosure in Financial Statements*
Presentation and Disclosure in Financial Statements: IFRS 18 introduces new requirements on presentation within the statements of profit or loss, including specified totals and subtotals presented within the statements of profit or loss within one of the following five categories – operating, investing, financing, income taxes, and discontinued operations. It also requires disclosure of management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. In addition, it brings about consequential amendments to other accounting standards. This standard replaces IAS 1 - Presentation of Financial Statements.

IFRS 19 *Subsidiaries without Public Accountability: Disclosures*
Subsidiaries without Public Accountability: Disclosures: IFRS 19 is a non-mandatory standard. It specifies the disclosure requirements that eligible subsidiaries are permitted to apply instead of the disclosure requirements in other IFRS Accounting Standards. It allows eligible entities to benefit from reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS Accounting Standards. Subsidiaries are eligible to apply IFRS 19 if they do not have public accountability and their parent, intermediate parent or ultimate parent company produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

The effective date of this amendment has been deferred indefinitely until further notice

IFRS 10 *Consolidated Financial Statements*
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow-scope amendments address an acknowledged inconsistency between the requirements in IFRS 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

IAS 28 *Investments in Associates and Joint Ventures*
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28): Narrow-scope amendments address an acknowledged inconsistency between the requirements in IFRS Accounting Standards 10 and those in IAS 28 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

Where relevant, the Group and Company are still evaluating the effect of these Standards, Amendments to published Standards and Interpretations issued, but not yet effective, on the presentation of its financial statements.

7. Basis of consolidation and financial information on material partly-owned subsidiaries

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 30 June 2024.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:
- power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:
- the contractual arrangement with the other vote holders of the investee;
- rights arising from other contractual arrangements; and
- the Group's voting rights and potential voting rights.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:
1. derecognises the assets (including goodwill) and liabilities of the subsidiary;
2. derecognises the carrying amount of any non-controlling interests;
3. derecognises the cumulative translation differences recorded in equity;
4. recognises the fair value of the consideration received;
5. recognises the fair value of any investment retained;
6. recognises any surplus or deficit in profit or loss; and
7. reclassifies the parent's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

7. Basis of consolidation and financial information on material partly-owned subsidiaries (cont'd)

Financial information of subsidiaries that have material non-controlling interest is provided below:

The proportion of equity interest held by material non-controlling interests is:

Name	Country of Incorporation and Operation	2024	2023
Mautourco Ltd and its subsidiary*	Mauritius	**59%**	59%
Beachcomber Marketing (Pty) Ltd**	South Africa	**38%**	38%
Beachcomber Hospitality Investments Ltd**	Mauritius	**-**	-

*Even though the non-controlling interests have effective interest of more than 50%, control is exercised by the parent. Refer to Note 2.

**Please refer to Note 50 for change in the effective holding in Beachcomber Marketing (Pty) Ltd and Beachcomber Hospitality Investments Ltd in the last financial year.

	2024	2023
	Rs '000	Rs '000
Accumulated balances of material non-controlling interests:		
Mautourco Ltd and its subsidiary	**75,279**	49,468
Beachcomber Marketing (Pty) Ltd	**26,076**	35,585

	2024	2023
	Rs '000	Rs '000
Profit allocated to material non-controlling interests:		
Mautourco Ltd and its subsidiary	**62,256**	40,354
Beachcomber Marketing (Pty) Ltd	**44,105**	59,965
Beachcomber Hospitality Investments Ltd	**-**	60,092

	2024	2023
	Rs '000	Rs '000
Other comprehensive income allocated to material non-controlling interests:		
Mautourco Ltd and its subsidiary	**(2,689)**	(6,589)
Beachcomber Marketing (Pty) Ltd	**1,378**	(1,914)
Beachcomber Hospitality Investments Ltd	**-**	(166,189)

The summarised financial information below is the amount before intra-group eliminations.

Summarised statements of profit or loss for the year ended 30 June 2024:

	Mautourco Ltd and its Subsidiary	Beachcomber Marketing (Pty) Ltd
	Rs '000	Rs '000
Revenue	**832,990**	**306,713**
Profit for the year	**105,162**	**116,067**
Other comprehensive income	**(4,543)**	**3,629**
Total comprehensive income	**100,619**	**119,696**
Dividends paid to non-controlling interests	**(35,520)**	**(56,225)**

Summarised statements of profit or loss for the year ended 30 June 2023:

	Mautourco Ltd and its Subsidiary	Beachcomber Marketing (Pty) Ltd	Beachcomber Hospitality Investments Ltd
	Rs '000	Rs '000	Rs '000
Revenue	757,097	338,908	689,708
Profit for the year	68,070	157,803	470,464
Other comprehensive income	(11,130)	(5,037)	72,930
Total comprehensive income	56,940	152,766	543,394
Dividends paid to non-controlling interests	(17,760)	(29,138)	(917,171)

7. Basis of consolidation and financial information on material partly-owned subsidiaries (cont'd)

Summarised statements of financial position as at 30 June 2024:

	Mautourco Ltd and its Subsidiary	Beachcomber Marketing (Pty) Ltd
	Rs '000	Rs '000
Non-current assets	**239,355**	**33,575**
Current assets	**220,620**	**762,407**
Current liabilities	**(266,936)**	**(709,027)**
Non-current liabilities	**(65,893)**	**(18,334)**
Total equity	**127,146**	**68,621**

Summarised statements of financial position as at 30 June 2023:

	Mautourco Ltd and its Subsidiary	Beachcomber Marketing (Pty) Ltd	Beachcomber Hospitality Investments Ltd
	Rs '000	Rs '000	Rs '000
Non-current assets	209,336	13,266	13,051,932
Current assets	204,117	700,631	88,311
Current liabilities	(260,029)	(606,990)	(319,528)
Non-current liabilities	(66,896)	(5,250)	(6,211,450)
Total equity	86,528	101,657	6,609,265

Summarised cash flow information for the year ended 30 June 2024:

	Mautourco Ltd and its subsidiary	Beachcomber Marketing (Pty) Ltd
	Rs '000	Rs '000
Cash flows generated from/(used in)		
Operating activities	**203,840**	**25,530**
Investing activities	**(78,462)**	**(203,099)**
Financing activities	**(90,748)**	**-**
Net increase/(decrease) in cash and cash equivalents	**34,630**	**(177,569)**

Summarised cash flow information for the year ended 30 June 2023:

	Mautourco Ltd and its subsidiary	Beachcomber Marketing (Pty) Ltd	Beachcomber Hospitality Investments Ltd
	Rs '000	Rs '000	Rs '000
Cash flows generated from/(used in)			
Operating activities	101,194	224,194	989,484
Investing activities	(55,902)	(71,001)	234
Financing activities	(66,030)	(76,680)	(1,005,336)
Net (decrease)/increase in cash and cash equivalents	(20,738)	76,513	(15,618)

8. Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects to measure the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

In a business combination achieved in stages, the acquirer shall remeasure its previously held equity interest in the acquiree at its acquisition date fair value and recognise the resulting gain or loss, if any, in profit or loss or other comprehensive income, as appropriate. In prior reporting periods, the acquirer may have recognised changes in the value of its equity interest in the acquiree in other comprehensive income. If so, the amount that was recognised in other comprehensive income shall be recognised on the same basis as would be required if the acquirer had disposed directly of the previously held equity interest.

8. Business combinations (cont'd)

The acquirer shall recognise goodwill as of the acquisition date measured as the excess of (a) over (b) below:

(a) the aggregate of:
(i) the consideration transferred measured in accordance with this IFRS Accounting Standard, which generally requires acquisition date fair value;

(ii) the amount of any non-controlling interest in the acquiree measured in accordance with this IFRS Accounting Standard; and

(iii) in a business combination achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree.

(b) the net of the acquisition date amounts of the identifiable assets acquired and the liabilities assumed measured in accordance with this IFRS Accounting Standard.

Common control transactions:
For transactions in which combining entities are controlled by the same party or parties before and after the transaction and where that control is not transitory are referred to as common control transactions. The Group's accounting policy for such transactions is consistent with that used for business combinations outside the scope of common control transactions which is using the acquisition method as described above.

Events during the previous financial year:
On 12 May 2023, Leisure Property Northern (Mauritius) Limited (LPN), the minority shareholder in Beachcomber Hospitality Investments Ltd (BHI) was merged with and into the subsidiary, BHI, with the latter being the surviving entity. A cash consideration of Rs 1,323.5m was paid by BHI to the holding company of LPN, Grit Services Limited (GSL), for its exit from the surviving entity following the merger.

The updated strategy of Grit Real Estate Income Group Limited (GRIT), the holding company of GSL, did not envisage material increased hospitality sector investment and had, therefore, expressed its wish to exit its interests in BHI. In furtherance of that exit, the Board has approved a scheme of arrangement to merge LPN, through which GRIT owns its interests in BHI, with and into BHI itself.

The business combination was treated in accordance with IFRS 3 by applying the acquisition method. The identifiable assets acquired and liabilities assumed at fair value at date of acquisition are as follows:

	THE GROUP
	2023
	Rs'000
Assets	
Investment in associate	492,092
Subordinated loan receivable from associate (Note 39 (c))	1,855,500
	2,347,592
Liabilities	
Borrowings (Note 39 (c))	900,627
Exchange differences on retranslation	(112,680)
Fair value of net assets acquired	**1,559,645**
Consideration paid in cash	1,323,491
Gain on business combination	**236,154**

A gain from bargain purchase of Rs 236.2m arose on 12 May 2023 as the fair value of net assets acquired of Rs 1,559.6m was in excess of the aggregate consideration paid of Rs 1,323.5m.

9. Financial risk management objectives and policies

The Group's and Company's principal liabilities comprise bank loans, debentures, lease liabilities, trade and other payables. The main purpose of these financial liabilities is to raise finance for the Group's and Company's operations. The Group and Company have various financial assets, such as trade receivables, financial assets at fair value through other comprehensive income, financial assets at fair value through profit and loss, financial assets at amortised cost and cash and cash equivalents which arise directly from their operations.

The Group's and Company's activities therefore expose them to a variety of financial risks: market risk (including currency risk and cash flow interest rate risk), credit risk and liquidity risk. The Group's and Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's and Company's financial performance. The Board of Directors reviews and agrees policies for managing each of these risks which are summarised below.

(i) Credit risk

The Group's and Company's credit risk arises mainly from cash and cash equivalents, financial assets at fair value through profit and loss, financial assets at amortised cost including credit exposures to customers and outstanding receivables.

9. Financial risk management objectives and policies (cont'd)

(i) Credit risk (cont'd)

Credit risk is managed at both Group and Company level. For banks and financial institutions, only independently rated parties are accepted.

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group and Company have no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers. The Group and Company trade only with recognised, creditworthy third parties. They have policies in place to ensure that sales of services are made to customers with an appropriate credit history. Advance payments are requested where necessary until positive credit rating is established. The Group and Company also have insurance covers to reduce the financial losses in case of default by customers.

With respect to credit risk arising from the other financial assets of the Group and Company, which comprise cash and cash equivalents, financial assets at fair value through profit and loss and financial assets at amortised cost, the Group's and Company's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments as presented in the statements of financial position or notes to the financial statements.

The following table shows the maximum exposure to credit risk for the components of the statements of financial position.

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Cash in hand and at banks	**1,540,368**	1,582,005	**171,558**	140,320
Financial assets at fair value through other comprehensive income	**12,591**	10,698	**12,403**	10,498
Financial assets at amortised cost	**2,639,100**	2,260,325	**4,403,148**	3,984,764
Trade receivables	**858,076**	814,024	**481,750**	440,761
Derivative financial instruments	**25,151**	13,894	**25,151**	13,894
	5,075,286	4,680,946	**5,094,010**	4,590,237

(ii) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk: interest rate risk, currency risk and other price risk such as equity risk. Financial instruments affected by market risk include loans and borrowings, deposits and financial assets at fair value through other comprehensive income.

The sensitivity analysis in the following sections relates to the position as at 30 June 2024 and 30 June 2023. The sensitivity analysis has been prepared on the basis that the amount of net debt, the ratio of fixed to floating interest rates of the debt and the proportion of financial statements in foreign currencies are all constant. The analysis excludes the impact of movements in market variables on the carrying value of pension and other post-retirement obligations, provisions and on the non-financial assets and liabilities of the Group and Company.

(a) Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group and Company are exposed to foreign currency risk with respect to foreign currency arising from foreign supplies and revenue. The Group and Company mitigate part of the foreign currency risk through trading activities including forward currency contracts.

The following table demonstrates the sensitivity to a reasonable possible change in the euro, US dollar, pound sterling, rand, Seychelles rupee, Moroccan dirham and Australian dollar exchange rates, with all other variables held constant, of the Group's and Company's profit/loss before tax (due to changes in the fair value of monetary assets and liabilities) and the Group's and Company's equity (due to changes in the fair value of net investment in foreign operations):

		THE GROUP	THE COMPANY
	Increase in Rates	**Effect on Profit before Tax**	**Effect on Profit before Tax**
	%	**Rs '000**	**Rs '000**
30 June 2024			
Euros	**5%**	**(451,268)**	**(355,873)**
Pounds sterling	**5%**	**13,126**	**3,134**
Rands	**5%**	**7,135**	**-**
United States dollars	**5%**	**(10,639)**	**(254)**
Australian dollars	**5%**	**107**	**107**
Seychelles rupees	**5%**	**(790)**	**-**
Moroccan dirhams	**5%**	**(10,691)**	**-**
30 June 2023			
Euros	5%	(490,072)	(415,378)
Pounds sterling	5%	16,840	4,720
Rands	5%	(13,622)	60
United States dollars	5%	(23,706)	1,362
Australian dollars	5%	-	-
Seychelles rupees	5%	(682)	1
Moroccan dirhams	5%	(14,694)	-

9. Financial risk management objectives and policies (cont'd)

(ii) Market risk (cont'd)
(a) Foreign currency risk (cont'd)

A decrease in the rates has an equal and opposite effect on profit/(loss) before tax.

The 5% change in rates used above was derived from the average fluctuation in the respective foreign currencies from the previous years.

Currency profile

The currency profile of the Group's and Company's financial assets and liabilities is summarised as follows:

	THE GROUP				**THE COMPANY**			
	FINANCIAL ASSETS		**FINANCIAL LIABILITIES**		**FINANCIAL ASSETS**		**FINANCIAL LIABILITIES**	
	2024	2023	**2024**	2023	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Euros	**1,262,728**	1,161,461	**10,288,078**	10,929,426	**3,013,156**	2,874,825	**10,130,618**	11,182,390
Pounds sterling	**713,503**	665,180	**450,993**	327,744	**62,736**	95,139	**60**	741
Rands	**237,964**	335,806	**95,271**	54,632	**725**	1,194	**733**	-
United States dollars	**122,383**	61,798	**335,167**	535,927	**43,479**	27,236	**48,561**	-
Australian dollars	**2,176**	7	**41**	-	**2,176**	7	**41**	-
Seychelles rupees	**121**	2,812	**15,929**	16,452	**-**	14	**-**	-
Mauritian rupees	**2,068,968**	1,703,404	**11,923,845**	12,393,286	**1,971,723**	1,591,806	**12,125,575**	12,198,245
Moroccan dirhams	**667,428**	750,462	**881,251**	1,044,341	**-**	-	**-**	-
Others	**15**	16	**796**	153	**15**	16	**796**	153
	5,075,286	4,680,946	**23,991,371**	25,301,961	**5,094,010**	4,590,237	**22,306,384**	23,381,529

	THE GROUP		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Net exposure, excluding Mauritian rupees	**(9,061,208)**	(9,931,133)	**(7,058,522)**	(8,184,853)

(b) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's and Company's exposure to the risk of changes in market interest rates relates primarily to their interest-bearing loans and borrowings with floating interest rates.

The Group's and Company's income and operating cash flows are exposed to interest rate risk as they sometimes borrow at variable rates. Their policy is to manage interest cost using a mix of fixed and variable rate debts. The Group and Company have no significant interest-bearing assets with floating interest rates.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's and Company's profit before taxation (through the impact of variable rate borrowing). There is no impact on the Group's and Company's equity. The percentage changes in interest rates taken are: 0.25% for Rs, EUR, GBP, USD and ZAR and this represents management's assessment of the likely change based on interest rate fluctuation in previous years.

		THE GROUP	**THE COMPANY**
	Increase in Rates	**Effect on Profit before Tax**	**Effect on Profit before Tax**
	%	**Rs '000**	**Rs '000**
30 June 2024			
Interest-bearing loans and borrowings in Rs	0.25%	**15,297**	**15,297**
Interest-bearing loans and borrowings in EUR	0.25%	**18,570**	**7,613**
Interest-bearing loans and borrowings in MAD	0.25%	**39**	**-**
Interest-bearing lease liabilities in EUR	0.25%	**183**	**183**
30 June 2023			
Interest-bearing loans and borrowings in Rs	0.25%	15,119	15,119
Interest-bearing loans and borrowings in EUR	0.25%	18,317	8,984
Interest-bearing loans and borrowings in GBP	0.25%	2	2
Interest-bearing lease liabilities in EUR	0.25%	111	111

A decrease in the rates has an equal and opposite effect on profit before tax.

9. Financial risk management objectives and policies (cont'd)

(ii) Market risk (cont'd)
(c) Liquidity risk

The Group's and Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans and lease liabilities.

The ultimate responsibility for liquidity risk management remains with the Board of Directors, which has developed an appropriate liquidity risk management policy for the Group's and Company's funding and liquidity management requirements.

The Group and Company have to ensure adequate cash resources, borrowing arrangements and overdraft facilities to have the necessary level of funds available for the achievement of their business objectives at all times. Cash and debt management of the Group and Company are centralised through the Head Office and receipts from debtors are monitored on a monthly basis to match the payments of creditors and other Group commitments. Any temporary gap in cash is covered by the overdraft and short-term borrowing facilities in place.

The table below summarises the maturity profile of the Group's and Company's financial liabilities.

THE GROUP	**On Demand**	**Less than 3 Months**	**3 to 12 Months**	**1 to 5 Years**	**> 5 Years**	**Total**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024						
Trade and other payables	**-**	**-**	**3,422,007**	**-**	**-**	**3,422,007**
Borrowings*	**1,995,763**	**748,212**	**5,513,753**	**10,834,689**	**2,480,745**	**21,573,162**
Lease liabilities*	**-**	**49,784**	**295,613**	**1,114,615**	**9,066,314**	**10,526,326**
	1,995,763	**797,996**	**9,231,373**	**11,949,304**	**11,547,059**	**35,521,495**
30 June 2023						
Trade and other payables	-	-	3,196,510	-	-	3,196,510
Borrowings*	2,072,877	295,103	3,530,500	12,241,048	4,197,011	22,336,539
Lease liabilities*	-	31,523	279,055	1,039,439	8,431,385	9,781,402
	2,072,877	326,626	7,006,065	13,280,487	12,628,396	35,314,451

*Borrowings and lease liabilities include future interests costs.

THE COMPANY	**On Demand**	**Less than 3 Months**	**3 to 12 Months**	**1 to 5 Years**	**> 5 Years**	**Total**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024						
Trade and other payables	**-**	**-**	**2,327,927**	**-**	**-**	**2,327,927**
Borrowings*	**1,883,017**	**587,563**	**3,008,501**	**5,937,576**	**1,572,121**	**12,988,778**
Lease liabilities*	**-**	**226,432**	**809,409**	**4,257,182**	**11,485,800**	**16,778,823**
	1,883,017	**813,995**	**6,145,837**	**10,194,758**	**13,057,921**	**32,095,528**
30 June 2023						
Trade and other payables	-	-	1,992,762	-	-	1,992,762
Borrowings*	1,679,344	193,113	2,865,724	5,556,622	4,197,011	14,491,814
Lease liabilities*	-	202,681	739,790	3,882,527	11,507,331	16,332,329
	1,679,344	395,794	5,598,276	9,439,149	15,704,342	32,816,905

*Borrowings and lease liabilities include future interests costs.

(d) Equity price risk

The Directors have assessed that the impact of a 5% increase or decrease in the price of financial assets at fair value through other comprehensive income will not be significant.

10. Capital Management

The primary objectives of the Group and Company when managing capital are to safeguard their ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group and Company manage and make adjustments to their capital structure in light of changes in economic conditions. To maintain or adjust the capital structure, the Group and Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group and Company monitor capital using a gearing %, which is "net debt excluding lease liabilities" divided by "total equity" plus "net debt excluding lease liabilities." The actual gearing of the Group is higher than the management's target gearing of 50% due to the non-development of Les Salines' assets so far.

10. Capital Management (cont'd)

The Group and Company include, within "net debt excluding lease liabilities": redeemable convertible secured bonds, redeemable preference shares and borrowings as shown on the liability section of the statements of financial position less cash in hand and at banks. "Total equity" and "cash in hand and at banks" are also as shown in the statements of financial position. The gearing at 30 June 2024 and 30 June 2023 was as follows:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Redeemable convertible secured bonds	**512,868**	579,577	**512,868**	579,577
Redeemable preference shares	**401,746**	448,552	**401,746**	448,552
Borrowings	**17,094,858**	18,603,151	**10,212,192**	11,427,804
Less cash in hand and at banks	**(1,540,368)**	(1,582,005)	**(171,558)**	(140,320)
Net debt excluding lease liabilities	**16,469,104**	18,049,275	**10,955,248**	12,315,613
Total equity	**13,130,229**	11,010,759	**12,211,497**	10,655,467
Gearing	**56%**	62%	**47%**	54%

11. Distributions

Accounting Policy
Cash dividend to equity holders
the Group and Company recognise a liability to make cash distributions to equity holders when the distribution is authorised by the Board.

	THE GROUP AND THE COMPANY	
	2024	2023
Ordinary dividends declared and payable:	**Rs '000**	Rs '000
At 1 July	**-**	-
Interim dividend declared of Re 0.20 per ordinary share	**109,796**	-
Interim dividend paid of Re 0.20 per ordinary share	**(109,796)**	-
Final dividend declared of Re 0.30 per ordinary share	**164,695**	-
At 30 June	**164,695**	-

During the year, dividends of Rs 89.1m (2023: Nil) were also declared and paid to the preference shareholders (Note 43) by the subsidiary, Beachcomber Hospitality Investments Ltd.

12. Segmental reporting

The Group presents segmental information using business segments and geographical segments. This is based on the internal management and financial reporting systems and reflects the risks and earnings structure of the Group. Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss and is measured consistently with operating profit or loss in the consolidated financial statements.

For the years ended 30 June 2024 and 30 June 2023, the Group was composed of four business segments, which were as follows: (i) hotel operations, (ii) tour operations, (iii) catering and (iv) property and others as described below. Each business segment provides products and services that are subject to risks and returns that are different from those of other business segments.

- Hotel operations - carried out in Mauritius and Morocco.
- Tour operating - carried out in Mauritius, France, United Kingdom, Italy and South Africa.
- Catering - provision of flight and inland catering in Mauritius.
- Property and others - mainly rental of hotel property in Seychelles.

12. Segmental reporting (cont'd)

The below figures are net of intra-group transactions.

Business segments

For the year ended 30 June 2024	**Hotel Operations**	**Tour Operating**	**Catering**	**Property and Others**	**Group**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
Revenue	**12,243,142**	**2,210,894**	**529,744**	**424,482**	**15,408,262**
Profit for the year	**1,692,937**	**310,996**	**21,521**	**116,240**	**2,141,694**
Segment assets	**33,326,606**	**2,549,090**	**598,838**	**6,326,031**	**42,800,565**
Investment in associates	**-**	**-**	**-**	**799,159**	**799,159**
Total assets					**43,599,724**
Segment liabilities	**24,203,013**	**2,295,109**	**253,913**	**3,717,460**	**30,469,495**
Other segment information:					
Insurance compensation	**151,514**	**-**	**-**	**-**	**151,514**
Finance revenue	**191,987**	**33,727**	**-**	**-**	**225,714**
Finance costs	**1,279,010**	**10,484**	**-**	**194,379**	**1,483,873**
Income tax expense	**311,292**	**94,981**	**-**	**47,978**	**454,251**
Capital expenditure	**1,513,347**	**86,553**	**8,647**	**730**	**1,609,277**
Depreciation of property, plant and equipment	**670,104**	**36,735**	**16,274**	**1,662**	**724,775**
Depreciation of right-of-use assets	**101,214**	**30,176**	**-**	**-**	**131,390**
Depreciation of operating equipment	**80,657**	**-**	**-**	**-**	**80,657**
Amortisation of intangible assets	**3,299**	**2,312**	**20**	**-**	**5,631**

For the year ended 30 June 2023	Hotel Operations	Tour Operating	Catering	Property and Others	Group
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
Revenue	11,178,531	2,136,962	374,182	393,845	14,083,520
Profit/(loss) for the year	1,703,197	399,881	(39,744)	218,806	2,282,140
Segment assets	32,395,223	2,337,878	523,224	6,219,820	41,476,145
Investment in associates	-	-	-	723,011	723,011
Total assets					42,199,156
Segment liabilities	25,231,656	2,039,130	213,980	3,703,631	31,188,397
Other segment information:					
Other impairment losses	128,889	-	-	-	128,889
Finance revenue	278,427	51,116	-	-	329,543
Finance costs	1,299,891	5,911	-	176,875	1,482,677
Income tax expense	294,814	103,027	-	129,301	527,142
Capital expenditure	878,616	88,969	21,964	81,845	1,071,394
Depreciation of property, plant and equipment	591,872	34,641	16,672	1,578	644,763
Depreciation of right-of-use assets	99,268	27,858	-	-	127,126
Depreciation of operating equipment	42,996	-	-	-	42,996
Amortisation of intangible assets	2,265	3,528	751	-	6,544

Geographical segments	**Mauritius**	**Europe**	**Morocco**	**Other Countries**	**Group**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
For the year ended 30 June 2024					
Segment revenue	**12,519,692**	**1,048,431**	**1,113,700**	**726,439**	**15,408,262**
Segment assets	**30,486,645**	**1,778,381**	**4,741,052**	**6,593,646**	**43,599,724**
Segment liabilities	**25,951,614**	**1,205,513**	**932,892**	**2,379,476**	**30,469,495**
Capital expenditure	**1,528,236**	**7,474**	**68,600**	**4,967**	**1,609,277**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

12. Segmental reporting (cont'd)

Geographical segments (cont'd)	Mauritius	Europe	Morocco	Other Countries	Group
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
For the year ended 30 June 2023					
Segment revenue	11,167,439	1,027,550	1,155,779	732,752	14,083,520
Segment assets	29,345,597	1,541,413	4,762,665	6,549,481	42,199,156
Segment liabilities	26,629,101	1,102,797	1,129,599	2,326,900	31,188,397
Capital expenditure	915,101	4,468	63,979	87,846	1,071,394

Revenue is based in the country where services are rendered. Segment assets and capital expenditure are where the assets are located.

13. Significant accounting judgements and estimates

The preparation of the Group's and Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the assets or liabilities affected in future periods.

Judgements
In the process of applying the Group's and Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Derivative financial instrument
Hedging activities - cash flow hedges
the Group and Company are exposed to foreign currency risk, mainly to the euro on the Group's and the Company's sales denominated in euro. the Group and Company enter into euro currency borrowings ("hedging instruments") with future principal payments that will match the future sales ("hedged item") in euro to hedge against this exposure and for hedge accounting to be applicable, the forecast transaction must be "highly probable." The Group and Company have applied judgement in assessing whether the forecasted revenue denominated in euro is highly expected to happen, will happen or will not happen. In making this assessment, the Group and Company have considered the most recent budgets. All exchange differences arising on the conversion of foreign currency loans are deferred in equity, under the cash flow hedge reserves to the extent that the hedge is effective. On recognition of the hedged sales, the foreign currency gain/loss is netted off by releasing a portion of the cash flow hedge reserve. In 2024, no amount for both the Group and Company respectively was recognised in profit or loss as ineffectiveness (2023: Nil).

Sale and leaseback under IHS Scheme
The Company has obtained approval for an Investment Hotel Scheme ("IHS") during the last financial year and has identified 27 villas to be part of the IHS. The arrangement could be considered in the scope of a sale and leaseback transaction and accounted for under IFRS 16 Leases and IFRS 15 Revenue from Contracts with Customers if the transaction is concluded to be a true sale. However, the arrangement could also be considered in the scope of financial instruments and accounted for under IFRS 9 Financial Instruments if the transaction is considered not to be a true sale. The Directors have applied judgement in determining transfer of control of the villas to the IHS owners and believe that control is transferred to the IHS owners only upon disposal of the villas.

Lifetime golf membership fees
During the financial year, the Company introduced lifetime membership fees for its golf courses. Since these lifetime membership fees are transferable to successors, the duration can be considered as perpetual, requiring judgement in defining a reasonable timeframe for its revenue recognition. The Directors have assessed and determined that the most reasonable timeframe for revenue recognition is the economic life of the golf course improvements and therefore revenue should be amortised over this period.

Functional currency
The choice of the functional currency of the Group and each of its foreign subsidiaries has been made based on factors such as the primary economic environment in which each entity operates, the currency that mainly influences sales prices for goods and services, costs of providing goods and services and labour costs.

Going concern
All the business units performed well and were all profitable for the year under review. The occupancy rate was at par with last year at around 72% with an increase of near 10% in the TRevPar to Rs 15,600, despite the closure of Paradis hotel for three months.

The Group and Company posted very good results for the second consecutive years with EBITDA of Rs 4.8bn and Rs 4.0bn respectively. With these encouraging results, the Group accelerated its capex program with a total spending of Rs 1.6bn (2023: Rs 1.1bn) in a view to enhance guests' experience.

The total level of borrowings decreased by circa Rs 1.6bn for the second successive year. All the financial covenants set-out by lenders, have been met.

The Group has also resumed with payment of ordinary dividends with a total declaration of Re 0.50 per share, representing a pay-out of Rs 274.5m.

13. Significant accounting judgements and estimates (cont'd)

Going concern (cont'd)
On 30 June 2024, both the Group and Company experienced an increase in the net current liabilities which stood at Rs 8.3bn (2023: Rs 5.6bn) and Rs 6.8bn (2023: Rs 5.6bn) respectively. On the other hand, there has been a decrease in total liabilities of over Rs 0.6bn for both Group and Company.

The increase in net current liabilities arose from reclassification of EUR 40m and Rs 1.375bn bonds which will reach maturity in October and November 2024 respectively. The first bond was contracted by Kingfisher Ltd for the financing of the expansion of Ste Anne property whereas the second one was contracted by the Company as part of its financial engineering process in 2017.

The Group intends to refinance both bonds with a combination of term loans and bonds of equivalent total amount at maturity. Various lenders have already expressed their firm intentions for the refinancing with the submission of their indicative offers. A letter of engagement has also been signed with a reputable financial arranger for a proposed bond raising. Discussions are progressing well with banks and private investors. The Group is confident to raise the necessary financing timely to meet these financial obligations at their maturity date.

Outlook
The average occupancy rate for the first quarter of FY25 is encouraging with some 10 percentage points ahead of last year's quarter (though affected by closure of Paradis hotel).

This positive trend in the operational level is expected to continue, thus generating strong operating cash flows. The Group will endeavour to pursue its capital expenditure programme, to decrease its indebtedness and to remunerate its shareholders adequately.

Based on latest Group's and Company's cash flows, the Board of Directors is of the view that the Company and its subsidiaries will have sufficient cash flows to continue business for the next 12-month period from the reporting period and therefore it is appropriate for the financial statements to be prepared on a going concern basis.

Estimates and assumptions
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group and Company based their assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market developments or circumstances arising beyond the control of the Group and Company. Such changes are reflected in the assumptions when they occur.

Impairment of financial assets
The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group and Company use judgement in making these assumptions and selecting the inputs to the impairment calculations, based on the Group's and Company's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period.

Impairment of non-financial assets
An impairment exists when the carrying value of an asset or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for the disposal of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five to ten years and do not include restructuring activities that the Group and Company are not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The growth in revenue is based on management's best estimates of the occupancy rates and the average daily room rates of the Group and Company for the year taking into consideration historical entity-specific data and future sales strategies. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. The key assumptions used to determine the recoverable amount for the different CGUs are disclosed and further explained in Notes 15, 27 and 30.

Limitation of sensitivity analysis
Sensitivity analysis in respect of market risk demonstrates the effect of a change in a key assumption while other assumptions remain unchanged. In reality, there is a correlation between the assumptions and other factors. It should also be noted that these sensitivities are non-linear and larger or smaller impacts should not be interpolated or extrapolated from these results.

Sensitivity analysis does not take into consideration that the Group's and Company's assets and liabilities are managed. Other limitations include the use of hypothetical market movements to demonstrate potential risk that only represent the Group's and Company's view of possible near-term market changes that cannot be predicted with any certainty.

Redeemable convertible secured bonds
During the financial years ended 2021 and 2022, the Company issued redeemable convertible secured bonds (bonds) to the Mauritius Investment Corporation Ltd ("MIC"), a wholly owned subsidiary of the Bank of Mauritius for a total amount of Rs 2.5bn.

The valuation and classification of the bonds are dependent on the respective contractual terms and conditions as stated in the underlying agreements.

Based on management expert's advice and legal interpretation obtained on the accounting treatment for the bond, the Company accounted for the bond as a compound instrument, comprising both an equity and a liability component. Management has made the assumption that the capital and interest components of the bond be regarded as separate units of account. Hence the amount received has been split between financial liability and equity based on the workings performed by management.

14. Significant transactions and events

Net investment in foreign operations

The Company has receivable balances from its overseas subsidiaries. The Directors reviewed those balances and concluded that, effective 1 October 2015, they partly qualified as "net investment in foreign operations". These amounts are regarded as monetary items that are receivable from foreign operations for which settlement is neither planned nor likely to occur in the foreseeable future and are included under investment in subsidiaries (Note 31).

Accordingly, the foreign exchange differences arising in the individual financial statements of the Company and its subsidiaries have been reclassified from profit or loss to other comprehensive income (foreign exchange reserves) on consolidation in accordance with paragraph 32 of IAS 21 - The Effects of Changes in Foreign Exchange Rates.

Reassignment of claim from subsidiary
In the last financial year, New Mauritius Hotels Limited ("NMH") as the ultimate holding company had agreed to indemnify and hold Ste Anne Resort Limited ("SARL") harmless against all losses, liabilities, costs (including legal fees, experts, and consultants' fees), charges, expenses, actions, proceedings claim and demands in respect of all claims made by the building contractor ("Builder") against SARL that are finally determined in favour of the Builder. This had resulted in recognition of an expense and payable (Note 46) to SARL amounting to Rs 180.2m. A respective amount of Rs 180.2m had also been recognised in other income and receivable in SARL. The amount of Rs 180.2m represents existings accruals in the books of SARL in respect of the respective costs. The reassignment of claim had no impact at Group level.

15(a) Insurance compensation

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
(a) Insurance compensation (Note (i)/(ii))	**151,514**	-	**30,000**	-

(i) In 2024, the Company received an insurance compensation of Rs 30m following the effect of Cyclone 'Belal' on its hotels in Mauritius.

(ii) During the current financial year, a net insurance compensation of Rs 121.5m was received by the subsidiary, Beachcomber Hotel S.A., mainly attributable to its respective loss of profit following the earthquake in Marrakech in September 2023.

15(b) Other impairment losses

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Land earmarked for creation of new wetland at Les Salines (Note (iii))	**-**	(56,949)	**-**	(42,539)
Write off on Les Salines hotel project (Note (iv))	**-**	(71,940)	**-**	-
	-	(128,889)	**-**	(42,539)

Management has used judgements in its assumptions on business operations. These judgements are based on current market conditions as at date.

(i) In 2023, Rs 42.5m and Rs 56.9m have been written off in the Company and Group respectively. These relate to the write off of some 12 arpents of land earmarked for the creation of a new wetland at Les Salines including professional fees incurred for the project. The wetland was written off as it was not appropriate for the project initially earmarked. This relates to the segment, hotel operations (Note 12).

(ii) In 2023, an amount of Rs 71.9m has also been written off in one of the wholly owned subsidiary of the Company, Les Salines Golf and Resort Limited. This amount represents professional fees and other preliminary costs incurred for the hotel project at Les Salines which are now considered as abortive costs since the hotel project will be redesigned. This relates to the segment, hotel operations (Note 12).

16. Events after the reporting date

Accounting Policy

If the Group and Company receive information after the reporting period, but prior to the date of authorisation for issue, about conditions that existed at the end of the reporting period, the Group and Company will assess if the information affects the amounts recognised in the Group's and Company's financial statements. The Group and Company will adjust the amounts recognised in their financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in light of the new information. For non-adjusting events after the reporting period, the Group and Company will not change the amounts recognised in their financial statements but will disclose the nature of the non-adjusting event and an estimate of its financial effect, or a statement that such an estimate cannot be made, if applicable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

16. Events after the reporting date (cont'd)

Event which occurred after the reporting date and which required disclosure in the financial statements for the year ended 30 June 2024 is as follows:

Corporate Climate Responsibility Levy
On 26 July 2024, the Finance (Miscellaneous Provisions) Act 2024 was promulgated into law and requires an affected company, in every year, to pay to the Director-General a Corporate Climate Responsibility (CCR) Levy equivalent to 2 per cent of its chargeable income. The levy will be paid in respect of the year of assessment commencing on 1 July 2024 and is non-adjusting event. The CCR levy is only applicable to the Mauritian entities of the Group which have an annual turnover of more than Rs 50m.

Had the CCR levy of 2% been applicable as at 30 June 2024 and an effective deferred tax rate of 19% also been applied, the impact on the Group and Company would have been as follows:

	THE GROUP	THE COMPANY
	Rs'000	**Rs'000**
(i) Statements of profit or loss and other comprehensive income:		
Statements of profit or loss:		
Income tax expense	(9,952)	-
Deferred tax expense	(128,740)	(82,458)
	(138,692)	**(82,458)**
Profit or loss attributable to:		
Owners of the parent	(137,331)	(82,458)
Non-controlling interests	(1,361)	-
	(138,692)	**(82,458)**
Statements of other comprehensive income:		
Tax effect on cash flow hedges	59	22,698
Tax effect on revaluation of buildings	(144,922)	(90,498)
Tax effect on remeasurement of employee benefit liabilities	40,930	40,300
	(103,933)	**(27,500)**
Total comprehensive income:	**(242,625)**	**(109,958)**
Total comprehensive income attributable to:		
Owners of the parent	(241,407)	(109,958)
Non-controlling interests	(1,218)	-
	(242,625)	**(109,958)**
(ii) Statements of financial position:		
Deferred tax assets	593	-
Total assets	**593**	**-**
Retained earnings	(96,774)	(42,158)
Cash flow hedge reserves	59	22,698
Revaluation reserves	(144,692)	(90,498)
Non-controlling interests	(1,218)	-
Total equity	**(242,625)**	**(109,958)**
Deferred tax liabilities	233,266	109,958
Income tax liabilities	9,952	-
Total liabilities	**243,218**	**109,958**
Total equity and liabilities	**593**	**-**

17. Related party transactions and disclosures

For the purpose of these financial statements, parties are considered to be related to the Group and Company if they have the ability, directly or indirectly, to control the Group and Company or exercise significant influence over the Group and Company in making financial and operating decisions, or vice versa, or if they, the Group and Company are subject to common control. Related parties may be individuals or other entities. Other related parties refer to the non-profit organisation, minority shareholders and pension fund of the Company along with entities with common key shareholders.

17. Related party transactions and disclosures (cont'd)

The following transactions have been entered into with related parties:

		THE GROUP		THE COMPANY	
	Nature of	**2024**	2023	**2024**	2023
(i) Included in revenue are:	**Goods or Services**	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Subsidiaries:					
Beachcomber Marketing (Pty) Ltd	Hotel packages	**-**	-	**1,078,058**	1,004,691
Beachcomber Tours	Hotel packages	**-**	-	**696,553**	612,054
Beachcomber Tours Limited	Hotel packages	**-**	-	**696,267**	700,775
Beachcomber Holidays Limited	Hotel packages	**-**	-	**350,542**	230,393
Santayarea (Mauritius) Limited	Rental	**-**	-	**-**	258
Associate:					
Parure Limitée	Rental	**2,079**	1,890	**2,079**	1,890
Other related party:					
Entity with common key shareholders					
Domaine Palm Marrakech S.A.	Other services	**-**	92	**-**	-

		THE GROUP		THE COMPANY	
(ii) Included in other income are:	**Nature of**	**2024**	2023	**2024**	2023
	Goods or Services	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Subsidiaries:					
Beachcomber Limited	Management fees	**-**	-	**2,760**	-
Beachcomber Hospitality Investments Ltd	Management fees	**-**	-	**5,341**	2,749
Royal Gardens Ltd	Management fees	**-**	-	**180**	-
Santayarea (Mauritius) Limited	Management fees	**-**	-	**574**	1,179
Beachcomber Training Academy Limited	Management fees	**-**	-	**743**	923
Kingfisher Ltd	Management fees	**-**	-	**491**	466
Ste Anne Resort Limited	Management fees	**-**	-	**2,888**	2,761
Beachcomber Holidays Limited	Management fees	**-**	-	**11,335**	7,973
Beachcomber Tours Limited	Dividend income	**-**	-	**56,885**	48,285
Société Pur Blanca	Dividend income	**-**	-	**24,599**	12,300
Santayarea (Mauritius) Limited	Dividend income	**-**	-	**2,222**	2,222
Royal Gardens Ltd	Dividend income	**-**	-	**110,000**	-
Beachcomber Hospitality Investments Ltd	Dividend income	**-**	-	**139,759**	1,131,131
Associates:					
South West Tourism Development Company Limited	Dividend income	**3,116**	-	**3,116**	-
Parure Limitée	Dividend income	**2,416**	4,832	**-**	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

17. Related party transactions and disclosures (cont'd)

		THE GROUP		THE COMPANY	
(ii) Included in other income are (cont'd):	**Nature of**	**2024**	2023	**2024**	2023
	Goods or Services	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Other related parties:					
Pension fund					
New Mauritius Hotels Superannuation Fund	Management fees	**1,920**	1,920	**1,920**	1,920
Entity with common key shareholders					
Semaris Ltd	Management fees	**10,000**	10,000	**10,000**	10,000
(iii) Included in other expenses are:					
Subsidiaries:					
Beachcomber Holidays Limited	Commission & promotion fees	-	-	**9,924**	7,557
Santayarea (Mauritius) Limited	Service fees	-	-	**1,810**	-
Beachcomber Limited	Representation fees	-	-	**56,300**	84,379
Mautourco Ltd	Transport & carriage	-	-	**5,964**	98
Other related parties:					
Entities with common key shareholders					
ENL Property Ltd	Consultancy fees	**-**	2,670	**-**	2,670
ENL Limited	Consultancy fees	**2,220**	-	**2,220**	-
ENL Secretarial Services Ltd	Secretarial fees	**3,200**	1,623	**3,200**	1,623
Domaine Palm Marrakech S.A.	Other expenses	**94,771**	98,022	**-**	-

		THE GROUP		THE COMPANY	
(iv) Included in staff costs are:	**Nature of**	**2024**	2023	**2024**	2023
	Goods or Services	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Subsidiaries:					
Santayarea (Mauritius) Limited	Training courses	-	-	**6,645**	6,190
Beachcomber Training Academy Limited	Training courses	**-**	-	**1,447**	1,452

		THE GROUP		THE COMPANY	
(v) Included in direct expenses are:	**Nature of**	**2024**	2023	**2024**	2023
	Goods or Services	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Subsidiary:					
Santayarea (Mauritius) Limited	Direct expenses	**-**	-	**17,253**	11,555

		THE GROUP		THE COMPANY	
(vi) Included in finance costs are:	**Nature of**	**2024**	2023	**2024**	2023
	Goods or Services	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Interest on call account with subsidiaries:					
Beachcomber Holidays Limited	Interest expense	**-**	-	**1,656**	1,331
Kingfisher Ltd	Interest expense	**-**	-	**404**	-
Beachcomber Marketing (Pty) Ltd	Interest expense	**-**	-	**26,627**	18,062

17. Related party transactions and disclosures (cont'd)

(vi) Included in finance costs are: (cont'd)	Nature of Goods or Services	THE GROUP		THE COMPANY	
		2024	2023	**2024**	2023
		Rs '000	Rs '000	**Rs '000**	Rs '000
Included in interest on lease liability:					
Subsidiaries:					
Beachcomber Hospitality Investments Ltd	Interest expense	**-**	-	**386,979**	302,887
Beachcomber Limited	Interest expense	**-**	-	**279**	316
Included in interest on lease liability:					
Other related parties:					
Pension fund					
New Mauritius Hotels Superannuation Fund	Interest expense	**30,610**	28,789	**30,610**	28,789
Included in interest on loans and overdrafts:					
Subsidiaries:					
Royal Gardens Ltd	Interest expense	**-**	-	**12,774**	7,467
Beachcomber Limited	Interest expense	**-**	-	**16,085**	13,824
Other related party:					
Minority shareholder					
Leisure Property Northern (Mauritius) Ltd	Interest expense	**-**	83,417	**-**	-
(vii) Included in finance revenue:					
Subsidiary:					
Beachcomber Hospitality Investments Ltd	Interest on loan receivable	**-**	-	**165,460**	160,942
Other related party:					
Entity with common key shareholders					
Les Salines PDS Ltd	Modification gain on loan receivable	**31,284**	-	**31,284**	-
Les Salines PDS Ltd	Interest on loan receivable	**65,541**	71,329	**65,541**	71,329

(viii) Included in financial assets at amortised cost balances are:	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiaries:				
Beachcomber Tours	**-**	-	**61,166**	48,362
Beachcomber Tours Limited	**-**	-	**46,794**	36,408
Mautourco Ltd	**-**	-	**1,166**	2,236
Trans-Maurice Car Rental Ltd	**-**	-	**-**	104
Beachcomber Training Academy Limited	**-**	-	**-**	128
Kingfisher Ltd	**-**	-	**-**	4,329
Les Jardins des Salines Ltd	**-**	-	**2,278**	-
Les Salines Development Ltd	**-**	-	**4,244**	1,700
Les Salines Golf & Resort Limited	**-**	-	**-**	42,657
Royal Gardens Ltd	**-**	-	**457**	-
Plaisance Catering Limited	**-**	-	**-**	89

17. Related party transactions and disclosures (cont'd)

(viii) Included in financial assets at amortised cost balances are: (cont'd)	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiaries (cont'd):				
Beachcomber Holidays Limited	**-**	-	**13,556**	12,942
Société Pur Blanca	**-**	-	**5**	5
Beachcomber Hospitality Investments Ltd	**-**	-	**86,441**	23,487
Ste Anne Resort Limited	**-**	-	**-**	2,935
Beachcomber Limited	**-**	-	**12,633**	9,822
Santayarea (Mauritius) Limited	**-**	-	**-**	90
Domaine de l'Harmonie Ltd	**-**	-	**-**	26
Associate:				
Parure Limitée	**100**	427	**100**	427
Other related parties:				
Pension fund				
New Mauritius Hotels Superannuation Fund	**-**	184	**-**	184
Non-profit organisation				
Fondation Espoir Développement	**25**	814	**25**	814
Entities with common key shareholders				
Semaris Ltd	**3,646**	76,351	**3,646**	76,351
Praslin Resort Limited	**5,989**	6,277	**-**	-
Les Salines IHS Ltd	**34,052**	301	**302**	301
Les Salines PDS Ltd	**195**	202	**195**	202
ENL Commercial Ltd	**15**	-	**15**	-
Kingfisher 3 Ltd	**2**	1	**2**	1
Domaine Palm Marrakech S.A.	**-**	97	**-**	-

(ix) Included in the loan at call payable to subsidiaries balance are:	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiaries:				
Beachcomber Holidays Limited	**-**	-	**14,269**	-
Beachcomber Marketing (Pty) Ltd	**-**	-	**524,992**	366,197
Other related party:				
Entity with common key shareholders				
Semaris Ltd	**-**	38,736	**-**	38,736

(x) Long-term loan receivables from related parties included under financial assets at amortised cost are:	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiary:				
Beachcomber Hospitality Investments Ltd	**-**	-	**2,444,190**	2,367,847
Other related party:				
Entity with common key shareholders				
Semaris Ltd	**1,479,586**	1,312,110	**1,479,586**	1,312,110

17. Related party transactions and disclosures (cont'd)

(xi) Long-term receivables included in investment in subsidiaries

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Beachcomber Hotel S.A.	**-**	-	**340,827**	340,827
Les Salines Golf & Resort Ltd	**-**	-	**297,513**	230,861
New Mauritius Hotel - Italia S.R.L.	**-**	-	**18,396**	18,396

(xii)Included in trade and other payables balances are:	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiaries:				
Beachcomber Tours	**-**	-	**-**	105
Mautourco Ltd	**-**	-	**-**	1,097
Beachcomber Training Academy Limited	**-**	-	**912**	2,926
Royal Gardens Ltd	**-**	-	**-**	24,653
Beachcomber Holidays Limited	**-**	-	**-**	2,300
Ste Anne Resorts Limited	**-**	-	**185,932**	180,130
Les Jardins des Salines Ltd	**-**	-	**150**	-
Domaine de l'Harmonie Limitée	**-**	-	**6**	-
Plaisance Catering Ltd	**-**	-	**5,623**	-
New Mauritius Hotel - Italia Srl	**-**	-	**4,884**	2,108
Santayarea (Mauritius) Limited	**-**	-	**3,364**	3,930
Other related parties:				
Non-profit organisation				
Fondation Espoir Développement	**-**	2,379	**-**	2,379
Beautiful Localhands Ltd	**328**	-	**328**	-
Pension fund				
NMH Group Superannuation Fund	**36,304**	26,119	**36,304**	26,119
Entities with common key shareholders				
Semaris Ltd	**-**	10	**-**	10
ENL Agri Ltd	**11**	-	**11**	-
Domaine Palm Marrakech S.A.	**280,437**	348,230	**-**	-

(xiii) Interest-bearing loans and borrowings from related party included in "term loans":

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Subsidiary:				
Loans payable to Beachcomber Limited	**-**	-	**211,040**	255,399

(xiv) Included in "lease liabilities":	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
Subsidiaries:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Beachcomber Hospitality Investments Ltd	**-**	-	**6,800,026**	6,916,254
Beachcomber Limited	**-**	-	**5,474**	6,195
Other related parties:				
Pension fund				
New Mauritius Hotels Superannuation Fund	**390,315**	336,507	**390,315**	336,507

Terms and conditions of transactions with related parties
Outstanding balances at period end are unsecured and settlement is occurred in cash. For the financial year, the Group and Company assessed recoverability of amounts owed by related parties and no impairment loss was recorded (2023: Nil). The Group and Company assessed provision for impairment from associates and no impairment was noted. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which it operates. The key assumptions used to determine the recoverable amount for the different CGUs are disclosed and further explained in Note 30.

Loans from related parties
Loans payable at call to Beachcomber Marketing (Pty) Ltd and Beachcomber Holidays Limited bear an interest rate of 4.10% and 3.50% per annum respectively (2023: 4.10% for Beachcomber Marketing (Pty) Ltd) (Note 46).

17. Related party transactions and disclosures (cont'd)

Loans from related parties (cont'd)
Loan payable at call to Semaris Ltd in the previous financial year was interest free (Note 46).

Loans payable to Beachcomber Limited amounting to Rs 112.5m, Rs 2.7m and Rs 95.8m bear an interest rate of PLR - 1.25%, a fixed rate of 1.5% and PLR - 0.65% respectively with maturity dates on 31 May 2029, 25 September 2024 and 30 May 2030 respectively (Note 44).

Loans to related party
Loan receivable from Beachcomber Hospitality Investments Ltd bears a fixed interest rate of 7.00% per annum (2023: 7.00%) (Note 34).

Loans to other related party
Loan receivable from Les Salines PDS Ltd bears a fixed interest rate of 5.00% per annum (2023: 5.00%) (Note 34).

The above transactions have been made on normal commercial terms and in the normal course of business.

(xv) Compensation of key management personnel	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Short-term employee benefits	**240,174**	256,582	**175,445**	188,843
Post-employment benefits	**20,644**	24,856	**16,150**	21,104
	260,818	281,438	**191,595**	209,947

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS

18. Revenue	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Revenue from contracts with customers (Note (a))	**14,986,208**	13,689,675	**11,659,187**	10,382,336
Rental income and recoverable lease expenses (Note (c))	**422,054**	393,845	**-**	-
	15,408,262	14,083,520	**11,659,187**	10,382,336

(a) Revenue from contracts with customers	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Timing of revenue recognition:				
At a point in time	**5,110,127**	4,824,092	**4,518,422**	4,349,916
Over time	**9,876,081**	8,865,583	**7,140,765**	6,032,420
	14,986,208	13,689,675	**11,659,187**	10,382,336

(b) Liabilities related to contracts with customers	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
At 1 July	**1,499,670**	1,366,935	**501,420**	438,151
Amounts included in contract liabilities that were recognised as revenue during the year	**(1,474,939)**	(1,273,370)	**(480,517)**	(375,561)
Cash received in advance of performance and not recognised as revenue during the year	**1,739,126**	1,434,258	**680,097**	438,830
Exchange differences	**47,392**	(28,153)	**-**	-
At 30 June	**1,811,249**	1,499,670	**701,000**	501,420
Disclosed as follows:				
Non-current	**128,990**	-	**128,990**	-
Current	**1,682,259**	1,499,670	**572,010**	501,420
	1,811,249	1,499,670	**701,000**	501,420

Contract liabilities arise from the Group's and Company's collection of future deposits for stays in hotels, golf membership fees and tour activities after the year end.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

18. Revenue (cont'd)

(c) Rental income and recoverable lease expenses

	THE GROUP	
	2024	2023
	Rs '000	Rs '000
Rental income	**405,460**	377,544
Recoverable lease expenses	**16,594**	16,301
	422,054	393,845

The recoverable property expenses relate to expenditure that is directly recoverable from tenants.

19. Staff costs

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Wages, salaries, fees and bonuses	**3,079,049**	2,738,343	**2,279,919**	2,043,280
Social costs	**321,644**	282,198	**193,631**	187,644
Other employee benefits and related expenses	**1,271,592**	1,053,599	**1,191,217**	971,802
	4,672,285	4,074,140	**3,664,767**	3,202,726

20. Other expenses

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Operating supplies and cleaning expenses	**535,522**	448,029	**469,740**	409,656
Repairs and maintenance	**574,244**	443,163	**488,566**	397,898
Utility costs	**586,773**	483,006	**504,058**	433,199
Marketing expenses *	**1,197,374**	1,192,455	**491,004**	429,180
Guest entertainment	**193,527**	189,001	**148,220**	139,001
Administrative expenses**	**806,244**	652,676	**541,025**	410,053
Licences, patents, insurance and taxes	**206,195**	164,422	**185,613**	156,024
	4,099,879	3,572,752	**2,828,226**	2,375,011

*Marketing expenses included a provision of Rs 60m for both Group and Company in 2022 arising from potential tax liabilities claimed by the French Tax Authorities to our representation office in Paris. The tax assessment relates to the non-payment of withholding tax and/or corporate tax on the representation fees transferred by the Company to its French representation office. In 2023, this provision has been reversed in marketing expenses following clearance of the case with the tax authorities - Please refer to Note 13 for further details.

**Administrative expenses mainly include legal and professional fees, credit card commissions and security contracts.

21. Finance revenue

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Exchange gain on retranslation of loan receivable	**70,368**	204,085	**82,698**	204,085
Interest income (Note 17(vii))	**124,062**	125,458	**249,253**	234,823
Modification gain on loan receivable	**31,284**	-	**31,284**	-
	225,714	329,543	**363,235**	438,908

During the financial year, a modification gain of Rs 31.3m was recognised representing the difference between the new and original gross carrying amount of the loan to Les Salines PDS Ltd, following modification of its contractual cash flows for the current financial year. There was no modification gain/loss in 2023.

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

22. Finance costs

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Exchange loss on currency borrowings	**49,771**	155,622	**51,200**	165,776
Dividends on preference shares	**23,403**	23,459	**23,403**	23,459
Interest costs on:				
Bank overdrafts	**51,833**	97,707	**39,616**	82,028
Loans	**942,890**	812,547	**590,713**	529,096
Redeemable convertible secured bonds	**21,090**	23,693	**21,090**	23,693
Debentures and fixed-rate secured notes	**180,180**	188,236	**80,677**	88,354
Lease liabilities (Note 28(ii))	**214,706**	180,235	**562,185**	458,343
Call account with subsidiaries (Note 17(vi))	**-**	-	**28,688**	20,571
Others	**-**	1,178	**-**	1
	1,434,102	1,327,055	**1,346,372**	1,225,545
	1,483,873	1,482,677	**1,397,572**	1,391,321

Accounting Policy
Borrowing costs
Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. Other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. All other borrowing costs are recognised as expenses when incurred.

No borrowing costs were capitalised during the year (2023: Nil).

23. Other income

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Other operating income	**33,976**	28,341	**36,233**	27,972
Investment income - quoted	**931**	867	**914**	867
- unquoted*	**-**	8	**336,582**	1,193,938
	34,907	29,216	**373,729**	1,222,777

*During the previous year, the Company received dividend income of Rs 828.1m through new shares in the subsidiary, Beachcomber Hospitality Investments Ltd, in lieu of cash (Note 31).

24. Other gains/(losses)

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Change in derivative financial instruments	**11,257**	13,894	**11,257**	13,894
Cash flow hedges released to profit or loss	**(28,452)**	(25,531)	**(70,676)**	(103,854)
Net foreign exchange gain	**366,938**	309,756	**334,413**	287,383
	349,743	298,119	**274,994**	197,423

25. Income tax

Accounting Policy

Current income tax
Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group and Company operate and generate taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

25. Income tax (cont'd)

Accounting Policy (cont'd)

Deferred tax
Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:
- where the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- in respect of taxable temporary differences associated with investments in subsidiary companies and associated companies where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:
- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiary companies and associated companies, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised directly in other comprehensive income or equity is recognised in other comprehensive income or equity and not in profit or loss.

Deferred tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Corporate Social Responsibility
In line with the definition within the Income Tax Act 1995, Corporate Social Responsibility (CSR) is regarded as a tax and is therefore subsumed with the income tax shown within the statement of profit or loss and other comprehensive income and the income tax liability on the statements of financial position.

The CSR charge for the current period is measured at the amount expected to be paid to the Mauritian tax authorities. The CSR rate and laws used to compute the amount are those charged or substantively enacted by the reporting date.

Significant accounting judgements and estimates

Taxes
Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. Given the wide range of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Group and Company establish provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which they operate. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority.

Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective domicile of the Group and Company. Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profits will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and the level of future taxable profits together with future tax planning strategies.

For the purposes of measuring deferred tax liabilities or deferred tax assets arising from investment property, the Directors reviewed the Group's investment property and concluded that the property is not held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time. Therefore, in determining the Group's deferred taxation on its investment property, the Directors have determined that the presumption that the carrying amount of investment property measured using the fair value model is recovered entirely through sale is not rebutted. As a result, the Group has not recognised any deferred taxes on changes in fair value of investment property as the Group is not subject to any capital gain taxes on disposal of its investment property.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

25. Income tax (cont'd)

(a) Current income tax	**THE GROUP**		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
The major components of income tax for the years ended 30 June 2024 and 30 June 2023 are:				
Statements of profit or loss:				
Income tax on the adjusted profit for the year at 15% to 27% (2023: 15% to 27%)	**(142,278)**	(145,916)	**-**	-
Corporate Social Responsibility (CSR)	**(14,716)**	(12,898)	**(5,836)**	(5,793)
Deferred tax movement (Note 25 (b))	**(292,388)**	(323,213)	**(218,139)**	(249,012)
Income tax prepaid not recoverable	**(4,866)**	-	**(4,866)**	-
Underprovision of income and deferred tax	**(3)**	(45,115)	**-**	(46,852)
Income tax expense	**(454,251)**	(527,142)	**(228,841)**	(301,657)

	THE GROUP		**THE COMPANY**	
Statements of other comprehensive income:	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Deferred tax relating to items recognised in other comprehensive income				
Losses on cash flow hedges	**415**	81	**36,093**	52,854
Remeasurement of employee benefit liabilities	**(7,459)**	103,766	**(8,289)**	101,378
	(7,044)	103,847	**27,804**	154,232

Statements of financial position:	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
At 1 July	**(73,745)**	(7,589)	**6,503**	6,174
Income tax on the adjusted profit for the year at 15% to 27% (2023: 15% to 27%)	**(142,278)**	(144,179)	**-**	-
Corporate Social Responsibility (CSR)	**(14,716)**	(12,898)	**(5,836)**	(5,793)
Income tax prepaid not recoverable	**(4,866)**	-	**(4,866)**	-
Underprovision of income tax	**(3)**	-	**-**	-
Reclassifications	**(1,637)**	-	**(1,637)**	-
Payment during the year	**207,470**	95,387	**5,836**	6,122
Exchange differences	**(338)**	(4,466)	**-**	-
At 30 June	**(30,113)**	(73,745)	**-**	6,503

	THE GROUP		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Analysis of tax position at year end:				
Income tax prepaid	**188**	6,503	**-**	6,503
Income tax payable	**(30,301)**	(80,248)	**-**	-
	(30,113)	(73,745)	**-**	6,503

A reconciliation between tax expense and the product of accounting profit multiplied by the respective jurisdiction's tax rate in the years ended 30 June 2024 and 30 June 2023 is as follows:

	THE GROUP		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Profit before tax	**2,595,945**	2,809,282	**1,893,158**	2,882,851
Tax calculated at a rate of 15% to 27% (2023: 15% to 27%)	**(445,521)**	(533,361)	**(283,974)**	(432,428)
Corporate Social Responsibility (CSR)	**(14,716)**	(12,898)	**(5,836)**	(5,793)
Effect of temporary difference on CSR	**(37,863)**	(24,501)	**(37,863)**	(57,657)
Expenses not deductible for tax purposes	**(25,196)**	(46,355)	**(16,359)**	(50,356)
Deferred tax asset not recognised	**(981)**	(1,089)	**-**	-
Utilisation of previous tax losses	**14,727**	45,273	**-**	-
Income tax prepaid not recoverable	**(4,866)**	-	**(4,866)**	-
Underprovision of income and deferred tax	**(3)**	(45,115)	**-**	(46,852)
Effect of disposal of properties	**(1,140)**	18,380	**(1,140)**	18,380
Income not subject to tax	**61,308**	72,524	**121,197**	273,049
Income tax expense	**(454,251)**	(527,142)	**(228,841)**	(301,657)

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

25. Income tax (cont'd)

(b) Deferred tax

The Group has determined that deferred tax assets cannot be recognised on tax losses of Rs 1,938m (2023: Rs 1,988m) carried forward since there is uncertainty and no convincing other evidence whether future taxable profit will be available against which the unused tax losses can be utilised. Out of the Rs 1,938m (2023: Rs 1,988m) for unrecognised deferred tax assets, an amount of Rs 1,938m (2023: Rs 1,967m) can be utilised indefinitely.

Tax losses for which no deferred tax asset was recognised expire as follows:

	THE GROUP	
	2024	2023
Tax year of assessment	**Rs '000**	Rs '000
2024/25	**-**	18
2025/26	**-**	2,574
2026/27	**-**	4,853
2027/28	**-**	6,409
2028/29	**-**	7,632
	-	21,486

THE GROUP

Deferred taxes as at 30 June 2024 and 30 June 2023 relate to the following:

	Statements of Financial Position		Statements of Profit or Loss		Statements of Other Comprehensive Income	
	2024	2023	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Deferred tax liabilities						
Accelerated capital allowances	**1,932,885**	2,003,450	**70,565**	(201,398)	**-**	-
Asset revaluation	**1,243,942**	1,245,280	**-**	-	**-**	-
Right-of-use assets	**247,348**	255,192	**7,844**	(5,878)	**-**	-
Exchange differences	**79,498**	62,485	**-**	-	**(17,013)**	(32,997)
	3,503,673	3,566,407				
Deferred tax assets						
Losses available for offsetting against future taxable income	**(580,429)**	(964,240)	**(383,811)**	(201,877)	**-**	-
Employee benefit liabilities	**(404,810)**	(402,897)	**9,372**	(12,714)	**(7,459)**	103,766
Provision & others	**(42,011)**	(33,200)	**8,811**	15,140	**-**	-
Lease liabilities	**(335,837)**	(340,591)	**(5,169)**	36,662	**415**	81
Exchange differences	**(120,148)**	(66,917)	**-**	-	**53,231**	13,043
	(1,483,235)	(1,807,845)				
Deferred tax liabilities (net)	**2,020,438**	1,758,562				
Disclosed as follows:						
Deferred tax assets	**(240,081)**	(227,203)				
Deferred tax liabilities	**2,260,519**	1,985,765				
	2,020,438	1,758,562				
Deferred tax charged to profit or loss			**(292,388)**	(370,065)		
Deferred tax credited to other comprehensive income					**29,174**	83,893

The tax losses due to operation expire on a rolling basis over 3-5 years whereas capital allowances can be utilised indefinitely for the Group.

DETAILED INFORMATION ON STATEMENTS OF PROFIT OR LOSS ITEMS (CONT'D)

25. Income tax (cont'd)

(b) Deferred tax (cont'd)

THE COMPANY	Statements of Financial Position		Statements of Profit or Loss		Statements of other Comprehensive Income	
	2024	2023	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Deferred tax liabilities						
Accelerated capital allowances	**1,183,778**	1,294,872	**111,094**	(4,188)	**-**	-
Asset revaluation	**769,230**	770,568	**-**	-	**-**	-
Right-of-use assets	**1,139,038**	1,240,821	**101,783**	(220,001)	**-**	-
Deferred tax assets						
Losses available for offsetting against future taxable income	**(259,861)**	(640,949)	**(381,088)**	(248,841)	**-**	-
Provision & others	**(31,909)**	(30,199)	**1,710**	14,299	**-**	-
Employee benefit liabilities	**(395,800)**	(388,718)	**15,371**	(12,400)	**(8,289)**	101,378
Lease liabilities	**(1,469,834)**	(1,500,750)	**(67,009)**	175,267	**36,093**	52,854
Net deferred tax liabilities	**934,642**	745,645				
Deferred tax charged to profit or loss			**(218,139)**	(295,864)		
Deferred tax credited to other comprehensive income					**27,804**	154,232

The tax losses due to operation expire on a rolling basis over 5 years whereas capital allowances can be utilised indefinitely for the Company.

26. Earnings per share

Accounting Policy

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year. On 14 March 2019, 2,354,503 preference shares of the Company were converted into 1,311,929 new ordinary shares ranking pari passu with the existing ordinary shares. The number of ordinary shares of the Company after the conversion is 548,982,130.

There is no more conversion window which can be exercised at the option of the preference shareholders. The Company may, at its absolute discretion, from 28 July 2022, redeem or buy back the remaining preference shares in whole or in part.

Diluted EPS is determined by adjusting the profit or loss attributable to owners of the Company and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise issued redeemable convertible secured bonds.

The following table reflects the income and share data used in the basic and diluted EPS computations:

		2024	2023
		Rs '000	Rs '000
Profit attributable to ordinary equity holders of the parent		**1,942,737**	2,118,591
Weighted average number of ordinary shares for basic EPS ('000)		**548,982**	548,982
Basic earnings per share	Rs	**3.54**	3.86
Profit attributable to ordinary equity holders of the parent		**1,942,737**	2,118,591
Interest costs on redeemable convertible secured bonds		**21,090**	23,693
		1,963,827	2,142,284
Weighted average number of ordinary shares for diluted EPS ('000)		**884,422**	884,422
Diluted earnings per share	Rs	**2.22**	2.42

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS

27. Property, plant and equipment

Accounting Policy

Plant and equipment are stated at historical cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects, if the recognition criteria are met. All other repair and maintenance costs are recognised in profit or loss as incurred.

Land and buildings are measured at revalued amount less accumulated depreciation on buildings and any impairment losses are recognised after the date of the revaluation. Following initial recognition at cost, freehold land and buildings are revalued every 3 years.

Any revaluation surplus is recognised in other comprehensive income and accumulated in the revaluation reserve included in the equity section of the statements of financial position, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss, in which case the increase is recognised in profit or loss. A revaluation loss is recognised in profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

The carrying values of property, plant and equipment are reviewed for impairment at each reporting date or when events or changes in circumstances indicate that the carrying value may not be recoverable.

An annual transfer from the revaluation reserve to retained earnings is made for the difference between depreciation based on the revalued carrying amount of the assets and depreciation based on the assets' original cost. Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation reserve relating to the particular asset being sold is transferred to retained earnings.

Depreciation is calculated on a straight-line basis over the useful life as follows:

Office buildings	50 years
Golf course improvements	20 years
Plant and equipment	Between 3 and 26 years
Furniture, fittings, office equipment and electrical appliances	Between 3 and 15 years
Computers and electronic equipment	Between 3 and 10 years
Motor vehicles	5 years

Land is not depreciated.

Buildings and motor vehicles are depreciated up to their respective residual values.

For hotel buildings, depreciation is calculated using straight-line the method over the lease term of the leasehold land on which the buildings are found.

Other fixed assets include plant and equipment, furniture and fittings, office equipment and electrical appliances and computers and electronic equipment.

Work in progress pertains mainly to costs incurred for renovation works at Victoria Beachcomber Resort & Spa and Paradis Beachcomber Golf Resort & Spa along with construction work on the Harmonie Golf Course.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end, and adjusted prospectively if appropriate.

Significant accounting judgements and estimates

Revaluation and impairment of freehold land and hotel buildings
The Group and Company measure freehold land and hotel buildings at revalued amounts with changes in fair value being recognised in other comprehensive income and accumulated in equity. As at 30 June 2022, the Group and Company engaged an independent valuation specialist to determine fair value based on prevailing market data. As at 30 June 2024, the Group and Company also performed an impairment assessment of the carrying value of freehold land and buildings per cash-generating unit through the value in use methodology. Impairment losses were recognised where the value in use was lower than the carrying value. Further details in respect of the freehold land and buildings are contained in Note 27. The key assumptions used to determine the recoverable amount for the different CGUs are disclosed and further explained in Notes 15 and 30.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

27. Property, plant and equipment (cont'd)

Significant accounting judgements and estimates (cont'd)

Property, plant and equipment: Estimations of the useful lives and residual value of the assets
The depreciation charge calculation requires an estimation of the economic useful life of the property, plant and equipment of the Group and Company analysed by component as well as their residual values. In estimating residual values, the Group and Company have assessed the value of the buildings at today's rates assuming the buildings are in the condition in which they are expected to be at the end of the lease terms of the leasehold land on which the buildings are found.

The Directors therefore made estimates based on historical experience and used best judgement to assess the useful life and assets and to forecast the expected residual values of the assets at the end of their expected useful lives.

Other items of property, plant and equipment are depreciated over their useful lives. The carrying amount of property, plant and equipment is disclosed below.

THE GROUP	Freehold Land Rs '000	Buildings Rs '000	Other Fixed Assets Rs '000	Motor Vehicles Rs '000	Work in Progress Rs '000	Total Rs '000
Cost and valuation						
At 1 July 2022	2,627,243	21,257,292	6,823,790	235,528	222,998	31,166,851
Additions	-	54,813	323,910	40,236	465,039	883,998
Transfer	2,031	178,470	77,692	-	(258,193)	-
Disposals (Note (d))	(29,749)	(102,087)	(125,322)	(53,393)	-	(310,551)
Reclassifications	-	-	(12,941)	12,941	-	-
Write off (Note 15)	(42,539)	-	-	-	(86,350)	(128,889)
Transfer from right-of-use assets (Note 28)	-	-	515	3,678	-	4,193
Exchange differences	14,211	93,257	52,931	525	(244)	160,680
At 30 June 2023	2,571,197	21,481,745	7,140,575	239,515	343,250	31,776,282
Additions	2,535	48,860	348,133	75,815	1,008,152	1,483,495
Transfer	(9,374)	594,286	218,228	-	(803,140)	-
Disposals (Note (d))	(18,309)	(63,324)	(49,142)	(75,916)	(478)	(207,169)
Scrapped	-	-	(66,999)	(65)	(1,351)	(68,415)
Exchange differences	13,956	88,269	57,391	1,436	-	161,052
At 30 June 2024	**2,560,005**	**22,149,836**	**7,648,186**	**240,785**	**546,433**	**33,145,245**
Depreciation						
At 1 July 2022	-	66,039	5,243,486	165,638	-	5,475,163
Charge for the year	-	270,890	355,770	18,103	-	644,763
Disposals (Note (d))	-	(800)	(101,846)	(49,236)	-	(151,882)
Transfer from right-of-use assets (Note 28)	-	-	505	1,904	-	2,409
Exchange differences	-	14,054	37,320	384	-	51,758
At 30 June 2023	-	350,183	5,535,235	136,793	-	6,022,211
Charge for the year	-	297,193	402,350	25,232	-	724,775
Disposals (Note (d))	-	(1,455)	(48,993)	(59,296)	-	(109,744)
Scrapped	-	-	(62,153)	(65)	-	(62,218)
Exchange differences	-	3,694	41,428	1,058	-	46,180
At 30 June 2024	**-**	**649,615**	**5,867,867**	**103,722**	**-**	**6,621,204**
Net Book Values						
At 30 June 2024	**2,560,005**	**21,500,221**	**1,780,319**	**137,063**	**546,433**	**26,524,041**
At 30 June 2023	2,571,197	21,131,562	1,605,340	102,722	343,250	25,754,071

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

27. Property, plant and equipment (cont'd)

THE COMPANY

Cost and valuation	**Freehold Land**	**Buildings**	**Other Fixed Assets**	**Motor Vehicles**	**Work in Progress**	**Total**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
At 1 July 2022	1,813,601	13,693,730	5,031,467	89,129	161,560	20,789,487
Additions	-	22,373	243,720	-	433,619	699,712
Transfer	-	178,470	74,809	-	(253,279)	-
Transfer from right-of-use assets (Note 28)	-	-	515	3,678	-	4,193
Write off (Note 15)	(42,539)	-	-	-	-	(42,539)
Disposals (Note (d))	(29,749)	(102,087)	(1,844)	(29,189)	-	(162,869)
At 30 June 2023	1,741,313	13,792,486	5,348,667	63,618	341,900	21,287,984
Additions	-	48,843	271,071	-	986,565	1,306,479
Transfer	-	584,912	218,229	-	(803,141)	-
Scrapped	-	-	(65,655)	(65)	-	(65,720)
Disposals (Note (d))	(18,310)	(63,324)	(46,504)	(30,998)	(478)	(159,614)
At 30 June 2024	**1,723,003**	**14,362,917**	**5,725,808**	**32,555**	**524,846**	**22,369,129**
Depreciation						
At 1 July 2022	-	139,914	4,051,257	70,725	-	4,261,896
Charge for the year	-	166,697	255,181	1,744	-	423,622
Transfer from right-of-use assets (Note 28)	-	-	505	1,904	-	2,409
Disposals	-	(776)	(1,838)	(23,417)	-	(26,031)
At 30 June 2023	-	305,835	4,305,105	50,956	-	4,661,896
Charge for the year	-	195,239	284,036	842	-	480,117
Scrapped	-	-	(60,139)	(65)	-	(60,204)
Disposals (Note (d))	-	(903)	(46,355)	(24,730)	-	(71,988)
At 30 June 2024	**-**	**500,171**	**4,482,647**	**27,003**	**-**	**5,009,821**
Net Book Values						
At 30 June 2024	**1,723,003**	**13,862,746**	**1,243,161**	**5,552**	**524,846**	**17,359,308**
At 30 June 2023	1,741,313	13,486,651	1,043,562	12,662	341,900	16,626,088

(a) Revaluation of freehold land and buildings

The Group and Company have a policy of revaluating their freehold land and buildings every three years. These assets were revalued at 30 June 2022 by Noor Dilmohamed and Associates (Mauritius operations), Cabinet Lazrak (Morocco operations), Vail Williams LLP (UK operations) and Eynard Immobiliare (Italy operations), accredited independent valuers with recognised professional qualifications and relevant experience. Revaluation adjustment was accounted for those properties where there is no indication of impairment of the cash generating units (refer to Note 15(b) for revaluation adjustment in profit and loss and revaluation reserves).

The Group and Company have assessed that the highest and best use of their properties do not differ from their current use.

The revalued land and buildings consist of hotel properties. Management determined that these constitute two classes of assets - namely land and buildings - under IFRS 13, based on the nature, characteristics and risks of the property.

Land and buildings were valued based on active market prices, significantly adjusted for differences in the nature, location or condition of the specific property, with the exception of the buildings for Beachcomber Hotel S.A. (a subsidiary of the Company) which was valued on a discounted cash flow basis. The most significant input into this valuation approach is price per square metre. The basis of valuation in estimating the market value has been undertaken in accordance with the principles set out by the International Valuation Standards Committee as per the International Valuation Application 1 (IVA 1) which deals with Valuation for Financial Reporting and which is to be used in the context of IFRS Accounting Standards.

The buildings of Beachcomber Hotel S.A. have been valued on a discounted cash flow basis. This method of valuation is based on the theory of substitution and is used in situations where it is difficult to estimate inputs to be used to calculate value. The most significant input into this method of valuation is the discount rate and the growth rate.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

27. Property, plant and equipment (cont'd)

(a) Revaluation of freehold land and buildings (cont'd)

The freehold land and buildings have been classified as level 3 and there were no transfers from one level to another during the year.

		Year ended 30 June 2024	Year ended 30 June 2023
Significant unobservable valuation input		**Range**	Range
Open Market Value basis			
Price per square metre:	- Freehold land	**Rs 1,024 - Rs 7,900**	Rs 1,024 - Rs 7,900
	- Building	**Rs 8,000 - Rs 90,000**	Rs 8,000 - Rs 90,000
Discounted Cash Flow basis	*- Building*		
Discount rate		**12.0%**	12.0%
Growth rate		**2.5%**	2.5%

Significant increases/(decreases) in estimated price per square metre and growth rate in isolation would result in a significantly higher/(lower) fair value.

On the other hand, significant increases/(decreases) in discount rate in isolation would result in a significantly (lower)/higher fair value.

(b) If freehold land and buildings were measured using the cost model, the carrying amount would have been as follows:

	THE GROUP		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Cost (freehold land)	**1,093,404**	1,116,495	**731,421**	747,674
Cost (buildings)	**16,165,001**	15,577,306	**9,909,257**	9,330,953
Accumulated depreciation	**(2,214,285)**	(2,001,045)	**(1,484,944)**	(1,355,397)
Net book values	**15,044,120**	14,692,756	**9,155,734**	8,723,230

(c) Property, plant and equipment given as collateral for bank borrowings are included in assets.

(d) During the year, 2 villas were sold by the Company under the Investment Hotel Scheme ("IHS") and same was accounted for as a sale and leaseback transaction. Corresponding right-of-use assets and lease liabilities (Note 28) were then recognised following the sale of the 2 villas (2023: 3 villas were sold).

28. Right-of-use assets and lease liabilities

Accounting Policy

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:
- leases of low-value assets (below Rs 200k); and
- leases with a duration of 12 months or less.

Identifying leases
The Group and Company account for a contract, or a portion of a contract, as a lease when they convey the right to use an asset for a period of time in exchange for consideration. Leases are those contracts that satisfy the following criteria:

(a) there is an identified asset;
(b) the Group and Company obtain substantially all the economic benefits from use of the asset; and
(c) the Group and Company have the right to direct use of the asset.

The Group and Company consider whether the supplier has substantive substitution rights. If the supplier does have those rights, the contract is not identified as giving rise to a lease.

In determining whether the Group and Company obtain substantially all the economic benefits from use of the asset, the Group and Company consider only the economic benefits that arise from the use of the asset, not those incidental to legal ownership or other potential benefits.

In determining whether the Group and Company have the right to direct use of the asset, the Group and Company consider whether they direct how and for what purpose the asset is used throughout the period of use. If there are no significant decisions to be made because they are predetermined due to the nature of the asset, the Group and Company consider whether they were involved in the design of the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use. If the contract or portion of a contract does not satisfy these criteria, the Group and Company use other applicable IFRS Accounting Standards rather than IFRS 16.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

28. Right-of-use assets and lease liabilities (cont'd)

Accounting Policy (cont'd)

Identifying leases (cont'd)

For contracts that both convey a right to the Group and Company to use an identified asset and require services to be provided to the Group and Company by the lessor, the Group and Company have elected to account for the entire contract as a lease, i.e. they do allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

Measuring leases
Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate implicit in the lease unless (as is typically the case) this is not readily determinable, in which case the Group's and Company's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

On initial recognition, the carrying value of the lease liability also includes:
- amounts expected to be payable under any residual value guarantee;
- the exercise price of any purchase option granted in favour of the Group and Company if it is reasonably certain to assess that option; and
- any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right-of-use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:
- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the Group and Company are contractually required to dismantle, remove or restore the leased asset (typically leasehold dilapidations).

Subsequent to initial measurement, lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term. While the Group and Company revalue their land and buildings that are presented within property, plant and equipment, they have chosen not to do so for the right-of-use land and buildings held by the Group and Company.

When the Group and Company revise their estimate of the term of any lease (because, for example, they reassess the probability of a lessee extension or termination option being exercised), they adjust the carrying amount of the lease liability to reflect the payments to be made over the revised term, which are discounted at a revised discount. The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised. In both cases, an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

When the Group and Company renegotiate the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:
- If the renegotiation results in one or more additional assets being leased for an amount commensurate with the stand-alone price for the additional right-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy.
- In all other cases where the renegotiation increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount.
- If the renegotiation results in a decrease in the scope of the lease, the carrying amount of both the lease liability and right-of-use asset is reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

As a lessee
In accordance with IAS 40, commitments under non-cancellable operating leases of land are recognised on the statement of financial position as a liability and as an asset (investment property). The liability is determined as the present value of the minimum lease payments. Finance charges are allocated to profit or loss during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Sale and leaseback transactions
If the Group or Company transfers an asset to another entity (the buyer-lessor) and leases that asset back from the buyer-lessor, they determine whether the transfer of the asset is a sale in accordance with IFRS 15 or not. If the transfer of an asset satisfies the requirements of IFRS 15 it is accounted for as a sale of the asset. If the transfer of the asset is not a sale, the Group and Company continue to recognise the transferred asset and recognise a financial liability equal to the transfer proceeds. They account for the financial liability applying IFRS 9.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

28. Right-of-use assets and lease liabilities (cont'd)

Significant accounting judgements and estimates
The Group and Company were not able to readily determine the interest rate implicit in the lease; therefore, they used their incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group and Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Judgement is applied in determining the components of the IBR used for each lease including risk-free rates, the Group's and Company's credit risk and any lease-specific adjustments. The IBR is determined based on a series of inputs including: the risk-free rate based on Government bond rates; a country specific risk adjustment; and a credit risk adjustment.

Judgement was also applied by the Company in respect of the lease term with one of its subsidiaries, which included renewal options by the Company as the lessee, after expiry of the initial lease term of 18 years. It was considered appropriate to not include the renewal options for the lease liability and right-of-use calculation due to the various unforeseen events which could arise in the distant future.

(i) RIGHT-OF-USE ASSETS

THE GROUP	Land and Buildings	Leasehold Rights	Plant and Machinery and Motor Vehicles	Total
	Rs '000	Rs '000	Rs '000	Rs '000
At 1 July 2022	1,843,720	284,686	180,871	2,309,277
Additions (Note 27(d))	44,091	-	66,950	111,041
Depreciation	(65,155)	(6,634)	(55,337)	(127,126)
Transfer to property, plant and equipment (Note 27)	-	-	(1,784)	(1,784)
Variable lease payment adjustment	22,781	-	-	22,781
Disposals	-	-	(7,265)	(7,265)
Exchange differences	24,771	-	6,575	31,346
At 30 June 2023	1,870,208	278,052	190,010	2,338,270
Additions (Note 27(d))	91,951	-	180,099	272,050
Depreciation	(66,669)	(5,663)	(59,058)	(131,390)
Remeasurement of right-of-use assets**	(316,348)	-	-	(316,348)
Variable lease payment adjustment	63,683	-	-	63,683
Disposals	-	-	(31,852)	(31,852)
Exchange differences	3,623	-	431	4,054
At 30 June 2024	**1,646,448**	**272,389**	**279,630**	**2,198,467**

THE COMPANY	Land and Buildings*	Leasehold Rights	Plant Machinery and Motor Vehicles	Total
	Rs '000	Rs '000	Rs '000	Rs '000
At 1 July 2022	4,594,574	110,879	82,696	4,788,149
Additions	44,091	-	53,882	97,973
Remeasurement of right-of-use assets	1,732,337	-	-	1,732,337
Variable lease payment adjustment	22,781	-	-	22,781
Depreciation	(365,021)	(2,342)	(32,281)	(399,644)
Transfer to property, plant and equipment (Note 27)	-	-	(1,784)	(1,784)
At 30 June 2023	6,028,762	108,537	102,513	6,239,812
Additions	23,015	-	177,993	201,008
Remeasurement of right-of-use assets**	(316,348)	-	-	(316,348)
Variable lease payment adjustment	52,001	-	-	52,001
Depreciation	(434,172)	(2,343)	(46,965)	(483,480)
Disposals	-	-	(1,084)	(1,084)
At 30 June 2024	**5,353,258**	**106,194**	**232,457**	**5,691,909**

* Included in land and buildings is a profit on a sale and leaseback transaction netted off as per IFRS 16 (refer to Note 48).
** Remeasurement of right-of-use assets relates to the extension of the lease period for one of its lease agreements.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

28. Right-of-use assets and lease liabilities (cont'd)

(ii) LEASE LIABILITIES

THE GROUP	Land and Buildings Rs '000	Plant, Machinery and Motor Vehicles Rs '000	Total Rs '000
At 1 July 2022	2,179,823	178,071	2,357,894
Additions	45,121	66,950	112,071
Interest expense	170,440	9,795	180,235
Lease payments	(215,146)	(65,841)	(280,987)
Variable lease payment adjustment	22,781	-	22,781
Disposals	-	(7,265)	(7,265)
Exchange differences	79,737	7,927	87,664
At 30 June 2023	2,282,756	189,637	2,472,393
Additions	92,408	180,099	272,507
Interest expense	197,582	17,124	214,706
Lease payments*	(215,636)	(81,148)	(296,784)
Remeasurement of lease liabilities**	(316,348)	-	(316,348)
Variable lease payment adjustment	63,683	-	63,683
Disposals	-	(32,134)	(32,134)
Exchange differences	14,970	426	15,396
At 30 June 2024	**2,119,415**	**274,004**	**2,393,419**

Disclosed as:	2024 Rs '000	2023 Rs '000
Non-current	**2,281,260**	2,388,617
Current	**112,159**	83,776
	2,393,419	2,472,393

THE COMPANY	Land and Buildings Rs '000	Plant Machinery and Motor Vehicles Rs '000	Total Rs '000
At 1 July 2022	7,486,051	87,760	7,573,811
Additions	45,121	53,882	99,003
Remeasurement of lease liabilities	1,732,337	-	1,732,337
Variable lease payment adjustment	22,781	-	22,781
Interest expense	451,184	7,159	458,343
Lease payments	(1,220,440)	(43,905)	(1,264,345)
Exchange differences	310,904	-	310,904
At 30 June 2023	8,827,938	104,896	8,932,834
Additions	23,472	177,993	201,465
Remeasurement of lease liabilities**	(316,348)	-	(316,348)
Variable lease payment adjustment	52,001	-	52,001
Interest expense	546,916	15,269	562,185
Lease payments*	(893,640)	(62,488)	(956,128)
Disposals	-	(1,366)	(1,366)
Exchange differences	212,313	-	212,313
At 30 June 2024	**8,452,652**	**234,304**	**8,686,956**

Disclosed as:	2024 Rs '000	2023 Rs '000
Non-current	**8,225,874**	8,543,280
Current	**461,082**	389,554
	8,686,956	8,932,834

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

28. Right-of-use assets and lease liabilities (cont'd)

(ii) LEASE LIABILITIES (CONT'D)

Maturity analysis of lease liabilities	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
Minimum lease payments:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
- Within one year	**345,397**	310,578	**1,035,841**	942,471
- After one year and before two years	**311,172**	293,875	**1,045,855**	946,414
- After two years and before five years	**803,443**	745,564	**3,211,327**	2,936,113
- After five years	**9,066,314**	8,431,385	**11,485,800**	11,507,331
	10,526,326	9,781,402	**16,778,823**	16,332,329
Less: Future finance charges on obligations under lease liabilities	**(8,132,907)**	(7,309,009)	**(8,091,867)**	(7,399,495)
Present value of obligations under lease liabilities	**2,393,419**	2,472,393	**8,686,956**	8,932,834

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Present value analysed as follows:				
Current				
- Within one year	**112,159**	83,776	**461,082**	389,554
Non-current				
- After one year and before two years	**91,604**	86,156	**507,301**	416,807
- After two years and before five years	**181,625**	154,117	**1,806,845**	1,513,007
- After five years	**2,008,031**	2,148,344	**5,911,728**	6,613,466
	2,281,260	2,388,617	**8,225,874**	8,543,280
	2,393,419	2,472,393	**8,686,956**	8,932,834

Lease liabilities are effectively secured as the rights to the leased assets that revert to the lessor in the event of default.
*Included in lease payments is an amount of Rs 78.9m (2023: Nil), which refers to a non-cash transaction (refer to Note 34 (a) (iii)).
** Remeasurement of right-of-use assets relates to the extension of the lease period for one of its lease agreement.

(a) Nature of leasing activities (in the capacity as lessee)

The Group and Company lease a number of properties in the jurisdictions from which they operate. In some jurisdictions it is customary for lease contracts to provide for payments to increase each year by inflation and in others to be reset periodically to market rental rates. In some jurisdictions' property leases, the periodic rent is fixed over the lease term. The leases arise mainly on hotel properties.

The Group and Company also lease certain items of plant and equipment. Some contracts for services with distributors contain a lease of vehicles. Leases of plant, equipment and vehicles comprise only of fixed payments over the lease terms.

(b) Variable lease payments

The percentages in the table below reflect the current proportions of lease payments that are either fixed or variable. The sensitivity reflects the impact on the carrying amount of lease liabilities and right-of-use assets if there was an uplift of 10% on the balance sheet date to lease payments that are variable.

30 June 2024

THE GROUP	*Lease Contracts* ***Number***	*Fixed Payments* ***%***	*Variable Payments* ***%***	*Sensitivity* ***Rs***
Property leases with payments linked to inflation	15	85%	-	-
Property leases with variable payments	5	-	3%	7,308
Leases of plant, machinery and motor vehicles	188	12%	-	-
	208	**97%**	**3%**	**7,308**

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

28. Right-of-use assets and lease liabilities (cont'd)

(ii). LEASE LIABILITIES (CONT'D)

(b) Variable lease payments (cont'd)

30 June 2024 (cont'd)

THE COMPANY	***Lease Contracts Number***	***Fixed Payments %***	***Variable Payments %***	***Sensitivity Rs***
Property leases with payments linked to inflation	12	96%	-	-
Property leases with variable payments	5	-	1%	7,308
Leases of plant, machinery and motor vehicles	163	3%	-	-
	180	**99%**	**1%**	**7,308**

30 June 2023

THE GROUP	*Lease Contracts Number*	*Fixed Payments %*	*Variable Payments %*	*Sensitivity Rs*
Property leases with payments linked to inflation	15	91%	-	-
Property leases with variable payments	3	-	2%	4,436
Leases of plant, machinery and motor vehicles	222	7%	-	-
	240	98%	2%	4,436

THE COMPANY	*Lease Contracts Number*	*Fixed Payments %*	*Variable Payments %*	*Sensitivity Rs*
Property leases with payments linked to inflation	12	98%	-	-
Property leases with variable payments	3	-	1%	4,436
Leases of plant, machinery and motor vehicles	197	1%	-	-
	212	99%	1%	4,436

(c) Extension and termination options

Extension and termination options are included in a number of property and equipment leases across the Group and Company. These are used to maximise operational flexibility in terms of managing the assets used in the Group's and Company's operations. The majority of extension and termination options held are exercisable only by the Group and Company and not by the respective lessor.

(d) Lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease term is revised if an option is actually exercised (or not exercised) or the Group and Company become obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, there has been no effect of exercising any extension or termination options with respect to the existing leases and right-of-use assets.

	2024 Rs '000	2023 Rs '000
THE GROUP		
Interest expense (included in finance cost)	**214,706**	180,235
THE COMPANY		
Interest expense (included in finance cost)	**562,185**	458,343

The total cash outflow for leases in 2024 was Rs 217.9m for the Group and Rs 877.2m for the Company (2023: Rs 281m for the Group and Rs 1,264.3m for the Company).

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

29. Investment property

Accounting Policy
Investment property is measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Subsequent to initial recognition, investment property is stated at fair value, which reflects market conditions at the reporting date. Gains and losses arising from changes in the fair values of investment property are included in profit or loss in the year in which they arise. Fair values are determined based on an annual valuation performed by an accredited external independent valuer, applying a valuation model recommended by the International Valuation Standards Committee.

Investment property is derecognised when either it has been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

Transfers are made to investment property only when there is a change in use, evidenced by the end of owner occupation or commencement of an operating lease to another party. Transfers are made from investment property when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.

For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is its fair value at the date of change in use. If owner occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

	THE GROUP	
	2024 Rs '000	2023 Rs '000
At 1 July	**6,164,287**	5,573,428
Additions	**730**	81,845
Change in fair value	**(68,509)**	109,271
Exchange differences	**196,227**	399,743
At 30 June	**6,292,735**	6,164,287
Analysed as follows:		
Investment property	**6,030,774**	5,916,612
Right-of-use assets	**261,961**	247,675
	6,292,735	6,164,287

No borrowing costs were capitalised during the financial year ended 30 June 2024 (2023: Nil).

(i) Measuring investment property at fair value
Investment property was valued as at June 30, 2024 by Knight Frank Gauteng (Pty) Ltd, South Africa, external independent certified practising valuers with relevant experience. The valuation was performed in accordance with the International Valuation Standards Committee requirements, and the valuation model is consistent with principles of IFRS 13. The fair value is determined using the discounted cash flow (DCF) method by discounting the rental income based on expected net cash flows of the underlying hotel. The DCF is also the approach by which investors analyse property for investment purposes to estimate the market value. This methodology also takes into account the time value of money between the valuation date and the date when the income stream theoretically reverts to market levels.

The property valuation includes the right of use of land, lease incentives and plant, equipment, furniture and fittings which are an integral part of the building.

The discounted fair value of investment property as estimated by the valuer was adjusted-with-right of use assets recognised separately.

(ii) Fair value hierarchy
The fair value measurement hierarchy for investment property as at June 30, 2024 was Level 3 – Significant unobservable inputs (2023: Level 3). There was no transfer between Level 1, 2 and 3 during the year.

Description of valuation techniques used and key inputs to valuation is as follows:

Nature & Location: Hotel built on Ste Anne Island, Seychelles.
Valuation technique: DCF method.
Significant unobservable inputs:
Rent growth p.a.: 1.45% to 2.00% (2023: 1.41% to 2.00%)
Discount rate: 8.75% (2023: 8.75%)
Terminal yield: 7.00% (2023: 7.00%)

Significant increases/(decreases) in estimated rental value and rent growth per annum in isolation would result in a significantly higher/(lower) fair value of the property. Significant increases/(decreases) in the long-term discount rate (and exit yield) in isolation would result in a significantly (lower)/higher fair value.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

29. Investment property (cont'd)

(iii) Amounts of investment property recognised in Statements of Profit or Loss

	THE GROUP	
	2024	2023
	Rs'000	Rs'000
Rental income from operating leases	**405,460**	377,544
Recoverable lease expenses	**16,594**	16,301
Direct operating expenses that generated rental income	**-**	-
Direct operating expenses that did not generate rental income	**(281)**	(1,364)
Net change from fair value remeasurement	**(68,509)**	109,271

(iv) Restrictions on the realisability of investment property
The only restriction on the realisability of investment property is obtaining bank approval on disposal of bonded property.

(v) Investment property pledged as security
Refer to Note 44 for information on non-current assets pledged as security by the Company.

(vi) Leasing arrangements
The investment property is leased to Club Med SAS (Club Med) for a period of 12 years beginning 1 February 2021 under operating leases with rentals payable quarterly. Lease rentals escalations linked to the Harmonised Index of Consumer Prices (HICP) annual average inflation rate, are reviewed each year, on the annual anniversary date subject to some maximum escalation rates. Credit risk is minimised by mandating rental collection at the beginning of each quarter.

Although the Group is exposed to changes in the residual value at the end of the current leases, the Group typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

(vii) Future minimum lease payments receivable on leases of investment property are as follows:

	THE GROUP	
	2024	2023
	Rs '000	Rs '000
Within 1 year	**428,941**	394,839
Between 1 and 2 years	**436,529**	400,093
Between 2 and 3 years	**442,870**	405,452
Between 3 and 4 years	**449,308**	410,918
Between 4 and 5 years	**455,841**	416,493
More than 5 years	**1,687,679**	1,876,975
	3,901,168	3,904,770

30. Intangible assets

Accounting Policy

Goodwill
Goodwill is initially measured at cost being the excess of the cost of the business combination over the Group's share in the net fair value of the identifiable assets, liabilities and contingent liabilities. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

When a subsidiary is disposed of, the difference between the disposal proceeds and the share of net assets disposed of, as adjusted for translation differences and net amount of goodwill, is recognised in profit or loss.

Goodwill is reviewed for impairment, annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

30. Intangible assets (cont'd)

Accounting Policy (cont'd)

Other intangible assets
Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is charged against profits in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statements of profit or loss in the expense category consistent with the function of the intangible asset.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life remains bearable. If not, the change in the useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statements of profit or loss when the asset is derecognised.

Computer software
Computer software is amortised over a period of five years.

Patents
Patents have an indefinite useful life and are assessed for impairment on an annual basis.

Licences
Licences are amortised over a period of five years.

THE GROUP	**Goodwill arising on Acquisition**	**Patents**	**Computer Software**	**Total**
Cost	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
At 1 July 2022	1,253,117	2,066	137,865	1,393,048
Additions	-	-	2,501	2,501
Exchange differences	-	-	(330)	(330)
At 30 June 2023	1,253,117	2,066	140,036	1,395,219
Adjustments	-	-	1,937	1,937
Additions	-	-	4,056	4,056
Scrapped	-	-	(30,400)	(30,400)
Exchange differences	-	-	853	853
At 30 June 2024	**1,253,117**	**2,066**	**116,482**	**1,371,665**

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

30. Intangible assets (cont'd)

THE GROUP (CONT'D)	Goodwill arising on Acquisition	Computer Patents	Software	Total
	Rs '000	Rs '000	Rs '000	Rs '000
Amortisation				
At 1 July 2022	-	-	119,456	119,456
Amortisation charge	-	-	6,544	6,544
Write off	-	-	(11)	(11)
Exchange differences	-	-	1,974	1,974
At 30 June 2023	-	-	127,963	127,963
Adjustments	-	-	1,937	1,937
Amortisation charge	-	-	5,631	5,631
Scrapped	-	-	(30,400)	(30,400)
Exchange differences	-	-	1,116	1,116
At 30 June 2024	**-**	**-**	**106,247**	**106,247**
Net book values				
At 30 June 2024	**1,253,117**	**2,066**	**10,235**	**1,265,418**
At 30 June 2023	1,253,117	2,066	12,073	1,267,256

THE COMPANY	Goodwill arising on Acquisition	Computer Software	Total
Cost	Rs '000	Rs '000	Rs '000
At 1 July 2022 and 30 June 2023	1,089,892	66,582	1,156,474
Adjustments	-	1,937	1,937
Additions	-	2,402	2,402
At 30 June 2024	**1,089,892**	**70,921**	**1,160,813**
Amortisation			
At 1 July 2022	-	60,200	60,200
Amortisation charge	-	3,009	3,009
Write off	-	(11)	(11)
At 30 June 2023	-	63,198	63,198
Adjustments	-	1,937	1,937
Amortisation charge	-	2,806	2,806
At 30 June 2024	**-**	**67,941**	**67,941**
Net book values			
At 30 June 2024	**1,089,892**	**2,980**	**1,092,872**
At 30 June 2023	1,089,892	3,384	1,093,276

(a) Cash-generating units	Allocation of Goodwill	
	2024	2023
	Rs '000	Rs '000
Tour operating cash-generating unit		
Beachcomber Limited and its tour operating subsidiaries	**818,221**	818,221
Hotel operations cash-generating units		
Hotel boutiques	**4,101**	4,101
Royal Palm Beachcomber Luxury	**168,685**	168,685
Canonnier Beachcomber Golf Resort & Spa	**98,885**	98,885
The Company	**1,089,892**	1,089,892
Hotel operations cash-generating unit		
Ste Anne Resort Limited	**89,745**	89,745
Tour operating cash-generating units		
Beachcomber Tours	**1,184**	1,184
Beachcomber Tours Limited	**72,296**	72,296
The Group	**1,253,117**	1,253,117

Each cash-generating unit represents a business operation and is the lowest level within the Group at which the goodwill is monitored for internal management purposes.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

30. Intangible assets (cont'd)

(a) Cash-generating units (cont'd)

The recoverable amount for the different CGUs has been determined as follows:

- Hotel operations: The recoverable amount has been determined based on a value in use-discounted cash flow (DCF) approach using management's forecasts and a discount rate of 11.43% (pre-tax) and 12.75% (pre-tax) for the Mauritius and Marrakech operations respectively.
- Ste Anne Resort Limited: The recoverable amount for the investment has been determined based on a discounted cash flow (DCF) approach using future rental income and a discount rate of 8.75%. The significant assumptions as follows are deemed conservative: the lease agreement shall last for 12 years and rental income will increase between 1.45% and 2.00% on a yearly basis.
- Tour operating: The recoverable amount has been determined based on a value in use-discounted cash flow (DCF) approach using management's forecasts and a discount rate of, 8.74% and 12.89% (pre-tax) for France and UK operations respectively.
- Forecasted revenue and costs are calculated referring to the CGU's latest budget and business plan, which are subject to a rigorous review and challenge process. Management prepares the budgets through an assessment of historic revenue from existing operations, new projects, historic pricing and resources required to service new and existing operations, knowledge of industry trends and the current economic environment. Cash flows are projected over 5 years and a final terminal value is applied. Forecasted revenue and costs are calculated using the prior periods' actual results and compounding these results by the budgeted numbers.

Terminal growth rates: A growth rate range of 1.00% to 2.00% was applied in Mauritian entities whereas a growth rate range of 1.00% to 2.20% was applied in foreign entities. The terminal value was determined at the end of year 5 of the cash flow forecasts.

Sensitivity to changes in assumptions: Given the significant headroom calculated, no further sensitivity analysis has been performed.

Management believes that any reasonably possible change in the key assumptions, on which the recoverable amount per CGU is based, would not cause the aggregate carrying amount to materially exceed the recoverable amount of the CGU.

31. Investment in subsidiaries

Accounting Policy
Investment in subsidiaries
Subsidiaries are those entities controlled by the Company. Control is achieved when the Company is exposed to, or has right to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Financial statements of the Company
Investment in subsidiaries are carried at cost which is the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the acquirer, in exchange for control of the acquiree, plus any costs directly attributable to the business combination. The carrying amount is reduced to recognise any impairment in the value of individual investments. The impairment loss is recognised in profit or loss.

	THE COMPANY	
	2024	2023
(a) Cost (unquoted)	Rs '000	Rs '000
At 1 July	**8,329,640**	7,214,865
Additions during the year (Notes (i) and (ii))	**-**	3,507,039
Transfer from amount due from/to subsidiaries (Note (ii))	**66,653**	(134,042)
Disposals during the year (Note (ii))	**-**	(2,258,222)
At 30 June	**8,396,293**	8,329,640
Analysed as follows:		
Unquoted equity instruments	**7,739,557**	7,739,557
Interest-free loans	**656,736**	590,083
	8,396,293	8,329,640

(i) There were no additions and disposals in the current financial year. In 2023, the Company received dividend income from its subsidiary, Beachcomber Hospitality Investments Ltd ("BHI"), through the issue of new shares in lieu of cash for an amount of Rs 828.1m (Note 23).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

31. Investment in subsidiaries (cont'd)

Moreover in 2023, the Company disposed of its investments in subsidiaries, Ste Anne Resort Limited and Kingfisher Ltd, to BHI for a consideration of Rs 2,678.9m received through issue of new shares in BHI. The Company also realised a profit on disposal of Rs 420.7m as a result of same.

Both additions and disposals in 2023 were non-cash transactions.

(ii) During the year, an additional balance of Rs. 66.7m for Les Salines Golf & Resort Limited was accounted as part of "investment in subsidiaries" and regarded as receivable for which settlement is unknown in the foreseeable future (2023: Nil). This was considered to be a non-cash transaction.

In 2023, the Company had a current account payable balance of Rs 134m towards Ste Anne Resort Limited which it had settled by way of reduction in the existing long-term receivables included in investment in subsidiaries. This was considered to be a non-cash transaction.

32. Investment in associates

Accounting Policy

An associate is an entity over which the Group and Company have significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investors but without control or joint control over its policies.

Financial statements of the Company
Investments in associates are carried at cost. The carrying amount is reduced to recognise any impairment in the value of individual investments. The impairment loss is taken to profit or loss.

Consolidated financial statements
The Group's investments in its associates are accounted using the equity method.

Under the equity method, the investment in the associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate from the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment.

The profit or loss reflects the Group's share of the results of operations of the associate. When there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the statements of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The Group's share of profit or loss of an associate is shown on the face of the statements of profit or loss and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period as the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value; it then recognises the loss as 'share of results of associates' in the statements of profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
(a) At 1 July	**723,011**	716,716	**18,307**	18,307
Share of profit or loss	**56,407**	14,362	**-**	-
Share of other comprehensive income	**25,273**	(3,235)	**-**	-
Dividends	**(5,532)**	(4,832)	**-**	-
At 30 June	**799,159**	723,011	**18,307**	18,307

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

32. Investment in associates (cont'd)

(b) Summarised financial information
Summarised financial information in respect of each of the material associates is set out below:

30 June 2024	Current Assets	Non-Current Assets	Current Liabilities	Non-Current Liabilities	Non-Controlling Interests	Revenue	Profit for the Year	Other Comprehensive Income	Total Comprehensive Income	Dividend Received
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
South West Tourism Development Ltd and its subsidiaries	**1,026,379**	**5,056,801**	**607,086**	**715,278**	**2,370,348**	**773,127**	**165,127**	**79,944**	**245,071**	**(10,003)**
30 June 2023										
South West Tourism Development Ltd and its subsidiaries	833,186	4,810,150	728,950	852,060	1,906,926	818,195	25,177	(10,766)	14,411	-

(c) Reconciliation of summarised financial information
Reconciliation of the above summarised financial information to the carrying amount recognised in the financial statements:

30 June 2024	Opening Net Assets	Profit for the Year	Other Comprehensive Income	Total Comprehensive Income	Dividends	Closing Net Assets	Ownership Interest	Interest in Associates	Carrying Value
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	%	Rs '000	Rs '000
South West Tourism Development Ltd and its subsidiaries	**2,155,400**	**165,127**	**79,944**	**245,071**	**(10,003)**	**2,390,468**	**31.15%**	**744,631**	**744,631**
30 June 2023									
South West Tourism Development Ltd and its subsidiaries	2,140,989	25,177	(10,766)	14,411	-	2,155,400	31.15%	671,407	671,407

(d) Aggregate information of associates that are not individually material	THE GROUP	
	2024	2023
	Rs '000	Rs '000
Carrying amount of interests	**54,528**	51,604
Share of loss	**4,970**	6,520
Share of other comprehensive income	**370**	119
Share of total comprehensive income	**5,340**	6,639
Share of dividends	**2,416**	4,832

(e) Share of loss not recognised amounted to Rs 1.5m (2023: Rs 0.2m) for Sports-Event Management Operation Co. Ltd. The accumulated share of loss not recognised amounts to Rs 2.5m. (2023: Rs 1m).

(f) None of the associates is listed on a primary market and therefore no quoted price is available for the shares.

(g) The shares held in Société Cajeva was disposed during the previous year for a consideration of Rs 13.7m resulting in a gain of Rs 0.8m from the disposal of the associate.

33. Financial assets at fair value through other comprehensive income

(i) Equity investments at fair value through other comprehensive income

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
At 1 July	**10,698**	9,760	**10,498**	9,574
Change in fair value recognised in other comprehensive income	**1,893**	938	**1,905**	924
At 30 June	**12,591**	10,698	**12,403**	10,498

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

33. Financial assets at fair value through other comprehensive income (cont'd)

(ii) Fair value through other comprehensive income financial assets include the following:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Quoted*	**12,581**	10,688	**12,393**	10,488
Unquoted**	**10**	10	**10**	10
	12,591	10,698	**12,403**	10,498

*Includes investments in Compagnie des Villages de Vacances de l'Isle de France Limitée and SBM Holdings Ltd.

**Includes investment in Fondation Espoir Développement Beachcomber (FED).

(iii) Financial assets measured at fair value through other comprehensive income include the Group's strategic equity investments not held for trading. The Group has made an irrevocable election to classify the equity investments at fair value through other comprehensive income rather than through profit or loss because this is considered to be more appropriate for these strategic investments (Note 47).

(iv) The fair value of quoted securities is based on published market prices.

(v) Fair value through other comprehensive income financial assets is denominated in Mauritian rupees.

34. Financial assets at amortised cost

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Non-Current				
Long-term loan receivables (Note a)	**1,616,214**	1,312,110	**4,060,404**	3,679,957
	1,616,214	1,312,110	**4,060,404**	3,679,957
Current				
Other receivables (Note b)*	**978,862**	863,561	**109,719**	41,207
Amount due from other related parties** (Note 17 (viii))	**43,924**	84,227	**4,185**	77,853
Amount due from associates (Note 17 (viii))	**100**	427	**100**	427
Amount due from subsidiaries (Note 17 (viii))	**-**	-	**228,740**	185,320
	1,022,886	948,215	**342,744**	304,807
Total financial assets at amortised cost	**2,639,100**	2,260,325	**4,403,148**	3,984,764

*During the financial year ended 2024, the Group and Company incurred impairment loss of Rs 4.8m in respect of an amount due from one of its lessor for recovery of previous rental payments (2023: Nil).

**During the previous financial year, the Company provided a loan to Grit Services Limited (GSL) for an amount of Eur 5m at an interest rate of 9.00%. The tenor was less than 3 months and was fully repaid during that year itself (refer to Note 8).

(a) Long-term loan receivables	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Receivable from subsidiary (Note (i))	**-**	-	**2,444,190**	2,367,847
Receivable from other related party (Note (ii))	**1,479,586**	1,312,110	**1,479,586**	1,312,110
Receivable from lessor (Note (iii))	**136,628**	-	**136,628**	-
	1,616,214	1,312,110	**4,060,404**	3,679,957

(i) In December 2016, the Company entered into a shareholder loan agreement with its subsidiary Beachcomber Hospitality Investments Ltd (BHI), for an amount of Eur 46.9m. In December 2022, an additional shareholder's loan of Eur 14.5m was granted by the Company to BHI of which Eur 13.6m was repaid in May 2023. As at 30 June 2024, the shareholder's loan capital balance stood at Eur 47.9m.

Terms and conditions of the loan:
- The loan bears an interest rate of 7.00% per annum.
- The loan is unsecured and subordinated to bank loans and preference shares in BHI.
- The loan is repayable in full or in part on demand. They have been however classified as non-current as they are subordinated to preference shares which can only be redeemed as from their 4th anniversary date.

(ii) On 30 August 2019, the Company sold 174 arpents of land to Semaris Ltd for a consideration of Rs 2bn, out of which Rs 800m were repaid at the time of disposal.

In April 2022, Semaris Ltd following approval from SBM (Mauritius) Ltd and NMH, proceeded with the disposal of the land to Les Salines PDS Ltd (LSPL) where the property development will be undertaken.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

34. Financial assets at amortised cost (cont'd)

(a) Long-term loan receivables (cont'd)

As part of the disposal exercise, it was agreed that the "solde de prix" and all interest accrued thereon will be delegated to LSPL.

In view of the debt restructuring by LSPL, a request was made to NMH for a revision of the terms of repayment of capital and interest to match the revised project feasibility following delay in the project. As at 30 June 2024, the Company recognised a remeasurement gain of Rs 31.3m owing to the impact of time value of money (Note 21). The carrying amount of the financial asset before the modification gain stood at Rs 1,382.8m while the balance as at end of the reporting period stood Rs 1,479.6m.

Terms and conditions:
- The loan bears an interest rate of 5% per annum.
- The loan is unsecured and subordinated to LSPL's bank loans.
- Half yearly interest repayment as from 31 December 2026.
- Capital repayment as from 31 December 2026.

(iii) During the financial year, the Company was notified by one of its lessors that excess lease payments of Rs 308.6m had been made in prior years. As it was impracticable to allocate period-specific adjustments and retrospective restatement was impracticable, the restatement was made in the current period in line with IAS 8 (Accounting Policies, Changes in Accounting Estimates, and Errors) (refer to Note 51).

The refund, as agreed by both parties, will be offset against future estimated lease rentals. During the current financial year end, the Company recognised an interest income of Rs 18.3m (Note 21) on this financial asset and the lease rental payment for the year ended 30 June 2024 amounting to Rs 78.9m (Note 28(ii)) was offset against this balance receivable from the lessor. This was considered as a non-cash transaction.

(b) Other receivables
These amounts generally arise from transactions outside the usual trading activities of the Group and Company. Interest may be charged at commercial rates where the terms of repayment exceed six months. Collateral is not normally obtained. Due to the short-term nature of the other receivables, their carrying amount is considered to be the same as their fair value.

(c) The Group and Company have made an impairment assessment by considering the previous repayment behaviours and assessing the future cash flow forecasts covering the contractual period of the loan. The Group and Company are certain of their ability to pay their debts as they become due in the normal course of business and/or in any adverse economic and business conditions. The Group and Company have also considered the fact that their debtor holds land which exceeds the amount receivable and therefore have not accounted for any impairment loss on the assumption that the likelihood of loss given default is negligible.

(d) A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(e) The carrying amounts of the financial assets at amortised cost are denominated in the following currencies:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Euros	**76,460**	69,202	**2,608,168**	2,434,902
Pounds sterling	**16,853**	3,792	**48,197**	36,408
Rands	**150,425**	52,878	**-**	-
United States dollars	**23,800**	22,949	**328**	-
Australian dollars	**40**	-	**40**	-
Seychelles rupees	**55**	1,037	**-**	-
Moroccan dirhams	**554,360**	513,158	**-**	-
Mauritian rupees	**1,817,107**	1,597,309	**1,746,415**	1,513,454
	2,639,100	2,260,325	**4,403,148**	3,984,764

35(a). Operating equipment
Accounting Policy
Operating equipment is shown at cost less amounts written off for breakages and losses. Operating equipment is depreciated over a period of 2 to 5 years depending on the nature of the assets.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

35(a). Operating equipment (cont'd)

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Operating equipment:				
At 1 July	**120,868**	60,814	**120,868**	60,814
Additions	**120,996**	103,050	**120,996**	103,050
Depreciation charge	**(80,657)**	(42,996)	**(80,657)**	(42,996)
As at 30 June	**161,207**	120,868	**161,207**	120,868

- Operating equipment is recognised at purchase cost.
  Cumulative depreciation as at 30 June 2024 amounted to Group and Company: Rs 359.7m (2023: Rs 337m) and Rs 251.4m (2023: Rs 231.9m) respectively for operating equipment.

(i) Operating equipment is included in assets given as collaterals for bank borrowings.

(ii) No interest cost was capitalised during the year in operating equipment for the Group and Company (2023: Nil).

35(b). Inventories
Accounting Policy
Inventories are valued at the lower of cost and net realisable value.
Costs incurred in bringing each product to its present location and condition are accounted for as follows:
- Operating supplies, sales products and others are recognised at purchase cost.
- Food and beverages are valued at purchase cost on a weighted average basis.
- Spare parts are valued at purchase cost on a weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs necessary to make the sale.

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Inventories:				
Operating supplies, sales products and others	**202,256**	161,609	**177,687**	146,356
Food and beverages	**148,755**	154,691	**141,086**	143,249
Spare parts	**73,153**	63,673	**70,008**	61,549
	424,164	379,973	**388,781**	351,154

(i) Inventories are included in assets given as collaterals for bank borrowings.

(ii) No interest cost was capitalised during the year in inventories for the Group and Company (2023: Nil).

(iii) Direct expenses amount to Rs 2,355m (2023: Rs 2,228m) and Rs 1,836m (2023: Rs 1,722m) for the Group and Company respectively.

36. Trade receivables

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Trade receivables	**920,189**	865,543	**539,782**	475,250
Less: Loss allowance (Note (i))	**(62,113)**	(51,519)	**(58,032)**	(34,489)
Trade receivables - net	**858,076**	814,024	**481,750**	440,761

Trade receivables are unsecured, non-interest-bearing and are generally on 30 to 60 days' term.

(i) *Impairment of trade receivables*
The Group and Company are applying the IFRS Accounting Standards 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and thus the Group and Company recognise a loss allowance based on lifetime ECLs at the end of the reporting period. A provision matrix has been established by the Group and Company that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment such gross domestic product (GDP).

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

36. Trade receivables (cont'd)

(i) *Impairment of trade receivables (cont'd)*

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

Trade receivables have been divided into insured and uninsured. For insured receivables, the Group and Company exercised the policy choice of considering insurance cover as an integral part of the receivables. The expected cash flows from the insurance cover are included when measuring ECL of the receivables to the extent that the expected losses are covered by insurance. The uninsured receivables are the balances where the Group and Company have no collateral.

The Group and Company do not hold collateral as security. The credit insurance are considered integral part of trade receivables and considered in the calculation of impairment. As at 30 June 2024, 10% and 17% (2023: 11% and 20%) of the Group's and Company's trade receivables respectively are covered by a credit insurance agreement. These credit enhancements obtained by the Group and Company resulted in a decrease in the ECL of Rs 20.1m as at 30 June 2024 (2023: Rs 18.9m).

The expected loss rates are based on the payment profiles of sales over a period of 60 months prior to 30 June 2024 or 01 July 2023 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group and Company have accordingly adjusted the historical loss rates based on expected changes in these factors.

In specific cases, the Group and Company may also consider a financial asset to be in default when internal or external information indicates that the Group and Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

On that basis, the loss allowance as at 30 June 2024 and 30 June 2023 was determined as follows for trade receivables:

THE GROUP	0-30 Days	30-60 Days	60-90 Days	90-120 Days	More than 120 Days	Total
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
At 30 June 2024						
Expected loss rate	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	**7.73% - 16.73%**
Gross carrying amount						
- trade receivables	840,419	29,111	21,434	26,185	3,040	**920,189**
Less: guest in-house receivables	(185,534)	-	-	-	-	**(185,534)**
Less: receivables identified for specific provision	(109,495)	(10,179)	(9,485)	(17,203)	(1,337)	**(147,699)**
Net carrying amount	545,390	18,932	11,949	8,982	1,703	**586,956**
Loss allowance	29,359	644	300	700	254	**31,257**
Specific provision	11,863	8,930	1,345	4,033	4,685	**30,856**
Total impairment	41,222	9,574	1,645	4,733	4,939	**62,113**
At 30 June 2023						
Expected loss rate	10.87% - 19.35%	10.87% - 19.35%	10.87% - 17.77%	10.87% - 17.77%	10.87% - 17.77%	10.87% - 19.35%
Gross carrying amount						
- trade receivables	770,842	24,069	18,074	32,256	20,302	865,543
Less: guest in-house receivables	(117,191)	-	-	-	-	(117,191)
Less: receivables identified for specific provision	(63,956)	(12,279)	(4,852)	(6,988)	(4,384)	(92,459)
Net carrying amount	589,695	11,790	13,222	25,268	15,918	655,893
Loss allowance	40,101	1,213	720	2,104	2,212	46,350
Specific provision	-	-	-	-	5,169	5,169
Total impairment	40,101	1,213	720	2,104	7,381	51,519

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

36. Trade receivables (cont'd)

(i) *Impairment of trade receivables (cont'd)*

THE COMPANY	0-30 Days	30-60 Days	60-90 Days	90-120 Days	More than 120 Days	Total
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
At 30 June 2024						
Expected loss rate	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	7.73% - 16.73%	**7.73% - 16.73%**
Gross carrying amount						
- trade receivables	466,269	26,203	20,754	23,516	3,040	**539,782**
Less: guest in-house receivables	(185,534)	-	-	-	-	**(185,534)**
Less: receivables identified for specific provision	(109,495)	(10,179)	(9,485)	(17,203)	(1,337)	**(147,699)**
Net carrying amount	171,240	16,024	11,269	6,313	1,703	**206,549**
Loss allowance	25,278	644	300	700	254	**27,176**
Specific provision	11,863	8,930	1,345	4,033	4,685	**30,856**
Total impairment	37,141	9,574	1,645	4,733	4,939	**58,032**
At 30 June 2023						
Expected loss rate	10.87% - 19.35%	10.87% - 19.35%	10.87% - 17.77%	10.87% - 17.77%	10.87% - 17.77%	10.87% - 19.35%
Gross carrying amount						
- trade receivables	390,235	22,809	10,602	31,302	20,302	475,250
Less: guest in-house receivables	(117,191)	-	-	-	-	(117,191)
Less: receivables identified for specific provision	(63,956)	(12,279)	(4,852)	(6,988)	(4,384)	(92,459)
Net carrying amount	209,088	10,530	5,750	24,314	15,918	265,600
Loss allowance	23,071	1,213	720	2,104	2,212	29,320
Specific provision	-	-	-	-	5,169	5,169
Total impairment	23,071	1,213	720	2,104	7,381	34,489

The closing loss allowances for trade receivables as at 30 June 2024 reconcile to the opening loss allowances as follows:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Loss allowance as at 1 July	**51,519**	43,573	**34,489**	34,124
Loss allowance recognised in profit or loss during the year for contracts with customers	**28,745**	5,750	**27,490**	5,620
Unused amount reversed	**(18,300)**	(5,255)	**(3,947)**	(5,255)
Exchange differences	**149**	7,451	**-**	-
At 30 June	**62,113**	51,519	**58,032**	34,489

Loss allowances recognised in profit or loss during the year:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Loss allowance recognised in profit or loss during the year for contracts with customers	**28,745**	5,750	**27,490**	5,620
Unused amount reversed	**(18,300)**	(5,255)	**(3,947)**	(5,255)
Trade receivable written off during the year for which no loss allowance was recognised	**5,285**	-	**5,285**	-
At 30 June	**15,730**	495	**28,828**	365

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

37. Other assets	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Prepaid expenses	**618,978**	536,768	**279,072**	194,749

38. Derivative financial instruments	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
(i) Derivatives at fair value through profit or loss:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Derivatives not designated as hedges:				
Foreign exchange currency contracts				
- Forwards	**25,151**	13,894	**25,151**	13,894
Total derivatives at fair value through profit or loss (Note 9 and 47)	**25,151**	13,894	**25,151**	13,894

The notional amounts of the outstanding forward foreign exchange contracts not designated as hedges at 30 June 2024 were EUR 39.0m and GBP 5.1m (2023: EUR 16.8m and GBP 2.2m) for the Group and Company.

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
(ii) Derivatives designated as hedges:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Total derivatives designated as hedges	**-**	-	**-**	-
Total derivative financial instruments	**25,151**	13,894	**25,151**	13,894

The notional amounts of the outstanding forward foreign exchange contracts at 30 June 2024 were Nil (2023: Nil).

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Disclosed as follows:				
Current assets	**25,151**	13,894	**25,151**	13,894

39. Cash and cash equivalents

Accounting Policy

Cash and cash equivalents include highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value. Such investments are normally those with less than three months' maturity from the date of acquisition.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash in hand and at bank, net of outstanding bank overdrafts. Cash and cash equivalents are measured at amortised cost.

(a) For the purposes of the statements of cash flows, cash and cash equivalents comprise the following:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Cash in hand and at banks	**1,540,368**	1,582,005	**171,558**	140,320
Bank overdrafts (Note 44)	**(1,300,763)**	(1,372,583)	**(1,188,017)**	(979,050)
	239,605	209,422	**(1,016,459)**	(838,730)

While cash and cash equivalents are also subject to the impairment requirement of IFRS 9, the identified impairment loss was immaterial.

The fair value of cash is Rs 1,544.9m (2023: Rs 1,582m) for the Group and Rs 171.6m (2023: Rs 140.3m) for the Company.

Refer to Note 9 on foreign currency risk for interest rates on bank overdrafts.

As at 30 June 2024, neither the Group nor the Company had any undrawn loan facilities (2023: Nil for both the Group and Company). As at the reporting period, the Group had overdraft facilities amounting to Rs 1,164m, Eur 21.8m and Scr 3m (2023: Rs 1,168m, Eur 21.3m and Scr 3m). For the Company, overdraft facilities amounting to Rs 1,164m and Eur 11.3m (2023: Rs 1,168m and Eur 11.3m).

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

39. Cash and cash equivalents (cont'd)

(b) Non-cash transactions:

The major non-cash transactions during the financial year ended 2024 were as follows:

(i) During the year, the Company has a current account receivable balance of Rs 66.7m towards Les Salines Golf & Resort Ltd which it transferred to its investment in subsidiaries (Note 31).

(ii) Lease rental payment for the Company amounting to Rs 78.9m was offset against the balance receivable from the respective lessor (Note 28).

The major non-cash transactions during the financial year ended 2023 were as follows:

(iii) The Company has a current account payable balance of Rs 134m towards Ste Anne Resort Limited which it settled by way of reduction in the existing long-term receivables included in investment in subsidiaries (Note 31).

(iv) The Company received dividend income from its subsidiary, Beachcomber Hospitality Investments Ltd ("BHI"), through issue of new shares in lieu of cash for an amount of Rs 828.1m (Notes 23 and 31).

(v) The Company disposed of its investments in subsidiaries, Ste Anne Resort Limited and Kingfisher Ltd, to BHI for a consideration of Rs 2,678.9m received through issue of new shares in BHI. The Company realised a profit on disposal of Rs 420.7m as a result of same (Note 31).

(vi) Other non-cash changes are as per Note 39(c).

(c) Reconciliation of liabilities arising from financing activities:

(i) THE GROUP

	1 July 2023	Cash Flows*	Non-Cash Changes: Additions	Offset of Lease Payment	Variable Lease Payment Adjustment	Remea-surement	Disposal	Interest Expense	Foreign Exchange Movement	30 June 2024
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
Term loans (Note 44(b))	13,862,169	(2,672,590)	-	-	-	-	-	942,890	220,365	12,352,834
Lease liabilities (28(ii))	2,472,393	(217,889)	272,507	(78,895)	63,683	(316,348)	(32,134)	214,706	15,396	2,393,419
Redeemable convertible secured bonds (Note 41)	2,412,369	(87,799)	-	-	-	-	-	21,090	-	2,345,660
Preference shares (Note 44(d))	448,552	(70,209)	-	-	-	-	-	23,403	-	401,746
Debentures (Note 44(c))	3,368,399	(171,583)	-	-	-	-	-	180,180	64,265	3,441,261
	22,563,882	**(3,220,070)**	**272,507**	**(78,895)**	**63,683**	**(316,348)**	**(32,134)**	**1,382,269**	**300,026**	**20,934,920**

	1 July 2022	Cash Flows*	Non-Cash Changes: Additions	Business Combination (Note 8)	Variable Lease Payment Adjustment	Disposal	Interest Expense	Foreign Exchange Movement	30 June 2023
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
Term loans (Note 44(b))	12,214,061	(486,403)	-	900,627	-	-	729,130	504,754	13,862,169
Lease liabilities (28(ii))	2,357,894	(280,987)	112,071	-	22,781	(7,265)	180,235	87,664	2,472,393
Redeemable convertible secured bonds (Note 41)	2,478,307	(89,631)	-	-	-	-	23,693	-	2,412,369
Preference shares (Note 44(d))	448,496	(23,403)	-	-	-	-	23,459	-	448,552
Debentures (Note 44(c))	4,058,051	(1,002,359)	-	-	-	-	188,236	124,471	3,368,399
Loan from related party (Note 44(b))	1,734,188	(83,417)	-	(1,855,500)	-	-	83,417	121,312	-
	23,290,997	(1,966,200)	112,071	(954,873)	22,781	(7,265)	1,228,170	838,201	22,563,882

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

39. Cash and cash equivalents (cont'd)

(c) Reconciliation of liabilities arising from financing activities: (cont'd)

(ii) THE COMPANY

	1 July 2023	Cash Flows*	Non-Cash Changes: Additions	Offset of Lease Payment	Variable Lease Payment Adjustment	Remea-surement	Disposals	Foreign Interest Expense	Exchange Movement	30 June 2024
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**	**Rs '000**
Term loans (Note 44(b))	9,066,538	(2,103,051)	-	-	-	-	-	590,713	85,295	7,639,495
Lease liabilities (Note 28(ii))	8,932,834	(877,233)	201,465	(78,895)	52,001	(316,348)	(1,366)	562,185	212,313	8,686,956
Redeemable convertible secured bonds (Note 41)	2,412,369	(87,799)	-	-	-	-	-	21,090	-	2,345,660
Preference shares (Note 44(d))	448,552	(70,209)	-	-	-	-	-	23,403	-	401,746
Debentures (Note 44(c))	1,382,216	(78,213)	-	-	-	-	-	80,677	-	1,384,680
	22,242,509	**(3,216,505)**	**201,465**	**(78,895)**	**52,001**	**(316,348)**	**(1,366)**	**1,278,068**	**297,608**	**20,458,537**

	1 July 2022	Cash Flows*	Non-Cash Changes: Additions	Variable Lease Payment Adjustment	Remeasurement	Interest Expense	Foreign Exchange Movement	30 June 2023
	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000	Rs '000
Term loans (Note 44(b))	8,221,518	53,734	-	-	-	529,096	262,190	9,066,538
Lease liabilities (Note 28(ii))	7,573,811	(1,264,345)	99,003	22,781	1,732,337	458,343	310,904	8,932,834
Redeemable convertible secured bonds (Note 41)	2,478,307	(89,631)	-	-	-	23,693	-	2,412,369
Preference shares (Note 44(d))	448,496	(23,403)	-	-	-	23,459	-	448,552
Debentures (Note 44(c))	2,206,811	(912,949)	-	-	-	88,354	-	1,382,216
	20,928,943	(2,236,594)	99,003	22,781	1,732,337	1,122,945	573,094	22,242,509

*Cashflows differ from the statement of cash flows due to interest paid on bank overdrafts not disclosed above.

40. Ordinary share capital	**Authorised and Issued Number of Shares**		**Issued and Fully Paid**	
	2024	2023	**2024**	2023
Authorised issued and fully paid share capital			**Rs '000**	Rs '000
At July 1 and June 30	**548,982,130**	548,982,130	**2,780,301**	2,780,301

Each ordinary share confers the shareholder the right to vote, equal share of dividends and distribution of surplus assets and is at no par value.

41. Redeemable convertible secured bonds	**THE GROUP AND THE COMPANY**	
	2024	2023
	Rs '000	Rs '000
At 1 July	**2,412,369**	2,478,307
Interest accrued during the year (Note 22)	**21,090**	23,693
Interest paid during the year	**(87,799)**	(89,631)
As at 30 June	**2,345,660**	2,412,369

The redeemable convertible secured bonds ("bonds") have an equity and a liability component (i.e. a compound financial instrument). Refer to the accounting policy in Note 4(l). The components of the bonds, net of transaction costs, are analysed as follows:

	THE GROUP AND THE COMPANY	
	2024	2023
	Rs '000	Rs '000
Equity conversion component on initial recognition	**1,832,792**	1,832,792
Liability component on initial recognition:	**512,868**	579,577
Non-current Liability	**398,175**	468,632
Current Liability	**114,693**	110,945
	2,345,660	2,412,369

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

41. Redeemable convertible secured bonds (cont'd)

During the financial year ended 30 June 2021, the Company has contracted with the MIC, a wholly-owned subsidiary of the Bank of Mauritius, to issue bonds for a total amount of Rs 2.5bn comprising 250 bonds of Rs 10m each.

One of the main objectives of the MIC is to provide financial support to companies impacted by the COVID-19 pandemic and in particular to the tourism sector which had the worst impact due to the full border closure. The MIC's support is in the form of bonds to companies which required urgent working capital to sustain their viability.

On 29 June 2021, the Company issued the first tranche of the bonds with an interest rate of 3.5% p.a. for a total amount of Rs 1.5bn, secured by a floating charge on the assets of the Company.

The second and third tranches of Rs 500m each were issued subsequent to year end on 26 August 2021 and 8 November 2021 respectively.

Key terms and conditions of the funding arrangements are as follows:
- The maturity date is 9 years from first disbursement of the first tranche of the subscription proceeds being on 14 December 2029.
- The conversion rate has been predetermined prior to the subscription at the average listed price between 1 January 2020 and 30 June 2020.
- All outstanding bonds will be converted into ordinary shares at a pre-agreed formula and price on maturity date.
- The number of ordinary shares to be delivered to the MIC will be determined in accordance with the following formula: [(A+B)/C], where 'A' is the Nominal Amount of all bonds held by the MIC, 'B' is equal to the amount of outstanding and unpaid interest in relation to bonds held by the MIC, and 'C' is the conversion price. Any fraction of ordinary shares to be issued on the maturity date will be settled in cash.
- The interest rate is 3.5% p.a. over the duration of the bonds (from issue date to the earlier of the redemption date or the conversion date). On maturity, any unpaid capital and interest is converted into ordinary shares in accordance with the predetermined conversion price.
- The conversion price is subject to certain adjustments such as capitalisation of profit or reserves, capital distribution, rights issues or share split.
- Redemption of the bonds shall be at the option of the issuer. The issuer may redeem some or all of the bonds, any time prior to the maturity date. The option price shall be determined as follows:
  a) if redemption happens before the 4th anniversary of the first subscription, the redemption price shall be the nominal amount; or

  b) if redemption happens after the 4th anniversary of the first subscription, the redemption amount shall be 100.5% of the nominal amount.

42. Other components of equity

Nature and purpose of reserves	**THE GROUP**		**THE COMPANY**	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Other reserves These reserves are principally used to record the fair value adjustments relating to shares issued by the Company to acquire non-controlling interests in local subsidiaries.	**624,583**	624,583	**-**	-
Financial assets at fair value through OCI reserves Fair value reserves are principally used to record the fair value adjustment relating to financial assets at FVOCI	**(16,917)**	11,036	**9,874**	7,969
Revaluation reserves Revaluation reserves are principally used to record changes in fair value of freehold land and buildings following revaluation exercises performed by an independent surveyor. They are also used to record impairment losses to the extent that such losses relate to decreases on the same asset previously recognised in revaluation reserves.	**3,977,118**	3,993,506	**2,007,108**	2,061,150
Cash flow hedge reserves Cash flow hedge reserves comprise the effective portion of the cumulative net change in the fair value of the cash flow hedging instruments relating to highly probable hedged transactions that have not yet occurred.	**(270,951)**	(263,279)	**(1,210,496)**	(1,070,857)
Foreign exchange difference reserves Exchange differences relating to the translation of the net assets of the Group's foreign operations from their functional currencies to the presentation currency are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operations.	**(2,185,134)**	(2,296,908)	**-**	-
Total other components of equity	**2,128,699**	2,068,938	**806,486**	998,262

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

43. Preference share capital

Accounting Policy
Preference shares are classified as debt or equity based on their contractual terms. The preference shares were classified as equity as there was no contractual obligation to either pay dividend or redeem the preference shares. Incremental costs directly attributable to the issue of new shares or options are shown in equity as deduction, net of tax, from proceeds.

	THE GROUP	
	2024	2023
	Rs '000	Rs '000
Preference shares (Class A)	**365,063**	365,063
Preference shares (Class B)	**1,628,981**	1,628,981
Gross preference shares amount	**1,994,044**	1,994,044
Transaction costs on issue of preference shares	**(66,810)**	(66,810)
Preference shares net of transaction costs	**1,927,234**	1,927,234

	THE GROUP		**THE GROUP**	
	Authorised Issued Number of Shares		**Issued and Fully Paid**	
	2024	2023	**2024**	2023
			Rs '000	Rs '000
Preference shares (Class A)	**364,251**	364,251	**365,063**	365,063
Preference shares (Class B)	**32,922**	32,922	**1,628,981**	1,628,981
	397,173	397,173	**1,994,044**	1,994,044

On 12 May 2023, (i) 364,251 of Class A Preference Shares at MUR 1,000 each and (ii) 32,922 of Class B Preference Shares at EUR 1,000 each, were issued and listed on the Official Market of The Stock Exchange of Mauritius Ltd by the subsidiary, Beachcomber Hospitality Investments Ltd ("BHI").

The preference shares have no par value and rank junior to all secured and unsecured creditors of BHI and in priority to the ordinary shares and shareholder's loan in BHI.

The preference shares would have restricted voting rights in the occurrence of the following events as defined in the prospectus issued:

(i) Any amendment or revocation of the constitution and the adoption of a new constitution by the issuer;
(ii) A change in the dividend policy of the BHI and its subsidiaries ("BHI Group");
(iii) A change of control of the issuer;
(iv) Any issue of new shares in the share capital of the issuer;
(v) The acquisition or disposal of assets by a company within the BHI Group with a value exceeding 20% of the total asset value of the BHI Group;
(vi) The acquisition of assets by a company within the BHI Group which are not yielding assets;
(vii) The acquisition of interests by a company within the BHI Group in an entity owning assets that are not yielding assets;
(viii) The acquisition of interests in an entity that owns yielding assets but that has a dividend policy that is less favourable than that of the issuer;
(ix) The entering into of a new lease agreement that would have the effect of decreasing the average rental yield of the issuer;
(x) Incurring any capital expenditure representing more than 20% of the total asset value of the BHI Group;
(xi) Effecting any change in any agreement witnessing transactions or arrangements with parties affiliated or related to the issuer or agreeing to any rental deferment and
(xii) Incurring any indebtedness in the form of new shareholder loans that would rank in priority to the preference shares or change the rank of any indebtedness owed to any company within the BHI Group that would result in such indebtedness ranking in priority to the preference shares.

The preference shares shall also rank in priority to the ordinary shares and the shareholder's loan in BHI in the event of the liquidation of the issuer. The issuer has the option to redeem the preference shares as from the 4th anniversary of the issue date

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

44. Borrowings

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Current portion				
Bank overdrafts (Note (a)/Note 39)	**1,300,763**	1,372,583	**1,188,017**	979,050
Bank loans (Note (b))	**2,490,263**	3,460,854	**2,272,805**	3,075,416
Debentures and fixed-rate secured notes (Note (c))	**3,441,261**	27,445	**1,384,680**	10,760
	7,232,287	4,860,882	**4,845,502**	4,065,226
Non-current portion				
Bank loans (Note (b))	**9,862,571**	10,401,315	**5,366,690**	5,991,122
Debentures and fixed-rate secured notes (Note (c))	**-**	3,340,954	**-**	1,371,456
	9,862,571	13,742,269	**5,366,690**	7,362,578
Preference shares (Note (d))	**401,746**	448,552	**401,746**	448,552
	10,264,317	14,190,821	**5,768,436**	7,811,130
Total borrowings	**17,496,604**	19,051,703	**10,613,938**	11,876,356

(a) Bank overdrafts
Bank overdrafts are secured by floating charges on the assets of the individual companies of the Group and a first-line charge on properties for one of its subsidiaries. The rates of interest vary between 6.21% and 8.25% per annum.

(b) Term loans

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Term loans can be analysed as follows:				
Current				
- Within one year	**2,490,263**	3,460,854	**2,272,805**	3,075,416
Non-current				
- After one year and before two years	**1,542,523**	4,408,147	**1,275,988**	786,252
- After two years and before five years	**6,776,512**	3,188,744	**3,398,249**	2,400,446
- After five years	**1,543,536**	2,804,424	**692,453**	2,804,424
	9,862,571	10,401,315	**5,366,690**	5,991,122
Total term loans	**12,352,834**	13,862,169	**7,639,495**	9,066,538

Terms loans are denominated as follows:

	Effective Interest Rate	Maturity (Financial Year)	THE GROUP		THE COMPANY	
			2024	2023	**2024**	2023
Denominated in:	**%**		**Rs '000**	Rs '000	**Rs '000**	Rs '000
Mauritian rupees	5.05% to PLR - 0.55%	On demand	**695,000**	694,458	**695,000**	694,458
Mauritian rupees	1.50%	2025	**2,701**	15,377	**2,701**	15,377
Mauritian rupees	PLR - 1.25% to PLR + 0.65%	2026-2033	**3,956,780**	4,402,684	**3,956,780**	4,402,684
Euros	0.31% - 1.00%	2026	**97,607**	1,408,786	**-**	448,053
Euros	EURIBOR + (3.35% to 4.50%)	2025-2031	**7,253,171**	6,845,147	**2,985,014**	3,505,966
MAD	5.50% - 6.50%	2025-2031	**347,575**	495,717	**-**	-
			12,352,834	13,862,169	**7,639,495**	9,066,538

The term loans are secured by fixed and floating charges over the Group's and Company's assets.

The term loans include loans amounting to Rs 211m (2023: Rs 255.4m) from Beachcomber Limited (Note 17).

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

44. Borrowings (cont'd)

(c) Debentures and fixed-rate secured notes

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
Term debentures and fixed-rate secured notes can be analysed as follows:	**Rs '000**	Rs '000	**Rs '000**	Rs '000
Current				
- Within one year	**3,441,261**	27,445	**1,384,680**	10,760
Non-current				
- After one year and before two years	**-**	3,340,954	**-**	1,371,456
	3,441,261	3,368,399	**1,384,680**	1,382,216

These are denominated as follows:

	Interest Rate	Maturity	THE GROUP		THE COMPANY	
			2024	2023	**2024**	2023
	%		**Rs '000**	Rs '000	**Rs '000**	Rs '000
<u>*Debentures*</u>						
Mauritian rupees						
FLRNMUR7Y	Repo rate + 1.40%	15 November 2024	**755,495**	754,151	**755,495**	754,151
FRNMUR7Y	Fixed rate 5.40%	15 November 2024	**629,185**	628,065	**629,185**	628,065
			1,384,680	1,382,216	**1,384,680**	1,382,216
<u>*Fixed-rate secured notes*</u>						
FRNEUR5Y - TA	4.00%	31 October 2024	**1,023,269**	988,269	**-**	-
FRNEURSY - TB	4.75%	31 October 2024	**518,054**	500,320	**-**	-
FRNEURSY - TC	6.00%	31 October 2024	**515,258**	497,594	**-**	-
			2,056,581	1,986,183	**-**	-
Total debentures and fixed-rate secured notes			**3,441,261**	3,368,399	**1,384,680**	1,382,216

As part of the project financing of Ste Anne, fixed-rate secured notes totalling EUR 40m have been raised in December 2019 through Kingfisher Limited, the holding company of Ste Anne Resort Limited.

The fixed-rate secured notes are secured by the following:
(a) a floating charge over all assets of Kingfisher Ltd;
(b) a pledge of all bank accounts of Kingfisher Ltd; and
(c) any other Security Interest as may be agreed between the Security Agent, the Bank and the Company from time to time.

(d) Preference shares

Redeemable convertible non-voting preference shares
In the financial year 2015, the Company issued 161,423,536 redeemable convertible non-voting preference shares at a price of Rs 11 each, totalling Rs 1,775,658,896. The purpose of same was to reduce the level of bank borrowings of the Company as part of the Financial Re-engineering Programme.

The preference shares have been classified as financial liabilities as even though the shares are redeemable at the option of the Company, there is a contractual obligation to pay dividends to the holder and this is non-discretionary as compared to ordinary shares.

The preference shares were initially measured at fair value less transaction costs and subsequently measured at amortised cost using the effective interest rate method.

The preference shares yield a cumulative preferred dividend of 6% per financial year; preferred dividends are declared twice per financial year and are paid in priority over ordinary dividends.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

44. Borrowings (cont'd)

(d) Preference shares (cont'd)

Salient features of the preference shares are as follows:

- The preference shares were convertible into ordinary shares at the shareholder's option in January 2018 and January 2019. The conversion was effected at a factor equal to Rs 11 divided by the average market value of the ordinary shares during a 90-day period prior to the date of conversion less a 10% discount.

- During the first conversion window in January 2018, 123,610,046 preference shares of the Company were converted into 63,399,593 new ordinary shares ranking pari passu with the existing ordinary shares. The remaining number of preference shares of the Company after the first conversion was 37,813,490.

- In March 2019, i.e. during the second and final conversion window, 2,354,503 preference shares of the Company were converted into 1,311,929 new ordinary shares ranking pari passu with the existing ordinary shares. The remaining number of preference shares of the Company after the conversion was 35,458,987.

- The Company may, at its absolute discretion, from 28 July 2022, redeem or buy back the preference shares (in whole or in part) at their nominal value together with a sum equal to the prorated preferred dividend payable in respect of the relevant financial year, plus any preferred dividend accrued but not paid from previous financial years. The preference shares were classified as non-current as the Company does not intend to redeem or buy back the shares within the next 12 months.

- The shares constitute unsecured and subordinated obligations of the Company and accordingly rank junior to all secured and unsubordinated creditors of the Company but ahead of ordinary shareholders.

The preference shares were classified as a liability even though the shares are redeemable at the option of the Company (as from 28 July 2022) since there is a contractual obligation to pay dividend (in priority over ordinary dividends) and the shares do not convert into a fixed number of shares.

(e) Bank Covenants
For the financial year 2024, the Group and Company have met all applicable financial covenants on their borrowings.

45. Employee benefit liabilities

Accounting Policy
(i) Defined benefit plans
The Group and Company operate a multi-employer defined benefit plan, the assets of which are held in a separately administered fund. The pension plan is funded by payments from employees and by the employer, taking into account the recommendations of independent qualified actuaries who carry out a full valuation of the plan every three years.

Remeasurements, comprising actuarial gains and losses, the effect of the asset ceiling, excluding net interest and the return on plan assets (excluding net interest), are recognised immediately in the statements of financial position with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in profit or loss on the earlier of:
• the date of the plan amendment or curtailment; and
• the date that the Company recognises restructuring related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group and Company recognise the following changes in the net defined benefit obligation under 'staff costs' in the statements of profit or loss:
• service costs comprising current service costs, past service costs, gains and losses on curtailments and non-routine settlements; and
• net interest expense or income.

The liability relates to employees who are entitled to statutory benefits prescribed under parts VIII and IX of the Workers' Rights Act 2019. The latter provides for a lump sum on withdrawal, at retirement or death, whichever occurs earlier, based on final salary and years of service.

The sponsoring employer New Mauritius Hotels Ltd has agreed to make payments to the fund with employee contributions to restore the funding ratio assuming that all the assumptions used for the valuation are now in practice. The method used is known as the Attained Age method and is an accrued benefits funding method as defined in the technical funding requirement rules.

(ii) Defined contribution plans
The Group and Company operate a defined contribution scheme set up in October 2014, the assets of which are held and administered by an independent fund administrator. All new employees of the Group and Company from that date become members of the defined contribution plan. Payments by the Group and Company to the defined contribution retirement plan are charged as an expense as they fall due.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

Accounting Policy (cont'd)
(iii) Severance allowance
The Group and Company are liable to pay severance allowance to employees at the date of their retirement under the Mauritian Workers' Rights Act 2019. These benefits are unfunded. The cost of providing these benefits is determined using the projected unit credit method. Actuarial gains and losses in determining the present value of the unfunded obligations are recognised in full in the period in which they occur in other comprehensive income. Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods. The past service costs are recognised as an expense on a straight-line basis over the average period until the benefits become vested (that is when the employee retires). If the benefits have already vested, immediately following changes in legislation, past service costs are recognised immediately.

(iv) Provision for vacation leave
Vacation leave and other compensated absences with similar characteristics are accrued as a liability, as stipulated under long term benefits in IAS 19, as these benefits are earned by eligible employees based on past service and it is probable that the employer will compensate these employees for the benefits through paid time off or cash payments. The assessment of this provision is carried out annually by management for eligible employees. Such employees are those who fall under the definition of a worker under The Workers' Rights Act 2019 and have covered a qualifying period of service. The liability is measured using forecasted salary rates of the workers at the time of entitlement, which is then reduced by the average staff turnover applicable to the Company. The present value of the vacation leave provision is determined by discounting the estimated future cash flows using rates of government bonds.

Significant accounting judgements and estimates
Employee benefit liabilities
The cost of the defined benefit pension plan and other post-employment medical benefits and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The Group and Company have both funded and unfunded obligations. For the funded obligations, the Group and Company participate in the New Mauritius Hotels Group Superannuation Fund, a multi-employer pension plan registered under the Private Pension Fund Act, the assets of which are held independently. The pension plans are funded from payments from the employees and the Group and Company, taking into account the recommendations of an independent actuary, namely Swan Life Ltd. For the unfunded obligations, the Group and Company participate in the Rogers Money Purchase Retirement Fund. The unfunded liability relates to employees who are entitled to retirement gratuities payable under the Workers' Rights Act 2019. The pension scheme is a defined benefit scheme.

The present value of the provision for vacation leave depends on a number of factors that are determined using a number of assumptions, which include the discount rate. Any change in these assumptions will impact the carrying amount of the provision.

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Funded obligation (Note (a))	**2,267,540**	2,291,386	**2,249,624**	2,276,376
Unfunded obligation (Note (b))	**47,001**	29,367	**17,098**	10,197
Provision for vacation leave (Note (h))	**61,514**	-	**61,514**	-
	2,376,055	2,320,753	**2,328,236**	2,286,573

(a) Funded Obligation

(i) The amounts recognised in the statements of financial position in respect of funded obligation are as follows:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
Defined benefit obligation	**6,636,487**	6,114,639	**6,532,517**	6,049,622
Fair value of plan assets	**(4,368,947)**	(3,823,253)	**(4,282,893)**	(3,773,246)
Employee benefit liabilities	**2,267,540**	2,291,386	**2,249,624**	2,276,376

(ii) Movement in the liabilities recognised in the statements of financial position:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
At 1 July	**2,291,386**	1,800,568	**2,276,376**	1,760,404
Amount recognised in profit or loss	**278,961**	205,890	**275,659**	234,283
Amount recognised in other comprehensive income	**(50,653)**	605,700	**(50,258)**	591,855
Employer's contributions	**(252,154)**	(320,772)	**(252,153)**	(310,166)
At 30 June	**2,267,540**	2,291,386	**2,249,624**	2,276,376

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

(a) Funded Obligation (cont'd)

	THE GROUP		THE COMPANY	
(iii) The amounts recognised in the statements of profit or loss are as follows:	**2024**	2023	**2024**	2023
	Rs '000	Rs '000	**Rs'000**	Rs'000
Current service cost	**145,184**	106,505	**145,184**	135,549
Scheme expenses	**20,937**	18,752	**20,922**	18,596
Interest cost on defined benefit obligation	**341,576**	279,112	**302,301**	276,631
Return on plan assets	**(228,736)**	(198,479)	**(192,748)**	(196,493)
Net benefit expense	**278,961**	205,890	**275,659**	234,283
(iv) The amounts recognised in the statements of other comprehensive income are as follows:				
(Gains)/Losses on pension scheme assets	**(304,561)**	400,998	**(304,488)**	399,148
Experience losses on the liabilities	**253,908**	302,343	**254,230**	289,349
Changes in assumptions underlying the present value of the scheme	**-**	(97,641)	**-**	(96,642)
	(50,653)	605,700	**(50,258)**	591,855
(v) Cumulative actuarial losses recognised:				
Cumulative actuarial losses at 1 July	**2,093,586**	1,487,886	**2,062,131**	1,470,276
Actuarial (gains)/losses recognised in current year	**(50,653)**	605,700	**(50,258)**	591,855
Cumulative actuarial losses at 30 June	**2,042,933**	2,093,586	**2,011,873**	2,062,131
(vi) Reconciliation of the present value of defined benefit obligation:				
Present value of obligation at 1 July	**6,114,639**	5,743,127	**6,049,622**	5,645,313
Current service cost	**145,184**	106,505	**145,184**	135,549
Interest cost on defined benefit obligation	**341,576**	279,112	**302,301**	276,631
Employees' contribution	**28,546**	28,097	**28,546**	27,594
Actuarial losses	**253,908**	204,702	**254,230**	192,707
Benefits paid	**(247,366)**	(246,904)	**(247,366)**	(228,172)
Present value of obligation at 30 June	**6,636,487**	6,114,639	**6,532,517**	6,049,622
(vii) Reconciliation of fair value of plan assets:				
Fair value of plan assets at 1 July	**3,823,253**	3,942,559	**3,773,246**	3,884,909
Return on plan assets	**228,736**	198,479	**192,748**	196,493
Employer's contributions	**252,154**	320,772	**252,153**	310,166
Scheme expenses	**(20,937)**	(18,752)	**(20,922)**	(18,596)
Employees' contribution	**28,546**	28,097	**28,546**	27,594
Actuarial gains/(losses)	**304,561**	(400,998)	**304,488**	(399,148)
Benefits paid	**(247,366)**	(246,904)	**(247,366)**	(228,172)
Fair value of plan assets at 30 June	**4,368,947**	3,823,253	**4,282,893**	3,773,246

(viii) The principal actuarial assumptions used for accounting purposes were:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	%	%	**%**	%
Discount rate	**5.10**	5.10	**5.10**	5.10
Future salary increase	**1.00**	1.00	**1.00**	1.00
Post-retirement mortality tables	**PNMA00/ PNFA00**	PNMA00/ PNFA00	**PNMA00/ PNFA00**	PNMA00/ PNFA00

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

(a) Funded Obligation (cont'd)

(ix) A quantitative sensitivity analysis for significant assumptions as at 30 June 2024 and 30 June 2023 is shown below:

	Discount Rate			
Assumptions	THE GROUP		THE COMPANY	
Sensitivity	1% Increase	1% Decrease	1% Increase	1% Decrease
	Rs '000	Rs '000	Rs '000	Rs '000
30 June 2024				
Impact on defined benefit obligation	**(897,746)**	**1,090,617**	**(887,727)**	**1,078,588**
30 June 2023				
Impact on defined benefit obligation	(841,449)	1,024,050	(832,474)	1,013,280

	Future Salary Increase			
	THE GROUP		THE COMPANY	
	1% Increase	1% Decrease	1% Increase	1% Decrease
	Rs '000	Rs '000	Rs '000	Rs '000
30 June 2024				
Impact on defined benefit obligation	**289,659**	**(257,973)**	**286,198**	**(254,893)**
30 June 2023				
Impact on defined benefit obligation	267,992	(238,567)	264,988	(235,924)

The sensitivity analyses above have been determined based on reasonably possible changes of the discount rate or salary increase rate occurring at the end of the reporting period if all other assumptions remained unchanged.

(b) Unfunded Obligation

(i) The amounts recognised in the statements of financial position in respect of unfunded obligation are as follows:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Employee benefit liabilities	**47,001**	29,367	**17,098**	10,197

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Defined benefit obligation	**61,690**	35,333	**31,606**	16,163
Fair value of plan assets	**(14,689)**	(5,966)	**(14,508)**	(5,966)
Employee benefit liabilities	**47,001**	29,367	**17,098**	10,197
(ii) Movement in the liabilities recognised in the statements of financial position.				
At 1 July	**29,367**	24,317	**10,197**	2,773
Amount recognised in profit or loss	**21,911**	9,164	**16,665**	9,370
Benefits paid	**(11,612)**	(6,431)	**(11,268)**	(6,430)
Amount recognised in other comprehensive income	**6,978**	4,485	**1,504**	4,484
Exchange differences	**357**	(2,168)	**-**	-
At 30 June	**47,001**	29,367	**17,098**	10,197
(iii) The amounts recognised in the statements of profit or loss are as follows:				
Current service cost	**17,856**	8,027	**14,154**	8,233
Past service cost	**3,260**	1,158	**2,228**	1,158
Interest cost on defined benefit obligation	**1,416**	138	**903**	138
Return on plan assets	**(621)**	(159)	**(620)**	(159)
Net benefit expenses	**21,911**	9,164	**16,665**	9,370

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

(b) Unfunded Obligation (cont'd)

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
(iv) The amounts recognised in the statements of other comprehensive income are as follows:				
Liabilities experience (gains)/loss	**6,382**	6,723	**(1,102)**	6,722
Losses on pension scheme assets	**617**	159	**616**	159
Changes in assumptions underlying the present value of the scheme	**(21)**	(2,397)	**1,990**	(2,397)
Actuarial losses recognised in other comprehensive income	**6,978**	4,485	**1,504**	4,484
(v) Reconciliation of the present value of defined benefit obligation:				
Present value of obligation at 1 July	**35,333**	24,317	**16,163**	2,773
Current service cost	**17,856**	8,027	**14,154**	8,233
Past service cost	**3,260**	1,158	**2,228**	1,158
Interest cost	**1,416**	138	**903**	138
Actuarial losses	**6,361**	4,326	**888**	4,325
Benefits paid	**(2,893)**	(465)	**(2,730)**	(464)
Exchange differences	**357**	(2,168)	**-**	-
Present value of obligation at 30 June	**61,690**	35,333	**31,606**	16,163
(vi) Reconciliation of fair value of plan assets:				
Fair value of plan assets at 1 July	**5,966**	-	**5,966**	-
Return on plan assets	**621**	159	**620**	159
Employer's contributions	**11,612**	6,431	**11,268**	6,430
Actuarial gains	**(617)**	(159)	**(616)**	(159)
Benefits paid	**(2,893)**	(465)	**(2,730)**	(464)
Fair value of plan assets at 30 June	**14,689**	5,966	**14,508**	5,966

(vii) The principal actuarial assumptions used for accounting purposes were:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	%	%	**%**	%
Discount rate	**5.4**	6.1	**5.4**	6.1
Future salary increase	**1.0**	1.0	**1.0**	1.0
Post-retirement mortality tables	**Swan Annuity Rates 2024**	Swan Annuity Rates 2023	**Swan Annuity Rates 2024**	Swan Annuity Rates 2023

(viii) A quantitative sensitivity analysis for significant assumptions as at 30 June is shown as follows below:

	Discount Rate			
Assumptions	THE GROUP		THE COMPANY	
Sensitivity	**1% Increase**	**1% Decrease**	**1% Increase**	**1% Decrease**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024				
Impact on defined benefit obligation	**(4,415)**	**6,755**	**(1,357)**	**4,164**
30 June 2023				
Impact on defined benefit obligation	(828)	1,322	(828)	1,322

	Future Salary Increase			
	THE GROUP		THE COMPANY	
	1% Increase	**1% Decrease**	**1% Increase**	**1% Decrease**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024				
Impact on defined benefit obligation	**6,624**	**(5,439)**	**3,523**	**(2,771)**
30 June 2023				
Impact on defined benefit obligation	1,734	(1,138)	1,734	(1,138)

The sensitivity analyses above have been determined based on reasonably possible changes of the discount rate or salary increase rate occurring at the end of the reporting period if all other assumptions remained unchanged.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

	THE GROUP AND THE COMPANY	
	2024	2023
(c) The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:	**%**	%
Local equities	**43**	44
Overseas equities	**24**	22
Fixed interest	**28**	30
Cash and cash equivalents	**5**	4
	100	100

The overall expected rate of return on plan assets is determined by reference to market yields on bonds and expected yield difference on other types of assets held.

(d) Maturity profile of the defined benefit obligation

The weighted average duration of the liabilities as at 30 June 2024 is 9 years.

(e) Expected contribution for next year

The Group is expected to contribute Rs 252m (2023: Rs 171m) including employees' contribution to its defined benefit pension plan in the next financial year.

(f) Plan assets

Included in the plan assets is a property, estimated at an open market value of Rs 437m (2023: Rs 437m). The property is rented to the Company by the New Mauritius Hotels Group Superannuation Fund.

(g) Risk associated with the plans

The Group and Company are exposed to actuarial risks such as longevity risk, interest rate risk, market (investment) risk, and salary risk:

Longevity risk: The liabilities disclosed are based on the mortality table PNA00/current Swan buyout rate. The liabilities will increase if the experience of the pension plans is less favourable than the standard mortality tables; and there is an improvement in mortality and the buyout rate is reviewed.

Interest risk: If the yields on Government Bonds and Treasury Bills decrease, the liabilities would be calculated using a lower discount rate and would therefore increase.

Investment risk: The present value of the liabilities of the plan are calculated using a discount rate. Should the returns on the assets of the plan be lower than the discount rate, a deficit will arise.

Salary risk: If salary increases are higher than assumed in our basis, the liabilities would increase giving rise to actuarial losses.

(h) Provision for vacation leave

(i) Movement for the provision recognised in the statements of financial position:	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
At 1 July	**-**	-	**-**	-
Current service cost	**58,501**	-	**58,501**	-
Interest cost	**3,013**	-	**3,013**	-
At 30 June	**61,514**	-	**61,514**	-

(ii) The principal actuarial assumptions used for accounting purposes were:

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	%	%	**%**	%
Discount rate	**3.3**	N/A	**3.3**	N/A
Future salary increase	**1.0**	N/A	**1.0**	N/A

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

45. Employee benefit liabilities (cont'd)

(h) Provision for vacation leave (cont'd)

(iii) A quantitative sensitivity analysis for significant assumptions as at 30 June is shown below:

	Discount Rate			
Assumptions	THE GROUP		THE COMPANY	
Sensitivity	**1% Increase**	**1% Decrease**	**1% Increase**	**1% Decrease**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024				
Impact on provision for vacation leave	**(221)**	**225**	**(221)**	**225**
30 June 2023				
Impact on provision for vacation leave	N/A	N/A	N/A	N/A

	Future Salary Increase			
	THE GROUP		THE COMPANY	
	1% Increase	**1% Decrease**	**1% Increase**	**1% Decrease**
	Rs '000	**Rs '000**	**Rs '000**	**Rs '000**
30 June 2024				
Impact on provision for vacation leave	**228**	**(228)**	**228**	**(228)**
30 June 2023				
Impact on provision for vacation leave	N/A	N/A	N/A	N/A

The sensitivity analyses above have been determined based on sensibly possible changes of the discount rate or salary increase rate occurring at the end of the reporting period if all other assumptions remained unchanged.

(iv) Maturity profile of the provision for vacation leave

The weighted average duration of the liabilities as at 30 June 2024 is 0.4 year.

46. Trade and other payables

	THE GROUP		THE COMPANY	
	2024	2023	**2024**	2023
	Rs '000	Rs '000	**Rs '000**	Rs '000
Trade payables	**1,596,095**	1,426,513	**677,074**	606,914
Other payables	**1,508,832**	1,354,523	**874,078**	735,158
Loan at call payable to subsidiaries (Note 17(ix))	**-**	-	**539,261**	366,197
Loan at call payable to other related party (Note 17(ix))	**-**	38,736	**-**	38,736
Amount due to subsidiaries (Note 17(xii))/Note (d)	**-**	-	**200,871**	217,249
Amount due to other related parties (Note 17(xii))	**317,080**	376,738	**36,643**	28,508
	3,422,007	3,196,510	**2,327,927**	1,992,762

During the current financial year, advances from subsidiaries amounted to Rs 123.9m (2023: Rs 148.1m).

(a) Trade payables are non-interest-bearing and are generally on 30 to 90 days' term.
(b) The loan at call to the subsidiaries bear interest rates ranging from 3.50% to 4.10% per annum (2023: 4.10%).
(c) The loan at call to the other related party was interest free during the previous financial year.
(d) For terms and conditions pertaining to related party payables, refer to Note 17(ix) and (xii).

During the previous financial year, the Company had a current account payable balance of Rs 134m towards Ste Anne Resort Limited which it settled by way of reduction in the existing long-term receivables included in investment in subsidiaries (Note 31).

47. Fair value of assets and liabilities

Accounting Policy

Fair value measurement
The Group and Company measure their financial instruments and non-financial assets such as investment property, and properties at fair value at each reporting date. The Group and Company have a policy of revaluing their freehold land and buildings every three years. The fair value of the freehold land and buildings is also assessed by the Directors at the end of each reporting period.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:
- in the principal market for the asset or liability; or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

47. Fair value of assets and liabilities (cont'd)

Accounting Policy (cont'd)

Fair value measurement (cont'd)

The principal or most advantageous market must be accessible to the Group and Company.

The fair value of an asset or liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and Company use valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:
- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and Company determine whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's and Company's management determine the policies and procedures for both recurring fair value measurement, namely unquoted financial assets at FVOCI, and non-recurring fair value measurement, such as assets held for sale. Financial assets that are unquoted are fair valued by management at least annually at the reporting date. The use of external valuers is decided by management when the situation dictates it, taking into consideration the relevant factors.

Financial instruments by category and fair values

The following table shows the carrying amounts and fair values of assets and liabilities, including their levels in the fair value hierarchy.

			THE GROUP				THE COMPANY			
			2024		2023		**2024**		2023	
	IFRS 9 Classification	**Fair Value Hierarchy**	**Carrying Amount**	**Fair Value**	Carrying Amount	Fair Value	**Carrying Amount**	**Fair Value**	Carrying Amount	Fair Value
			Rs '000	**Rs '000**	Rs '000	Rs '000	**Rs '000**	**Rs '000**	Rs '000	Rs '000
Financial Assets										
Financial assets at fair value through other comprehensive income	Fair value	Levels 1 & 3	**12,591**	**12,591**	10,698	10,698	**12,403**	**12,403**	10,498	10,498
Financial assets at amortised cost - non-current	Amortised cost	Level 3	**1,616,214**	**1,513,890**	1,312,110	1,238,390	**4,060,404**	**3,948,639**	3,679,957	3,579,529
Financial assets at amortised cost - current	Amortised cost	Level 3	**1,022,886**	**1,022,886**	948,215	948,215	**342,744**	**342,744**	304,807	304,807
Trade receivables	Amortised cost	Level 3	**858,076**	**858,076**	814,024	814,024	**481,750**	**481,750**	440,761	440,761
Derivative financial instruments	Fair value	Level 2	**25,151**	**25,151**	13,894	13,894	**25,151**	**25,151**	13,894	13,894
Cash in hand and at banks	Amortised cost	Level 3	**1,540,368**	**1,540,368**	1,582,005	1,582,005	**171,558**	**171,558**	140,320	140,320
			5,075,286	**4,972,962**	4,680,946	4,607,226	**5,094,010**	**4,982,245**	4,590,237	4,489,809
Financial Liabilities										
Redeemable convertible secured bonds	Amortised cost	Level 3	**512,868**	**512,868**	579,577	579,577	**512,868**	**512,868**	579,577	579,577
Redeemable preference shares	Amortised cost	Level 1	**401,746**	**401,746**	448,552	448,552	**401,746**	**401,746**	448,552	448,552
Borrowings	Amortised cost	Level 3	**17,094,858**	**17,094,858**	18,603,151	18,511,590	**10,212,192**	**10,212,192**	11,427,804	11,413,235
Trade and other payables	Amortised cost	Level 3	**3,422,007**	**3,422,007**	3,196,510	3,196,510	**2,327,927**	**2,327,927**	1,992,762	1,992,762
			21,431,479	**21,431,479**	22,827,790	22,736,229	**13,454,733**	**13,454,733**	14,448,695	14,434,126

All of the above assets/liabilities disclosed exclude property, plant and equipment, investment property, right-of-use assets, intangible assets, investment in subsidiaries, investment in associates, deferred tax assets/liabilities, inventories, other assets, income tax prepaid/payable, employee benefit liabilities, lease liabilities and contract liabilities.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

47. Fair value of assets and liabilities (cont'd)

Accounting Policy (cont'd)
Fair value measurement (cont'd)
The fair value of financial assets at amortised cost (non-current) and borrowings for disclosure purposes are estimated by discounting the future contracted cash flows at the current market interest rate that is available to the Group and Company for similar financial instruments.

Involvement of external valuers for the valuation of properties is decided upon by management after discussion with and approval of the Audit Committee. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. Management decides, after discussions with the Group's and Company's external valuers, which valuation techniques and inputs to use for each case. Management assesses the changes in the inputs, as well as those in the environment, from both internal and external sources that affect the fair value of the property since the last valuation, and thereafter decides on the involvement of external valuers.

At each reporting date, management analyses the movements in the values of assets and liabilities which are required to be remeasured or reassessed as per the Group's and Company's accounting policies. For this analysis, management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to relevant documents.

Management, in conjunction with the Group's and Company's external valuers, also compares each of the changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

The fair values of the Group's and Company's unquoted financial assets at FVOCI are determined by management at least annually at the reporting date through the income approach. Inputs and assumptions used in the determination of the fair value are verified and validated to their respective sources and documents.

For the purpose of fair value disclosures, the Group and Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Significant accounting judgements and estimates

Fair value measurements of financial instruments
When the fair values of financial instruments recorded in the statements of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques. The inputs to those models are derived from observable market data where possible, but where observable market data is not available, a degree of judgement is required to establish fair values. The judgements include consideration of inputs such as liquidity risk, credit risk and volatility.

Fair value of financial assets at FVOCI is derived from quoted market prices in active markets.

Unquoted financial assets at FVOCI represent investments in equity instruments that do not have a quoted market price in an active market and whose fair values cannot be reliably measured.

The fair value of foreign exchange forward and swap contracts is determined by using the foreign exchange spot and forward rates, interest rate curves and forward rate curves of each currency.

For valuation techniques regarding properties classified under "Property, plant and equipment" and "Investment property," refer to Notes 27 and 29 respectively.

During the year ended 30 June 2024, there was no transfer between Level 1 and Level 2 fair value measurements (2023: Nil).

48. Sale and leaseback transaction between the Company and Beachcomber Hospitality Investments Ltd

Accounting Policy
A sale and leaseback transaction is where the Company sells an asset and immediately reacquires the use of the asset by entering into a lease with the buyer. A sale occurs when control of the underlying asset passes to the buyer. A lease liability is recognised, the associated property, plant and equipment asset is derecognised and a right-of-use asset is recognised at the proportion of the carrying value relating to the right retained. Any gain on the sale is deferred and recognised as income over the lease term. Any loss on the sale is immediately recognised as an impairment loss when the sale occurs.

The Company signed a number of agreements with Leisure Property Northern (Mauritius) Limited (LPNM), a wholly-owned subsidiary of GRIT Real Estate Income Group Limited (previously known as "Mara Delta Property Holdings Limited"), with respect to Beachcomber Hospitality Investments Ltd ("BHI") on 17 November 2016. The agreements entailed that:
- NMH transferred the hotel properties known as Victoria Beachcomber, Canonnier Beachcomber and Mauricia Beachcomber together with the attached leasehold land to BHI for a total consideration of EUR 155m (Rs 6bn) but would continue to manage the hotels.
- NMH would hold 55.58% of BHI's share capital, the remaining 44.42% being held by LPNM.
- NMH would have a call option to buy back the shares held by LPNM, such option being exercisable between the 7th and 10th anniversary of the Subscription and Shareholders' Agreement.
- NMH would pay BHI an annual rental equivalent to 7.5% of the value of the assets, increasing annually. The lease agreement had an initial duration of 15 years commencing 2 December 2016 with 3 successive ten-year renewal periods at the option of the Company. During the financial year 2023, the initial lease duration of 15 years was further extended to 18 years (Note 28).

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

48. Sale and leaseback transaction between the Company and Beachcomber Hospitality Investments Ltd (cont'd)

Accounting Policy (cont'd)
The profit realised on the sale of the three hotels and the attached leasehold land to BHI amounted to EUR 62m (Rs 2.2bn) and has been netted off against the respective right-of-use asset (Note 28) as per IFRS 16.

The sale and leaseback transaction was accounted for as a sale and operating lease applying IAS 17 prior to adoption of IFRS 16. On adoption of IFRS 16, NMH accounted for:
(a) the leaseback in the same way as it accounts for any other operating lease that exists at the date of initial application; and
(b) adjust the leaseback right-of-use asset for any deferred gains or losses that relate to off-market terms recognised in the statement of financial position immediately before the date of initial application (refer to Notes 28(ii) and 49).

49. Commitments and contingencies

(a) Capital commitments

Capital commitments for the Company as at 30 June 2024 was nil whereas that of the Group amounted to Rs 156.6m relating mainly to construction works for the staff accommodation of the hotel on Ste Anne Island. (2023: 965.9m for both Group and Company relating mainly to renovation of Paradis, Shandrani and Cannonier hotels).

(b) Contingencies

Sub-leasing of Sainte Anne Island
Ste Anne Resort Limited ("SARL") was served with a Restriction Order for a period of 6 months as of 6 May 2022 by the Land Registrar in Seychelles following the proposed registration of its lease agreement with Club Med (the "Order"). The Order had been applied for by the lessor (a third-party private company) of the property on which SARL has refurbished, extended and subsequently sub-sub-leased the property to Club Med in February 2021. However, by way of letter addressed to SARL on 7 June 2023, the Land Registrar informed SARL that it removed the Order given that the period of 6 months lapsed which follows that there is no case against SARL. The latter has since proceeded with the registration of the lease before the Land Registrar.

50. Changes in ownership interest in subsidiaries that do not result in a loss of control

(i) In May 2023, through a scheme of arrangement, Leisure Property Northern (Mauritius) Limited (LPN), the minority shareholder of the subsidiary, Beachcomber Hospitality Investments Ltd (BHI) was merged with and into BHI. Subsequent to the scheme, BHI became a wholly owned subsidiary of the Company. Refer to below and note 8 for more details.

	2023
	Rs '000
Cancellation of ordinary shares held by LPN	**492,092**
Carrying value of the additional interest in BHI	**593,460**
Difference recognised in equity	**1,085,552**

(ii) In July 2022, Royal Gardens Ltd, a wholly owned subsidiary of the Company, acquired a further 110,000 ordinary shares in Beachcomber Marketing (Pty) Ltd for a cash consideration of Rs 34.8m thus increasing its stake from 51% to 62%. Refer to below and Note 7 for more details.

	2023
	Rs '000
Cash consideration paid to non-controlling interest	**34,849**
Carrying value of the additional interest in Beachcomber Marketing (Pty) Ltd	**(2,483)**
Difference recognised in equity	**32,366**

51. Prior year adjustment

During the financial year, the Company was notified by one of its lessors that excess lease payments of Rs 308.6m had been made in prior years. As period-specific adjustments of the excess lease payments and retrospective restatement were impracticable, the restatement was made in the current period in line with IAS 8 (Accounting Policies, Changes in Accounting Estimates, and Errors) (refer to Note 51). This was treated as an error arising from prior periods. The refund, as agreed by both parties, will be offset against future estimated lease rentals over 4 to 5 years. Therefore, as of 1 July 2023, the Company recognised Rs 262.1m, representing the present value of the future refunds.

DETAILED INFORMATION ON STATEMENTS OF FINANCIAL POSITION ITEMS (CONT'D)

51. Prior year adjustment (cont'd)

The effects on the statements of financial position are as follows:

	THE GROUP		THE COMPANY	
	Financial Assets At Amortised Costs	Retained Earnings	Financial Assets At Amortised Costs	Retained Earnings
	Rs '000	Rs '000	Rs '000	Rs '000
Balance as reported at 1 July 2023:				
As previously reported	2,260,325	2,311,280	3,984,764	5,044,112
Prior year adjustment	262,135	262,135	262,135	262,135
As restated	**2,522,460**	**2,573,415**	**4,246,899**	**5,306,247**

Frequently asked questions

1. What is an Annual Meeting of Shareholders (AMS)?

An AMS is a meeting of the shareholders of a company. The law provides that it should be held not more than once in each calendar year and not later than 9 months after the balance sheet date of a company.

2. Who may attend the AMS?

In compliance with S120(3) of the Companies Act 2001, the Board has resolved that only the shareholders of the Company registered in the share register of the Company as at 14 November 2024 are entitled to attend the AMS.

3. Why should a shareholder attend the AMS?

Shareholders are encouraged to attend the AMS as it:
• provides them with a direct contact with the Board and management of the Company;
• enables them to have more insight into the operations, strategy and performance of the Company; and
• provides them with reasonable opportunity to discuss and comment on the management of the Company.

4. What matters are discussed at the AMS?

Usually, the following business is transacted at the AMS:
• the approval of the audited accounts of the Company;
• the receiving of the auditor's report;
• the consideration of the Annual Report; and
• the re-election/reappointment of Directors.

5. What if a shareholder cannot attend the AMS?

An individual shareholder who cannot attend the meeting may appoint a proxy or may cast his vote by post.

A corporate shareholder may, on the other hand, appoint a representative to attend the AMS and act on its behalf.

6. What is a proxy?

A proxy is the person appointed by a shareholder to represent him/her at the AMS. Such person, who need not necessarily be a shareholder of the Company, may be heard at the meeting as if he/she were the shareholder.

7. How does a shareholder appoint a proxy/representative?

Shareholders are requested to fill in the Proxy Form sent to them with the notice convening the meeting. Corporate shareholders may also provide a Corporate Resolution to appoint their representative. Should a shareholder wish his/her proxy/representative to vote at the meeting in a particular manner, he/she is requested to fill in the resolution boxes provided on the appropriate forms.

8. After appointing a proxy, can a shareholder still attend the AMS?

Yes, but he/she is requested to make himself/herself known to the Company Secretary as soon as he/she arrives at the meeting. The proxy will consequently have no right to be heard and to vote at the meeting.

9. How does a shareholder use the Postal Vote Form?

The Postal Vote Form must be signed by the shareholder or his/her attorney duly authorised in writing.

10. How many votes does a shareholder have?

Every shareholder, present in person or by proxy/representative, shall have one vote on a show of hands.

Where a poll is taken, each shareholder shall have the number of votes that corresponds to the number of shares held by him/her in the Company.

11. What is the voting procedure?

Voting at the AMS is generally by show of hands. However, if a poll is demanded for a particular resolution, then ballot papers shall be distributed and shareholders will be requested to cast their votes thereon.

12. How to obtain a copy of the minutes of proceedings of the last AMS of the Company?

A shareholder may make such a request to the Company Secretary prior to the AMS.

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