

ATTITUDE HOSPITALITY LTD
AND ITS SUBSIDIARIES
ANNUAL REPORT
FOR THE YEAR ENDED
JUNE 30, 2025

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
TABLE OF CONTENTS

	PAGE
SECTION A	
ANNUAL REPORT	1
CORPORATE GOVERNANCE REPORT	1(1)-1(40)
SECTION B	
CERTIFICATE FROM THE COMPANY SECRETARY	1
INDEPENDENT AUDITOR'S REPORT	2 - 4
CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION	5
CONSOLIDATED AND SEPARATE STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	6
CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN EQUITY	7-8
CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS	9
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS	10 - 79

SECTION A

The Directors have the pleasure in submitting their annual report together with the audited financial statements of Attitude Hospitality Ltd (the 'Company') and its subsidiaries (the 'Group' or 'AHL Group') respectively for the year ended June 30, 2025.

PRINCIPAL ACTIVITY

The principal activity of the Company is investment holding and that of the subsidiaries vary from investment holding and hotel operations.

RESULTS FOR THE YEAR

The results for the year ended June 30, 2025 are shown on page 6.

DIVIDENDS

Dividends amounting to **MUR 50 million** have been declared and paid by the Company for the financial year ended June 30, 2025 (2024: MUR Nil).

BOARD OF DIRECTORS

Mrs. Casey Jorgensen- Chairperson ARC – *Appointed on 01/03/2023*

Mrs. Jeanne Marie Solange Beatrice Maigrot – *Appointed on 05/04/2022*

Mrs. Armelle Bourgault du Coudray – *Appointed on 07/05/2008*

- Alternate: Mrs. Marina Harel – *Appointed on 18/06/2008*

Mr. Antoine Delaporte– *Appointed on 01/07/2025*

Mr. Kevindra Teeroovengadam– *Appointed on 25/06/2025*

Mr. Vincent Grimond– *Appointed on 06/08/2014*

Mr. Jean Michel Pitot– *Appointed on 07/05/2008*

Mr. Vincent Desvaux de Marigny– *Appointed on 15/03/2011*

Mr. Deenesh Seedoyal– *Appointed on 15/03/2011*

Mr. Jitendra Bissesur– *Resigned on 15/11/2024*

Mr. Jean Francois Desvaux de Marigny– *Resigned on 01/07/2025*

Mr. Jean Michel Barthelemy Colin– *Resigned on 28/03/2025*

Mr. Nicolas Marie Edouard Maigrot – *Resigned on 31/03/2025*

Mr. Jean Francois Marie Joseph Andre Barthelemy Colin– *Resigned on 28/03/2025*

Mr. Didier Merven – *Resigned on 16/04/2025*

DIRECTORS SERVICE CONTRACTS

There are no service contracts between the Company and the Directors.

ENTRIES IN INTERESTS REGISTER

No entries have been made in the interests register during the financial year (2024: Nil).

INTRODUCTION

The Directors of Attitude Hospitality Ltd (the “Company” or “AHL”) and its subsidiaries (the “Group”) (“Attitude Group”) have the pleasure in presenting the annual report for the year ended 30 June 2025.

Attitude Hospitality Ltd is a domestic private company incorporated on 7 May 2008. The Company falls under the definition of a public interest entity as defined by the Financial Reporting Act 2004 and is required to comply with the Code of Good Corporate Governance.

The Board is aware of its responsibilities for applying and implementing within the Company the eight principles contained in the National Code of Corporate Governance (2016) and is fully committed to achieving and maintaining the highest standards of corporate governance with the aim of maximising long-term value creation for the shareholders and stakeholders at large.

TRIBUTE

The Board expresses its heartfelt thanks to Mr Jean Francois Desvaux de Marigny during his tenure as Director and Chairperson of the Company. His guidance, commitment and unwavering dedication have been instrumental in steering the group towards its success. The Board wishes Mr Jean Francois Desvaux de Marigny all the best in his next chapter.

PRINCIPAL ACTIVITY

Attitude Hospitality Ltd is an investment entity holding shares in various companies in the hotel and tourism industry. The main activities of its subsidiaries (the ‘Group’) consist of operating and managing hotels locally. The Group initially started with two hotels in 2008 and now a portfolio of eight hotels under its management that are branded ‘Attitude’ with a room capacity of 1200 rooms. In July 2023, the Company entered into a Sales and Purchase Agreement ‘SPA’ with Asilia Lodges and Camps Limited to acquire 100% shares in Matemwe Bungalows Zaswi (Z) Limited, a hotel complex in the Island of Zanzibar, Tanzania.

The hotels that are branded Attitude are:

- The Ravenala Attitude 4*
- Lagoon Attitude 4*
- Sunrise Attitude 4*
- Zilwa Attitude 4*
- Tropical Attitude 3*
- Coin de Mire Attitude 3*
- Friday Attitude 3*
- Recif Attitude 3*

On 27 October 2025, the Company entered into a Head of Terms agreement concerning its investments in Water Sports Village Ltd and Zilwa Resorts Ltd. Under the terms of this agreement, the Company's holdings in both entities will be disposed not later than January 2026.

An overview of the hotels can be viewed on the website <https://hotels-attitude.com/en/our-hotels-mauritius>

The Attitude Group is purpose-driven and, committed to responsible tourism through concrete actions::

- People first (its Family Members/employees),
- Guests and Partners
- Focus on localised care for the environment

Attitude Group is committed to tourism with a Positive Impact; in other words, a more responsible tourism. During its first decade, the focus has been on Mauritian authenticity and Attitude is the only hotel group in Mauritius to hold the ‘Made in Moris’ label—a meaningful mark of trust, quality, and local savoir-faire. More than a certification, it is a commitment to celebrating Mauritius’ talent and authenticity:

- by creating 100% Mauritian experiences in its hotels. Notably, its signature restaurants as well as the Marine Discovery Centre.
- by inviting guests to discover the real Mauritius through its Otentik experiences;

PRINCIPAL ACTIVITY (continued)

- by favouring contemporary local decoration made by Mauritian craftsmen and designers, using local raw materials whenever possible.

RESULTS

For the year under review, the revenue for the Group and the Company reached **MUR 2,801 M** (2024: MUR 2,598M) and **MUR 224 M** (2024: MUR 228 M) respectively, whilst the profit after tax for the Group stood at **MUR 446 M** (2024: MUR 553 M) and profit after tax for the Company stood at **MUR 180 M** (2024 : MUR 190 M).

DIVIDENDS

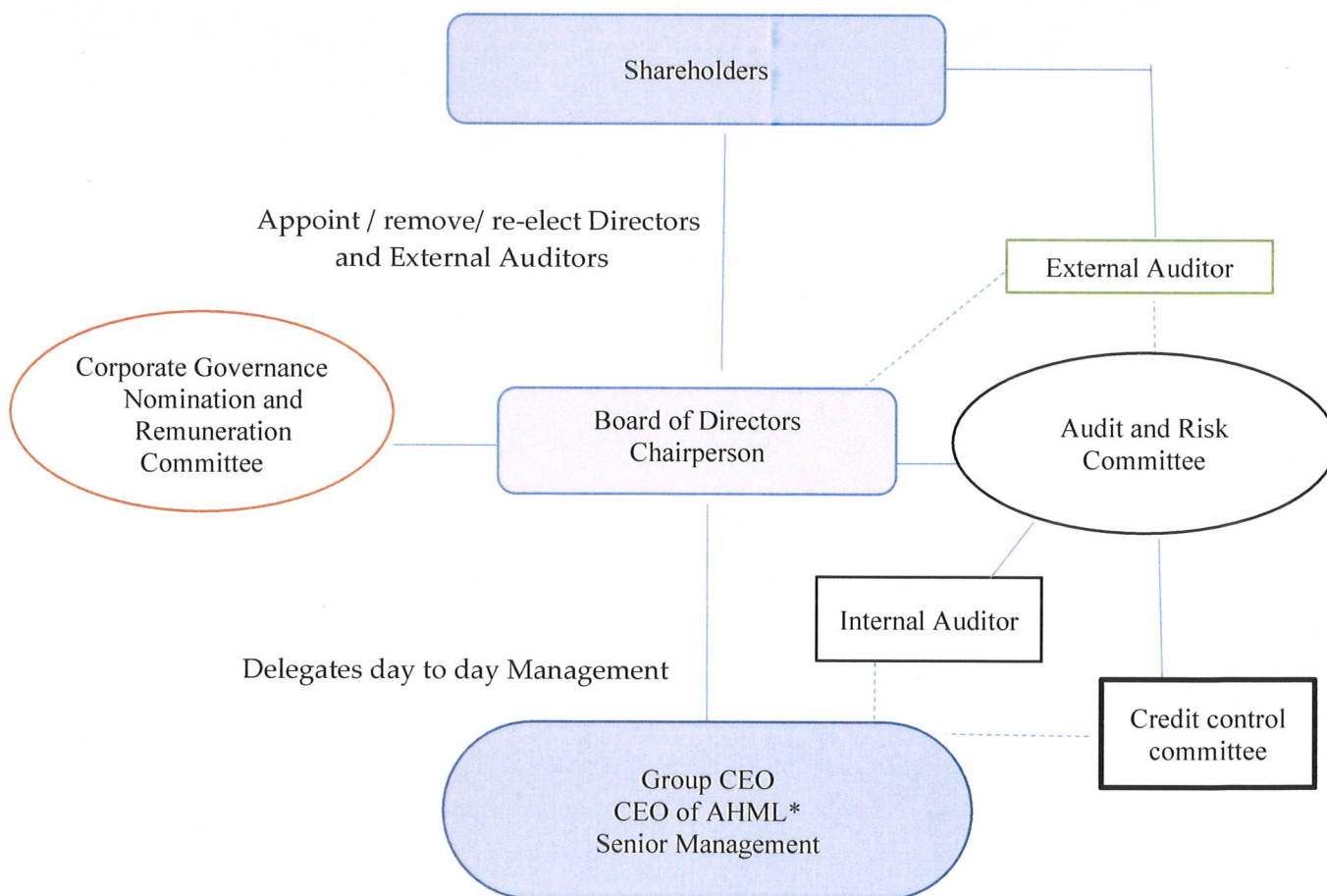
Dividends amounting to **MUR 50 million** was declared and paid by the Company (2024: MUR nil) and the subsidiaries of the Company **MUR 292.4 million** (2024: MUR 306.8million) during the year ended June 30, 2025.

PRINCIPLE 1 – GOVERNANCE STRUCTURE

Governance and organisational structure and major accountabilities

The Group operates within a defined governance framework, as explained in the chart below, through delegation of authorities and clear lines of responsibility while enabling the Board to retain effective control.

Shareholders have the power to appoint and/or remove Directors.



**Apart from the Group CEO who is under the employment of the Company, the CEO of Attitude Hospitality Management Ltd ('AHML') and Senior executives are employed by AHML, which is a subsidiary of AHL.*

PRINCIPLE 1 – GOVERNANCE STRUCTURE (CONTD)

ROLE OF THE BOARD

The Board:

- Is collectively responsible for the performance and affairs of the Group, for setting up the Company's strategy and policies, overseeing its activities by monitoring performance and supervising management to ensure accountability to its stakeholders;
- Assumes the responsibilities for succession planning;
- Is responsible for the induction of new directors;
- Has as primary objectives the protection of shareholders' value and interest within an appropriate structure; and
- Ensures constructive relations between the executive and non-executive directors.

The Board meets at least three times per year and at such ad hoc times as may be required. Its main functions include the following:

- Reviewing and evaluating present and future opportunities, threats and risks in the external environment, and current and future strengths, weaknesses and risks relating to the Company;
- Determining strategic options, selecting those to be pursued, and resolving the means to implement and support them;
- Determining the business strategies and plans that underpin the corporate strategy;
- Ensuring that the Company's organisational structure and capabilities are appropriate for implementing the chosen strategies;
- Delegating such authority and power to management as may be deemed appropriate and monitoring and evaluating the implementation of policies, strategies and business plans;
- Ensuring that internal controls are effective;
- Overseeing information governance within the Group and ensuring that information assets are managed effectively;
- Ensuring constructive relations between the executive and non-executive directors.
- Communicating with senior management;
- Ensuring that communications both to and from shareholders and relevant stakeholders and all strategic partners are effective; and
- Understanding and taking into account the interests of shareholders and relevant stakeholders in policy and strategy implementation.

The Board has 2 subcommittees, the Corporate Governance Committee and the Audit and Risks Committee. The Audit and Risk Committee also have a subcommittee, the Credit Committee. Each board's subcommittee operates within its terms of reference/charters approved by the Board. At Board meetings, reports from sub committees are on the agenda. The Chairperson of each subcommittee is invited to brief the Board on the matters discussed and make the necessary recommendations where applicable. The minutes of the Committee meetings are available to Directors upon request from the Company Secretary.

The organisational chart of the Company can be viewed on its website : <https://ahllcorporate.hotels-attitude.com/corporate-governance/>

CHAIRPERSON

The position statement of the Chairperson can be viewed on the website: <https://ahllcorporate.hotels-attitude.com/corporate-governance/>

Mr Antoine Luc Marie François Delaporte is the Company's Independent Chairperson since 01/07/2025 and replaced Mr Jean Francois Desvaux de Marigny who resigned on the same date.

PRINCIPLE 1 – GOVERNANCE STRUCTURE (CONTD)

ROLE OF THE BOARD (CONTD)

The Chairperson:

- Chairs the Directors and shareholders' meetings and provides overall leadership to the Board;
- Sets the board agenda together with the management and the Company Secretary.
- Ensures that Directors receive accurate, timely and clear information to enable the Board to fulfil its duties.
- Ensures that Board's committee are properly structured with appropriate terms of reference/charter.
- Manages the Board to allow enough time for discussion of complex or contentious issues
- Ensures that the Board's decisions are executed.
- Is primarily responsible for the activities of the Board and its Committees.
- Ensures that the Board satisfies its duties, is effective in its tasks of setting and implementing the Company's direction and strategy.
- Ensures that appropriate training is encouraged to continuously update the skills and knowledge of the Directors.
- Supervises the general management of the Company within the framework of the Principles of strategy as entrusted to the Chief Executive Officer.
- Ensures that Board members, when appointed, participate in an induction program and, if needed, in supplementary training programs.
- Ensures that there is appropriate delegation of authority from the Board to executive management and Board committees.
- Ensures that the performance of the Board is evaluated.

DIRECTORS

ROLE OF EXECUTIVE DIRECTORS

There are 3 Executive Directors on the Board. The executive directors are employed by Attitude Hospitality Management Ltd 'AHML'. The three executive directors, involved in the day-to-day management of the Group, are:

- Mr Jean Michel Pitot – Group CEO
- Mr Vincent Desvaux de Marigny –CEO of AHML
- Mr Deenesh Seedoyal - Chief Financial Officer

ROLE OF THE NON-EXECUTIVE AND INDEPENDENT DIRECTORS

The composition of the Board is such that there is an appropriate balance of power and authority between Executive, Non-Executive and Independent Directors. Non-Executive and Independent Directors play a vital role in providing judgement independent from management on issues of strategy, performance, resources, and evaluation of performance.

CHIEF EXECUTIVE OFFICER OF THE GROUP

The Chief Executive Officer of the Group is Mr Jean Michel Pitot. He oversees the implementation of the Group's long-term plans in line with its strategy and sets the strategic direction of all subsidiaries of the Group.

CHIEF EXECUTIVE OFFICER OF AHML

The Chief Executive Officer of AHML is Mr Vincent Desvaux de Marigny. He closely interacts with the Senior Management and the Board and Manages the day-to-day operations of the Group.

CHIEF FINANCIAL OFFICER OF AHML

The Chief Financial Officer of AHML is Mr Deenesh Seedoyal. He manages the financial functions of the Group, tracks cash flow and financial planning, drives company finances and reports to fellow executives and to the Board about organisational financial activities.

PRINCIPLE 1 – GOVERNANCE STRUCTURE (CONTD)

ROLE OF THE BOARD (CONTD)

COMPANY SECRETARY

Box Office Ltd is the Company Secretary of the Company. The position Statement of the Company Secretary can be viewed on the website: <https://ahllcorporate.hotels-attitude.com/corporate-governance/>

The Company Secretary:

- Provides the Board of Directors (the “Board”) with guidance as to its duties, responsibilities and powers
- Informs the Board of all legislation relevant to or affecting meetings of shareholders and directors.
- Ensures that the filing of any documents required of the Company under the Companies Act (the Act) are done in a timely manner.
- Assists in the drafting of the agenda of Board and committee meetings in consultation with the Chairperson and the Executive Directors
- Circulates agendas and any supporting papers to Directors in good time; Convenes, attends and drafts minutes of Board and Committee Meetings and Shareholders’ meetings.
- Ensure that there is a quorum at each meeting and that the meeting is duly constituted
- Certifies in the annual financial statements/annual report of the company/group that the company has filed with the Registrar all such returns as are required of the company under the Act.
- Checks that the Company complies with its constitution and the Act
- Assists in the drafting of the Corporate Governance Section of the Annual Report.
- Ensures that a copy of the Company’s annual financial statements /annual report, is sent in accordance with sections 219 and 220 to every person entitled thereto and filed with the Registrar of Companies and Financial Reporting Council within prescribed delays
- Assists in the induction of directors
- Communicates with the shareholders and acts as point of contact (via the share registrar) for all shareholders.

CHANGES AT BOARD LEVEL AND COMMITTEE LEVEL

Board level

New directors receive an induction pack and are invited to participate in an induction and orientation process.

Changes at Board level:

- Mr Maxime Jean Francois DESVAUX DE MARIGNY has resigned as Independent Non-Executive Director and Chairperson on 01/07/2025.
- Mr Jean Didier MERVEN has resigned as Non-Executive Director on 16/04/2025
- Mr Marie Joseph André Barthelemy Jean François COLIN has resigned as Non-Executive Director on 28/03/2025 and as alternate Director to Mr Jean François COLIN on 28/03/2025
- Mr Nicolas Marie Edouard MAIGROT has resigned as Non-Executive Director on 31/03/2025
- Mr Antoine Luc Marie Francois DELAPORTE was appointed as Independent Non-Executive Director, and as Chairperson on the 01/07/2025
- Mr Kevindra TEEROOVENGADUM was appointed as a Non-Executive Director on the 25/06/2025

Committee level

Changes at Committee level

Audit and Risk Committee:

- Mr Jean Francois DESVAUX DE MARIGNY ceased to be a member on 01/07/2025
- Mr Kevindra TEEROOVENGADUM was appointed as a member on 25/06/2025

Corporate Governance Committee:

- Mr Jean Francois DESVAUX DE MARIGNY ceased to be a member on 01/07/2025
- Mr Antoine Luc Marie Francois DELAPORTE was appointed as a member on 01/07/2025

PRINCIPLE 1 – GOVERNANCE STRUCTURE (CONTD)

ROLE OF THE BOARD (CONTD)

THE BOARD

The Board is the focal point of the Corporate Governance System and is ultimately accountable and responsible for the performance and affairs of the Company and the Group. The Board ensures that relevant laws, regulations and codes of best business practices are adhered by the Company and the Group.

The Board shall comprise of a minimum of 5 and a maximum of 12 Directors. The quorum at Board Meetings is the majority of the Directors. The Company has adopted the following Corporate Governance documents on the 29th April 2019:

- a Board Charter
- a Code of Ethics
- an Audit and Risk Committee Charter
- A Corporate Governance Committee charter
- A statement of accountabilities
- An organisational chart

The aforesaid documents as well as the following documents can be viewed on the website, <https://ahlcorporate.hotels-attitude.com/corporate-governance/> :

- the Constitution approved by the Shareholders on 18 May 2021 and amended thereafter on 02 June 2021 and 27 July 2021;
- the position statement for the Chairperson and the Company Secretary; and
- the IT policy.

The review process of the Charter is as detailed in each document.

The Company's Constitution does not provide for re-election and/or re-appointment of Directors on an annual basis. Directors are appointed in accordance with the Constitution.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES

The Company is headed by a unitary Board consisting of nine Directors, out of which three are Independent, three are Non-Executive and three are Executive Directors. There are currently 3 women on the Board, namely Mrs Armelle Bourgault du Coudray, Mrs. Jeanne Marie Solange Beatrice Maigrot and Mrs. Casey Jane Jorgensen.

The Board's composition and size is in accordance with the Constitution. The Board combines representatives of shareholders, independent directors and executives and has the necessary competencies, mix of skills and knowledge to discharge its duties. It also has a broad range of expertise that covers the Company's main business, sector and geographical areas. The functions and responsibilities of the Chairperson and the Executive Directors are separate. Mr Antoine Luc Marie Francois Delaporte is the Independent Chairperson of the Company, Mr Jean Michel Pitot is the Group CEO and Mr Vincent Desvaux de Marigny is the CEO of AHML.

The Board ensures that the principles of good Corporate Governance, as applicable in Mauritius, are fully adhered to and form an integral part of the Company's and the Group's business practices. The responsibilities and accountabilities are identified within the Company and the Group. The Board leads and controls the Group and is collectively responsible for its long-term success, reputation and governance. Its primary objective is to protect and enhance shareholder value through consistent profitable growth whilst simultaneously remaining committed to achieving success for the Company and the Group. The Board, together with senior management is responsible to shareholders and other stakeholders for the Group's total business performance.

The business is under the Management of AHML with Management contracts between AHML and entities (Hotels) within the Group. The Group CEO is employed by the Company and the Executive Directors and Senior Officers are employed by AHML.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)
DIRECTORS AND SECRETARY

Name	Gender	Country of residence	Status of directorship	Other information
Mr Antoine DELAPORTE	M	Mauritius	Independent	Chairperson of the Board of Directors and member of the Corporate Governance Committee.
Mrs. Casey Jane JORGENSEN	F	Mauritius	Independent	Chairperson of the Audit and Risk Committee
Mrs. Jeanne Marie Solange Beatrice Maigrot	F	Mauritius	Non-Executive Director	Chairperson of the Corporate Governance Committee
Mrs Armelle BOURGAULT DU COUDRAY	F	Mauritius	Non-Executive Director	Member of Board
Mr Kevindra TEEROOVENGADUM	M	Mauritius	Independent	Member of the Audit and Risk Committee
Mr Vincent GRIMOND	M	France	Non-Executive Director	Member of the Audit and Risk Committee
Mr Jitendra Nathsingh BISSESSUR	M	Mauritius	Non-Executive Director	Resigned on 15/11/2024
Mr Nicolas Marie Edouard MAIGROT	M	Mauritius	Non-Executive Director	Resigned on 31/03/2025
Mr Marie Joseph André Barthèlèmy Jean-François COLIN	M	France	Non-Executive Director	Resigned on 28/03/2025
Mr Jean Michel PITOT	M	Mauritius	Executive Director	Member of the Corporate Governance Committee <i>and Group CEO, Also Alternate Director to Mr Vincent DESVAUX DE MARIGNY</i>
Mr Vincent DESVAUX DE MARIGNY	M	Mauritius	Executive Director	CEO of AHML
Mr Deenesh SEEDOYAL	M	Mauritius	Executive Director	Chief Financial Officer of the Group
Mr. Jean Michel Barthelemy COLIN	M	Mauritius	Alternate Director	Alternate Director to Marie Joseph André Barthèlèmy Jean-François COLIN Resigned on 28/03/2025
Mrs Marina HAREL	F	Mauritius	Alternate Director	Alternate Director to Mrs Armelle BOURGAULT DU COUDRAY
Box Office Ltd		Domestic Company incorporated in Mauritius	Company Secretary	Company with one qualified chartered Secretary, Mrs Sophie Gellé; Box Office Ltd offers secretarial services to a portfolio of clients.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

DIRECTORS' PROFILE

Mr Antoine Luc Marie Francois DELAPORTE - *Independent Chairperson - appointed on 01/07/2025*

Antoine Delaporte is the Founder and Chairman of Adenia Partners, a private equity firm specializing in Africa since 2002. With offices in eight African countries, Adenia has raised \$950 million across five investment funds. By supporting entrepreneurs and management teams, Adenia helps African companies grow, actively contributing to the continent's economic development.

Previously, Antoine Delaporte was an entrepreneur in Madagascar, where he developed three companies employing over 2,500 people. He began his career at Bain & Co., working in Paris and then London. He holds a Master degree from ESCP and an MBA from INSEAD, France. He chairs several companies and serves on the boards of major corporations in Africa and Europe. He has also founded the YIA Foundation, an organization focused on social integration in developing countries.

Other directorship in listed companies: none

Mr Jean-Michel PITOT – *Group Chief Executive Officer – Executive Director*

Jean Michel Pitot graduated from the Louisiana State University, Baton Rouge, in the United States of America and holds a degree in Marketing. He is the co-founder of Attitude Hospitality Ltd created in July 2008. He was appointed as Group Chief Executive Officer in 2010. He was leading successfully various key projects for the development of the group over the last decade with the aim to manage more than 1,000 rooms in Mauritius. Prior joining Attitude, he was the Managing Director of Veranda Resorts renamed into VLH Ltd for the period 1990 to 2008.

Jean Michel Pitot was the President of Association des Hôteliers et Restaurateurs de l'île Maurice [AHRIM]. He was nominated for a period of two years with effective from June 2018 till June 2021.

Other directorship in listed companies: Attitude Property Ltd.

Mr Vincent DESVAUX DE MARIGNY – *Executive Director*

Holds an Executive Master in Marketing from HEC University Paris. He has 17 years of experience in the hospitality industry and, prior to joining Attitude, he worked for Veranda Resorts, developing the French & Southern European Market. He joined the Group in April 2010 as Sales & Marketing Director and was appointed as Executive Director in March 2011.

After 18 years spent working overseas, in New York and Paris, Vincent was back in Mauritius in September 2015. He has contributed significantly to the expansion of the Group and to successfully positioning the Attitude brand in the mid and upper market segment. He was appointed as the Chief Operating Officer of the Group as from January 2019 and promoted to CEO of AHML as from January 2024. He is currently Chairman of the media consulting company Anthéma.

Other directorship in listed companies: Alternate Director for Mr Jean Michel Pitot on Attitude Property Ltd.

Mr Deenesh SEEDOYAL – *Executive Director*

Fellow member of the Association of Chartered Certified Accountants and holds a membership of The Institute of Hospitality UK. He is also a registered member of the Mauritius Institute of Professional Accountants and the Mauritius Institute of Directors.

He has more than 20 years' experience at executive management level with specific focus in Corporate Finance, Treasury management and Financial reporting. He joined the Company in July 2008 and is currently the Chief Financial Officer of the Group. Prior to joining Attitude, he was the Financial Controller at Sands Resorts.

Deenesh sits on several boards of the group since 2010. He is the Vice Chairperson of the Board of Trustees of the Attitude Pension Fund (APF) which was established in 2014 to provide retirement benefits to the Group's employees.

Other directorship in listed companies: Attitude Property Ltd.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

DIRECTORS' PROFILE (CONTD)

Mrs Armelle BOURGAULT Du COUDRAY - Non-Executive Director

Mrs Armelle BOURGAULT DU COUDRAY graduated with a “Brevet de Technicien Supérieur”. She was appointed as director of the Company in July 2008.

Other directorship in listed companies: Attitude Property Ltd.

Mr Vincent GRIMOND – Non-Executive Director

Graduated from the ESSEC Business School in France. He is the Co-Founder, Chairperson and CEO of Wild Bunch, a major European film entertainment, distribution and production company created in 2003. He also worked for the Club Med Group for 10 years from 1981 to 1991 where he held financial positions, including Group CFO from 1986 to 1991. He was appointed as Director of the Company on August 6, 2014.

Directorship in listed companies: XILAM Animation.

Mrs. Jeanne Marie Solange Beatrice MAIGROT– Non-Executive Director

Graduate of Sciences Po Paris (1981). She has more than 20 years' experience as a company director, member of board sub-committees, and trustee. Between 1998 and 2021, Mrs Maigrot served on the boards of Poncini & Fils Ltd and of Cernol Holdings Ltd and its operating subsidiaries. She currently chairs the board of trustees of a domestic pension fund. Between 1985 and 1991 Mrs Maigrot held fixed-income sales roles in London with Credit Lyonnais and Gerrard & National Ltd (now part of the Man Group). She started her career as a commodity trader with Cargill.

Other directorship in listed companies: None.

Mrs Casey Jane JORGENSEN – Independent Non-Executive Director

Casey Jorgensen is a Chartered Accountant currently fulfilling the function of Finance Director for a listed group in the financial technology market. In this capacity, she oversees the group consolidation and financial management of multiple subsidiaries operating across diverse jurisdictions.

Ms. Jorgensen has past experience across a range of industries, including fast-moving consumer goods, commodities, and treasury. Her areas of expertise include financial management, corporate governance, administration, and audit for multinational enterprises.

She serves as an independent non-executive director on a number of public and private company boards and additionally chairs several board subcommittees. A permanent resident of Mauritius for over 12 years, Mrs. Jorgensen is an active member of both the South African Institute of Chartered Accountants and the Mauritius Institute of Directors, as she intentionally strives for lifelong learning and professional development.

Other directorship in listed companies: Astoria Investments Ltd, Director and ARC Chair.

Mr Kevindra TEEROOVENGADUM – Independent Non-Executive Director

Kevin Teeroovengadum holds a BSc in Economics, an MBA, and an MSc in Finance from the University of Leicester, UK. He has over 25 years of experience across Africa in real estate, hospitality, and financial services. Kevin began his career in corporate finance and strategic consulting with KPMG, Deloitte, and Ernst & Young before joining Loita Capital Partners Group in South Africa. He later served as Executive Director in the real estate team of London-based private equity firm Actis, co-founded and led AttAfrica as Chief Executive Officer, and was Group CEO of JCG, a UAE-based conglomerate with investments in petroleum, energy, hospitality, and real estate across Africa.

He currently serves on several boards and advises investment and private equity funds in Mauritius and the wider region, with expertise in investment strategy, finance, and emerging market development.

Other directorship in listed companies: Dipula Properties.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)
COMPANY SECRETARY AND SENIOR MANAGEMENT'S PROFILE

COMPANY SECRETARY'S PROFILE

Box Office Ltd is a domestic company offering corporate secretarial and business facilitation services to a portfolio of Mauritian domestic companies. The firm is led by Mrs. Sophie Gellé, Director and Shareholder of Box Office Ltd and a qualified Chartered Secretary with over 25 years of experience in corporate secretarial practice. As part of her professional obligations, Mrs. Gellé undertakes continuing professional development (CPD) and completes a minimum of 20 CPD hours annually, ensuring she remains up to date with developments in governance and company law.

SENIOR MANAGERS' PROFILE

Mr Ravin UNTHIAH

Holds a Diploma in Hotel Management and a Master in Business Administration. He has several years of experience in the hospitality industry and has worked in reputed Mauritian hotels, as well as foreign ones. He joined the Group in May 2010. He is currently the Chief Officer-Hotel Operations and is in charge of all the hotels operations.

Mr Raymond DUVERGE- Chief Sales Officer

Holds a Diplôme in Hotel Management from Toulouse Hotel School. He worked at Beachcomber Hotels for 18 years and spent 30 years in the hospitality industry.

He was Managing Director of Le Récif Hotel, before joining Attitude in 2011. As from February 2015, being Head of the sales department, he was responsible for all sales-related activities in Attitude Group. He was later appointed as Chief Sales Officer in 2019 and currently sits on the Executive Committee of the Attitude Group.

Mrs Clémentine KATZ- Chief Marketing Officer

Holds a Masters in Transports, Logistics, Territories & Environments and a Bachelor in International Trade, both from University of La Sorbonne, Paris, France. She started her career in 2004 with the Mauritian hospitality group Veranda Resorts, in Paris. Then Clémentine Katz worked for Edifret (now known as Itnovem), private subsidiary of SNCF Fret, specialized in e-business, from 2006 to 2009.

She joined the Marketing Department of Attitude in 2009 and she has been given increasing responsibilities within the group, before being appointed Chief Marketing Officer in 2019. Clémentine Katz is deeply involved in the strategic thinking, brand development and positioning, expansion projects and sustainable development of the Group. She sits on the Executive Committee of the Attitude Group.

Mr Laurent BOURGAULT DU COUDRAY- Chief Officer- Business Development

Graduated in accounting and finance from Curtin University in Perth, Australia and is a member of the Institute of Chartered Accountants in Australia. He has worked over four years in Perth providing corporate and international tax services before joining United Investments Limited (UIL) in January 2013 where he acted as a Project Manager and Business Developer. With a focus on the hospitality sector, Laurent joined Attitude Hospitality Management Ltd in April 2019 as the Chief Business Development Officer.

Other directorship in listed entities: Les Gaz Industriels Ltd and Novus Properties Limited.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

DIRECTORS’ SHARE INTEREST

The table below shows the directors’ direct and indirect interests in shares of the Company as at 30 June 2025:

<i>DIRECTOR/ ALTERNATE*</i>	<i>DIRECT SHAREHOLDING Number of ordinary shares of no par value</i>	<i>PERCENTAGE</i>	<i>INDIRECT SHAREHOLDING</i>
Mr Jean Michel PITOT	210,869	0.1318%	29.55%
Mr Vincent DESVAUX DE MARIGNY	2,173,693	1.36%	-
Mrs Armelle BOURGAULT DU COUDRAY	-	-	22.80%
Mr Deenesh SEEDOYAL	565,905	0.35%	-
Mrs Marina HAREL*	-	-	22.80%

**Alternate Director*

BOARD COMMITTEES

The Board has two standing committees to assist in the discharge of its duties; namely the Audit and Risk Committee and the Corporate Governance Committee (also Nomination and Remuneration Committee). The Committees, which are set out below, meet regularly under terms of reference as set by the Board in a Charter for each Committee. The Committee Charters are reviewed every five years or as and when the Board deems it fit to do so.

The Audit and Risk Committee Charter was amended on 28/07/2021 by the Directors to reflect the fact that the members shall be directors of the Company or of its subsidiaries and that its members shall be appointed for a term of office of seven years as long as they remain a director of the Company or of any subsidiary and may be thereafter re-elected.

The Chairperson of each Committee has the responsibility to report to the Board regarding all decisions and matters arising at each Board Meeting. The Committees may from time to time seek independent outside professional advice which is then approved by the Board.

The composition of the Committees is as follows:

Audit and Risk Committee

Mrs Casey Jane JORGENSEN – Chairperson and Independent Director of Attitude Hospitality Ltd

Mr Vincent GRIMOND – Non-Executive Director of Attitude Hospitality Ltd

Mr Kevindra TEEROOVENGADUM – Independent Director of Attitude Hospitality Ltd (appointed on 25th June 2025)

Mr Jean-François DESVAUX DE MARIGNY - Non-Executive and Independent Director of Attitude Hospitality Ltd (resigned on 01st July 2025)

The Audit and Risk Committee shall assist the Board:

- In fulfilling its oversight responsibilities relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of accurate financial reporting and statements in compliance with all applicable legal requirements and accounting standards;
- In monitoring and overseeing the financial responsibilities and audit process as well as the procedures for the identification, assessment and reporting of risks.

Its main objectives shall be to:

- Oversee the preparation and accuracy of the financial reporting process and ensure the integrity, transparency and performance of published financial information;
- Review the effectiveness and performance of the Company’s internal financial control and risk management system and subsequently report to the Board, making recommendations as to the steps to be taken;
- Evaluate the work of the internal audit function and of the external auditors;
- Review the Company’s process compliance with legal and regulatory requirements affecting financial reporting and, if applicable, its code of business conduct;
- Review and monitor Management’s responsiveness to internal auditor’s findings and recommendations; and
- Make recommendations to the Board as regards the appointment of replacement of the Internal and External Auditors.
- Please refer to pages 1(17) to 1(20) for disclosures in respect of internal control and risk management.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

Credit control Committee

A Credit Control Committee (CCC) has been set up to reassess credit risk and exposure and to face the challenges in managing such risks. New credit terms and conditions are being defined by the CCC. The CCC has met 3 times during the Financial Year ended 30th June 2025.

The committee members' mandates are as follows:

- Ensure the company's credit policy & procedures are complemented and applied consistently across all business units
- Review of new and existing credit limited provided to Tour Operators (TO)
- Review and approve credit limit applications which have been submitted by TO's
- Review and recommend provision (ECL) and write off for bad debts.
- Review of Debtors ageing on quarterly basis
- Re-assessment of the Debtors Insurance Coverage against volume turnover
- Provide recommendation to the Management on ad-hoc basis
- Report to the Audit and Risks committee on the current and long term exposures.

Corporate Governance Committee (includes sub committee; Nomination and Remuneration Committee)

Mrs Jeanne Marie Solange Beatrice MAIGROT - Non-Executive Director – Committee Chairperson)

Mr Antoine DELAPORTE – Independent Director (appointed on 01st July 2025)

Mr Jean-Michel PITOT - Executive Director

Mr Jean-François DESVAUX DE MARIGNY - Non-Executive Independent Director – resigned on 01st July 2025

The Corporate Governance Committee shall assist the Board in ensuring that the corporate governance activities are consistent with the eight principles of the New Code of Corporate Governance.

The Committee works on behalf of the Board; its function is limited to making recommendations to the Board and its main objectives shall be to:

- a) Review and make the adequate recommendations to the Board for the approval of the corporate governance report to be published in the Company's annual report.
- b) Ensure that the website includes the key governance documents.
- c) Make recommendations to the Board on the appointment of new directors and ensure a proper induction.
- d) Ensure that there is a director appraisal exercise carried every two years.
- e) Consider a plan for succession for both executive and non-executive directors and in particular for the key roles of Chairperson and Chief Executive Officer and make recommendations to the Board.
- f) Make the necessary recommendations to the Board for training and development of board members.
- g) Review the Directors' fees policy for all directors and the Company's Chairperson and make recommendations to the Board for submission to the shareholders for approval.
- h) Reviews the adequacy of the remuneration of Directors and Senior Executives and determine the Company's general policy on Executive and Senior Management remuneration.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

As provided in the Charters, the Audit and Risk Committee Charter and the Corporate Governance Committee Charter are to be reassessed every 5 years – or prior if considered necessary. The last review was on 21st April 2024 for the CGC Charter and on 18th June 2025 for the Audit and Risk Committee Charter.

Board and Committee Meetings attendance

During the year under review Directors met seven times. The attendance at Board Meetings was as follows:

Names of Directors	18 July 2024	26 July 2024	26 August 2024	01 November 2024	09 December 2024	28 March 2025	25 June 2025	Attendance for the financial year 30 June 2025
Jean Francois Desvaux de Marigny (resigned 01/07/2025)	√	√	√	√	√	√	√	7/7
Jean Michel Pitot	√	√	√	√	√	√	√	7/7
Deenesh Seedoyal	√	√	√	√	√	√	√	7/7
Vincent Desvaux de Marigny	√	√	√	√	√	√	√	7/7
Béatrice Maigrot	√	√	√	√	√	√	√	7/7
Casey Jorgensen	√	√	X	√	√	√	√	6/7
Armelle Bourgault du Coudray	√	√	√	√	√	√	√	7/7
Vincent Grimond	√	√	√	√	√	√	√	7/7
Jitendra Bissessur (resigned 15/11/2024)	√	√	√	√	N/A	N/A	N/A	4/4
Jean François Colin (Appointed 18/07/2024 - Resigned 28/03/2025)	X	√	√	X	√	√	N/A	4/6
Jean Michel Colin - Alternate director of Jean François Colin (Appointed 01/11/2024 - resigned 28/03/2025)	N/A	N/A	N/A	√	N/A	N/A	N/A	1/1
Nicolas Maigrot (Appointed 18/07/2024 - resigned 31/03/2025)	X	√	√	√	√	X	N/A	4/6
Didier Merven (resigned 16/04/2025)	√	√	√	√	√	√	N/A	6/6

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES (CONTD)

During the year under review Audit and Risk Committee Members three four times. The attendance at that Committee was as follows:

Directors:	26/07/2024	27/11/2024	17/03/2025	18/06/2025	Attendance for the financial year 30 June 2025
			5		
Mrs Casey Jane JORGENSEN	✓	✓	✓	✓	4/4
Mr Vincent GRIMOND	✓	✓	✓	✓	4/4
Mr Jean Francois DESVAUX DE MARIGNY	✓	✓	✓	✓	4/4

During the year under review the Credit Control Committee met 4 times. The attendance at that Committee was as follows:

Directors:	10/09/2024	19/02/2025	27/05/2025	Attendance for the financial year 30 June 2025
Jean Michel Pitot	✓	✓	✓	3/3
Deenesh Seedoyal	✓	✓	✓	3/3

During the year under review the Corporate Governance (Nomination and Remuneration) Committee met eight times. The attendance was as follows:

Directors:	11/07/2024	27/11/2024	14/02/2025	17/03/2025	09/04/2025	09/04/2025	07/05/2025	18/06/2025	Attendance for the financial year 30 June 2025
Mrs Jeanne Marie Solange Beatrice MAIGROT	✓	✓	✓	✓	✓	✓	✓	✓	8/8
Mr Jean-François DESVAUX DE MARIGNY	✓	✓	X	✓	✓	✓	✓	✓	7/8
Mr Jean Michel PITOT	✓	X	✓	✓	✓	✓	✓	✓	7/8

COMPANY SECRETARY

Box Office Ltd
 2nd Floor, Palm Square
 90906 La Mivoie
 Tamarin
 Tel: 4834 309 – Fax: 4838 952
www.box-office.mu

The Company Secretary, Box Office Ltd, is available to provide assistance and information on governance and corporate administration issues to all the Board members.

PRINCIPLE 3 – DIRECTORS APPOINTMENT PROCEDURES

The appointment of new Directors is defined in the Constitution:

- Directors can be appointed by notice signed by the majority of the holders of ordinary shares; or
- By ordinary resolution.

PRINCIPLE 3 – DIRECTORS APPOINTMENT PROCEDURES (CONTD)

Directors are appointed for an indefinite term, until their resignation, removal or disqualification in accordance with the Company's Constitution.

ANNUAL RE-ELECTION OF DIRECTORS

The Constitution does not provide for annual re-election of Directors.

DIRECTORS' INDUCTION

The Board assumes responsibilities for the induction of new directors. The Board Charter provides that upon his or her election, each Board member shall participate in an induction program that covers the Company's strategy, general financial and legal affairs, financial reporting by the Company, any specific aspects unique to the Company and its business activities, and the responsibilities of a Board member.

The cost of the induction courses and any training or education shall be borne by the Company.

The Company is composed of Executive, Non-Executive and Independent Directors – the Non-Executive Directors have been appointed as representative of the shareholders of the Company.

The Board has reviewed the professional development and ongoing education of directors.

Further to the board assessment carried out every two years, the Board may identify areas where members require training or education. Also, members may select Director Training and Development from outside entities like the Mauritius Institute of Directors or other institutions.

SUCCESSION PLANNING

The Board assumes the responsibilities for succession planning and for the induction of new directors. The Company has a strong Management team assisting the Group Chief Executive Officer (CEO) and CEO of AHML in their duties. As part of the Succession planning, Mr Vincent Desvaux de Marigny has been appointed as CEO of AHML since January 2024. The Management team is employed by the subsidiary, Attitude Hospitality Management Ltd which has management contracts with most companies of the Group as well as with the Companies that are not subsidiaries but that own and/or operate hotels that are branded 'Attitude'.

BOARD EVALUATION

Self-Appraisal

The last exercise was carried out during the financial year 2023-2024 and included an evaluation of the two sub-committees. No independent board evaluator was appointed.

For the evaluation, a self-appraisal is carried and the Directors are invited to fill in a questionnaire, in which the questions are categorised under the following themes:

- company's relationship and communication with shareholders;
- the structure of the board;
- board efficiency and effectiveness;
- Chairperson of the Board;
- board leadership and management relations;
- directors' powers and duties;
- ethics;
- committees;
- risks;
- corporate governance; *and* individual assessment.

A report is thereafter drafted by the Company Secretary and reviewed by the Corporate Governance Committee, which then makes recommendations to the Board.

PRINCIPLE 4 – DIRECTORS DUTIES, REMUNERATION AND PERFORMANCE

All the Directors on the Board are fully aware of their fiduciary and legal duties as set out in the Companies Act 2001. These duties are included in the Induction Pack.

RELATED PARTY TRANSACTIONS

Related party transactions are set out on note 25. No related party transactions were outside the scope of the Company's policy.

CONFLICTS OF INTEREST

The Board is conscious that transactions between the Company and its Management, Directors or Shareholders may be a source of conflict and ensures that transactions are disclosed and recorded in the interest register. The Board Charter, which can be viewed on the website includes a clause (clause 8.1) on conflict of interest of board members and related party transactions.

During the year under review, interests were declared as follows:

- Mr Nicolas Maigrot declared his interest as Director of United Investments Ltd, Attitude Hospitality Management Ltd, Paradise Cove and Zilwa.
- Mr Jean Michel Pitot declared his interests in Société Anthistene ('SA').
- Mrs Armelle Bourgault du Coudray declared her interests in SA.
- Mr Jean Francois Desvaux de Marigny declared his interests in MCB Ltd

The register is available to shareholders upon request to the Company Secretary. All conflicts-of-interest and related-party transactions have been conducted in accordance with clause 8.1 of the Board Charter.

INFORMATION, INFORMATION TECHNOLOGY AND INFORMATION SECURITY GOVERNANCE:

Information management is an essential part of good IT governance, which in turn is a cornerstone in corporate governance. An integral part of the IT governance is information security, in particular pertaining to personal information. The external auditors have performed a review of the IT general controls operating within the IT environment of the Company and reported accordingly to the Audit and Risk Committee. Weaknesses were all addressed.

The Group has an Information Technology (IT) Security Policy exists which identifies the rules and procedures for all individuals accessing and using an organisation's IT assets and resources. Effective IT Security Policy is a model of the organisation's culture, in which rules and procedures are driven from its' approach to information and work. Thus, an effective IT security policy is a unique document for each company within the Group, cultivated from its perspectives on risk tolerance, how the Group sees and values their information, and the resulting availability that it maintains of that information.

The security policy document combines legal requirements and current best practice for an information security management policy for the Company. It provides a policy with information security objectives, strategy and defines roles and responsibilities.

Core principles for information security management, as defined in ISO/IEC 27002, are adapted to the local situation for the following areas:

- Risk assessment
- Organising information security
- Asset management
- Human resources security
- Physical security
- Communications and operations Management.
- Access control
- System development and Maintenance
- Information security incident Management

PRINCIPLE 4 – DIRECTORS DUTIES, REMUNERATION AND PERFORMANCE (CONTD)

INFORMATION, INFORMATION TECHNOLOGY AND INFORMATION SECURITY GOVERNANCE (CONTD)

- Business continuity management
- Compliance

A new IT Policy is currently being finalised with a consultant, which will include IT compliance. The IT Compliance procedures is in progress and will be tested next year.

A three-year plan on Cybersecurity aspects has been deployed since financial year 2024.

The Board and Management involvement in information and IT governance:

- Oversee the realised total capital expenditures in line with budget at each quarterly Board meetings
- Regular evaluation of the information security systems and data access rights.
- Assess the need for independent evaluation from external experts on IT governance
- The IT Policies and IT Security Policies are being reviewed and documented during the course of the financial year 2024/2025

Proposals from the IT department for significant expenditures on information technology are reviewed and approved by the management team; namely the Group CEO, the CFO and the Hotel General Managers. Over and above, as part of the review of monthly and yearly accounts, the resultant capital expenditures on the electronic equipment, computer software and hardware are also reviewed.

REMUNERATION OF DIRECTORS

The Executive Directors are entitled to a variable remuneration from AHML based on the performance of the Group Profit before tax.

The Corporate Governance Committee has reviewed the adequacy of the directors’ fees.

The table below sets out the details of Directors’ remuneration perceived from the Company during the reporting financial year 30 June 2025:

Directors:	Remuneration received from the Company MUR
Mr Jean François DESVAUX DE MARIGNY	492,000
Mr Jean Michel PITOT	-
Mr Didier MERVEN	176,000
Mr Vincent DESVAUX DE MARIGNY	-
Mrs Armelle BOURGAULT DU COUDRAY	188,000
Mr Deenesh SEEDOYAL	-
Mr Vincent GRIMOND	272,000
Mrs Jeanne Marie Solange Beatrice MAIGROT	342,000
Mr Jitendra Nathsinh BISSESSUR	-
Mrs Casey Jane JORGENSEN	338,000
Mr Nicolas M Edouard MAIGROT	107,428
Mr Jean Francois COLIN	107,428
Mr Jean Michel COLIN	26,857

For the year ended 30 June 2025, the Group CEO (Executive Director) of the Company has received a total remuneration of **MUR 6.5M** (2024: Rs 5.5M). The executive directors of the management company, AHML, have received **MUR 59.2M** as remuneration and benefits during the year (2024: MUR 42.8M).

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL

RISK MANAGEMENT

The Board has the overall responsibility for the Group’s risk management and internal control. The management of the Company and the Audit and Risk Committee assists the Board in implementing, operating and monitoring the internal control system to achieve business objectives set for the Group.

The identification of risks is delegated to the Audit and Risk Committee. Internal Audit has the responsibility to inform the Audit and Risk Committee of any risk identified.

At AHL, risk management is a cornerstone of our commitment to sustainable business development, to be the loving brand, a regenerative business model and financial resilience.

Guided by our vision to be a purpose-driven company, committed to responsible tourism through concrete actions, we have established a comprehensive risk management framework that aligns with the internationally recognized COSO 2004 Enterprise Risk Management Framework and Risk Management Principles and Guidelines of ISO31000 and is deeply embedded in our corporate culture.

Our approach is designed to proactively identify, assess, evaluate and mitigate risks that may impact our strategic objectives.

Risk Management Framework

AHL is committed to the management of risk to achieve its strategic goals. To this end, AHL has established the ERM Policy and Framework which forms the foundation of its risk management programme which in turn forms an integral component of the day-to-day operations. To ensure effective embedment, a formalized implementation process is followed. The Board approve the Risk Management Policy, Risk Management Framework and risk appetite tailored to AHL operations.

The Board has the overall responsibility for the Group’s risk management and internal control. The management of the Company and the Audit and Risk Committee assist the Board in implementing, operating and monitoring the internal control system to achieve business objectives set for the Group.

Management is expected to proactively anticipate and manage their risks, taking advantage of opportunities and treating or managing potential threats to their constantly changing risk profile.

Risk owners and Risk Champions within each department have been appointed who are responsible for coordinating the risk management process for their respective unit/department.

The identification of risks is delegated to the Audit and Risk Committee. The Risk and Compliance Manager and Internal Audit have responsibility to inform the Audit and Risk Committee of any risk identified.

THE RISK MANAGEMENT FRAMEWORK

The Risk Management Framework of AHL/APL is as follows:

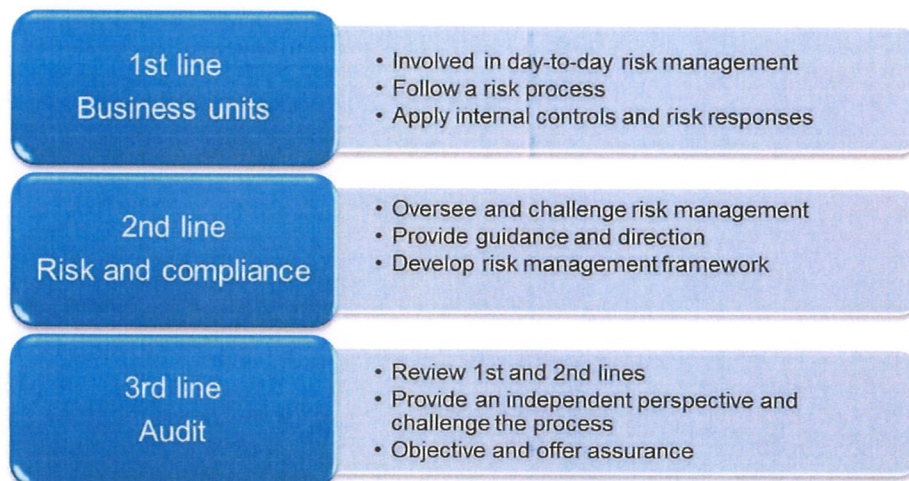


PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

AHL Risk Management Model – Three lines of defence model.

The Company’s risk management framework is supported by the three lines of defense model. General Managers/Divisional/Operational managers serve as the first line, identifying and managing risks in day-to-day activities. The Risk and Compliance Department acts as the second line, providing oversight and specialized expertise, while Internal Audit functions as the third line, offering independent assurance and ensuring the effectiveness of risk management practices.



The Audit Plan is prepared by the Internal Auditor with the assistance of the Finance Director and Audit and Risk Committee, then this is reviewed and approved on a yearly basis by the Audit and Risk Committee; reports following the internal audits carried out are presented at each Audit and Risk Committee. The highlighted risks are managed by the departments concerned and follow-up reports are thereafter carried out for most occasions by the Internal Audit team and presented and reviewed by the Audit and Risk Committee.

There is no specific risk at the Company level as all risks identified at the Group level, associated with the operations of the hotels.

Overview of the key risks identified by AHL

At present, the AHL Risk assessment framework covers four types of risk: financial, strategic, operational, and compliance and 20 potential business key risks have been identified.

Strategic risks

- By virtue of having all its properties currently in Mauritius, AHL is highly reliant on the island remaining an attractive touristic destination to achieve its strategic objectives. This is an external risk on which AHL has limited influence, impacted partly by the destination marketing initiatives of the Government, price of air tickets and the seating capacities of airlines serving the destination.
- With a significant portion of its customer base coming from European countries, particularly the UK, France and Germany, AHL’s performance is sensitive to adverse conditions or challenges in these markets.
- Competition from hotels in or outside of Mauritius and from alternative accommodation (e.g. Airbnb and villas) is intensifying.
- AHL has already embarked on its Environmental, Social and Governance (ESG) journey and is B Corp certified. Failure or delays in achieving its ESG goals will impact the image of AHL, particularly as guests from Europe, regulators and potential investors are sensitive to sustainability.
- As more and more hotel guests expect a more personalised hotel experience, AHL is expected to anticipate and remain at the forefront of adopting the latest cutting-edge technologies and data analytics.

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

Operational risks

- Hotels rely heavily on online reviews as part of their sales and marketing strategy. Many travellers determine which hotel to select based on online reviews. Protecting its online image is therefore high on AHL’s agenda.
- The recruitment and retention of the right talent in order to achieve strategic objectives is one of the biggest challenges of organisations worldwide. AHL is facing this challenge due to change of mindset post the COVID-19 pandemic and more attractive employments options available to the local talent pool such as cruises and foreign hotel groups.
- In an era of increased cyberattacks and cyber espionage globally, prioritising cyber resilience is key to AHL, to protect it from cyber threats and ensure AHL will be in a position to respond and recover from cyber incidents. This risk will be compounded by the increased infusion of technology in the delivery of guest experiences.
- The COVID-19 pandemic drove organisations around the world to improve their preparedness for future crises and organisational resilience. Being able to carry out or resume operations timeously in the event of an interruption or disaster is important to AHL.
- In the context of increased cost of living following the pandemic outbreak, the risk of fraud and unethical behaviour has increased.
- Preserving the hotel properties and their infrastructure to the highest standards is critical to the success of AHL as it directly impacts the guest experience.

Financial risks

- Similar to other organisations in Mauritius and worldwide, AHL is vulnerable to external factors such as foreign exchange exposures and inflation.
- To achieve its strategic objective of diversifying away from Mauritius, AHL must secure adequate financing. This needs to be carefully balanced against the risk of overstretching itself financially.

Compliance risks

- Failure to comply with legal or regulatory requirements may result in significant reputational damage to AHL. With the emergence of AML/ CFT related regulations, ESG related regulations and data privacy regulations, compliance remains a key risk for AHL. AHL is searching for opportunities to diversify out of Mauritius by opening more hotels in a new jurisdiction, which further adds to the compliance complexity.

Key Risks and Mitigating Strategies as per below table:

<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
<u>Strategic</u>	Market Risk & FOREX	The risk that the attractiveness of Mauritius compared to other destinations may be eroded, leading to a reduction in the arrival of tourists, which may negatively impact AHL’s performance Foreign exchange fluctuations resulting in volatility of financial performance	<u>High</u>	Significant	Discussion/ collaboration/ lobbying with bodies such as the MTPA and AHRIM - Government’s actions in advertising Mauritius as a holiday destination Most transactions are in US Dollars/Euros/GBP	Moderate

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
Strategic	Geographical Expansion Risk	The risk that in an attempt to expand its geographic footprint, AHL invests in countries that turn out to be unstable, resulting in missed return on investment targets	High	Significant	Feasibility Studies Business Plan Approval Due Diligence Checks	Moderate
	Sustainability (ESG) risk – Climate Change Risk	The risk that AHL does not execute its ESG initiatives in a timely manner, resulting in inability to differentiate itself from competition and reputation damage. Rising importance of ESG - Higher scrutiny of investors, regulators and other key stakeholders to ESG Coastal Erosion & Biodiversity Issues	High	Significant	Green Attitude Foundation Marine Discovery Centre Certification – Travelife Gold Bcorp Certified Great Place to Work.	Moderate
	Concentration Risk	The risk that AHL is not sufficiently diverse in terms of market, client base, location and business activities, resulting in significant swings in performance should any of these aspects be adversely affected.	High	Significant	Key Account Managers for different Markets Strategic Alliance with different tour operators Contract maintained with Tour Operators	Moderate

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
	Competition Risk	The risk that AHL does not anticipate and respond to competitive threats or new entrants, affecting its ability to maintain and grow its market share	<u>High</u>	<u>Significant</u>	Promotional activities Investment in branding and reputation management (e.g., social media presence and appointment of third parties such as Reviewpro to conduct surveys) - Regular reviews of feedback on social media KPIs in place	Moderate
	Digitalization	The risk of not anticipating and remaining at the forefront of hotel sector trends to optimise guest experience and efficiency, resulting in foregone revenues and loss of market share.	<u>High</u>	<u>Significant</u>	Digital check-in, check-out and F&B ordering - Focus on collecting and leveraging data on guests to provide fact-based insights that drive strategy and running of operations Winnow Solution for food waste Mobile Apps; Power BI, Zendesk Real time Customer service Software	Moderate
<u>Operational</u>	Social Media/ Reputational Risk	The risk of guests using social media as a threat for gains/ favours or for venting, resulting in reputation damage and drop in guest bookings.	<u>High</u>	Significant	Regular reviews of feedback on social media Roles & Responsibilities defined for managing social media, CRM & Ecommerce Zendesk social media monitoring tool for real time monitoring in place Yearly contract between AHL & service provider for software	Moderate
	Business Continuity risk	The risk that AHL is not able to carry out or resume its operations timeously in the event of interruptions/ disasters, resulting in significant losses and reputational damage.	<u>High</u>	<u>Significant</u>	Regular tests/ scenarios simulation (e.g., fire drills) Pandemic Plan Work from home	Moderate

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
	People Risk	The risk that AHL is unable to recruit, develop and retain talent to instil appropriate behaviours and service levels, resulting in guest dissatisfaction, disruption in operations and significant costs and efforts associated with replacing departed staff and training new staff.	<u>High</u>	<u>Significant</u>	Setting up of a Training Academy, through partnership with Ecole Hôtelière de Lausanne (EHL) Certification “Great Place to Work” Profit Sharing Scheme Regular pulse surveys - Performance management performed on Sicorax, with performance linked to values/pillars of AHL Salary Benchmarking through Korn Ferry Attitude Benefits Package (E.g Flexible work, Zenfan Lakaz, Team building etc..)	Moderate
	Cybersecurity Risk	The risk that AHL and its hotel properties are exposed to cyber attacks, resulting in disruptions to activities, financial loss and guest dissatisfaction.	<u>High</u>	Significant	The Group has already embarked on its digital transformation plan which aims to create the capabilities of fully leveraging the possibilities and opportunities of new technologies.	Moderate
	Project Risk	The risk that AHL faces construction delays or cost overruns for any new developments, including those due to shortages or increased costs of labour or materials.	<u>High</u>	<u>Significant</u>	Oversight of the Chief Project Manager and other key stakeholders on refurbishment/ construction projects - Appointment of Quantity Surveyors (QS) on refurbishment/ construction projects	Moderate
	Ethics/ Governance risk	The risk that AHL does not adopt appropriate measures and internal procedures to prevent and detect fraud, bribery and unethical behaviours, leading to financial losses, reputation damage and erosion of stakeholder trust.	<u>High</u>	<u>Significant</u>	Code of Conduct Policy. Finance Manual Authority Matrix Independent compliance reviews on Operations and Finance (including SOPs)	Low

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
	Safety/ Security risk	The risk that the health and safety of guests and employees in AHL properties is compromised, resulting in reputational damage..	<u>High</u>	<u>Significant</u>	AHL maintains an insurance, which includes liability clauses in case of structural issues/ damages/Safety. Health & Safety Officer appointed, health & safety checks and audits - Food quality control - COVID-19 protocol - CCTV monitoring - Security checks & bag searches - Regular training on health & safety protocol of AHL Conduct simulations and drills	Low
	Property/ Facilities and equipment risk (Asset Valuation)	The risk that AHL infrastructure (property, plant & equipment) is not maintained and/or upgraded on a timely basis, resulting in structural damages, significant costs of repairs and financial losses.	<u>High</u>	Significant	Maintenance contracts (including AMCs) for equipment; with service terms with appointed agents Yearly impairment assessment which is subject to review by the external auditors Condition assessment surveys	Moderate
	Litigation Risk	Risk of lawsuits against AHL This may include: labour cases; claims by Guests/TOs over guest complaints/GIR	<u>High</u>	<u>Significant</u>	Contracts are being legally vetted / evaluated - external legal counsel available	Low
<u>Compliance</u>	Compliance and Regulatory risk	The risk that AHL is unable to manage the ever-evolving regulatory and compliance requirements, resulting in fines and reputational damage.	<u>High</u>	<u>Significant</u>	Data Protection Officer appointed. Laws and regulations with respect to the following spheres are monitored: <ul style="list-style-type: none">• Employment Rights and Workers Rights Act: being monitored by the HR departments• Health and Safety	Moderate

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

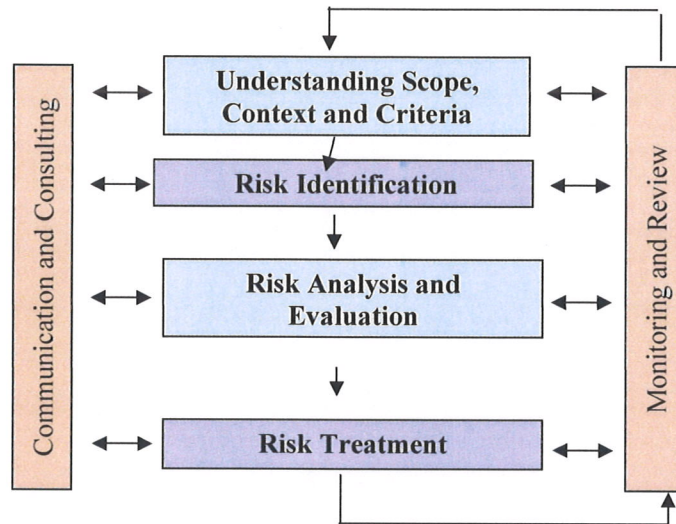
<u>Risk Category</u>	<u>Potential Risks</u>	<u>Descriptions</u>	<u>Impact</u>	<u>Inherent Risk</u>	<u>Risk management strategies</u>	<u>Residual Risk</u>
					<ul style="list-style-type: none"> regulations: being monitored by the Health and Safety departments. Compliance to the Code of Corporate Governance are monitored by the board via the Corporate governance reports. <p>The Group asks for guidance from legal adviser and Insurance broker to protect the group against exposures to potential losses</p>	
<u>Financial</u>	Servicing Loans	The risk that AHL is not able to service its loans and satisfy the loan covenants (e.g., gearing ratios, interest cover), leading to potential lawsuits and financial losses.	<u>High</u>	<u>Significant</u>	Target of gearing ratio 50% equity and 50% debt and monitoring of same Approval of Board and relevant sub-committees of the Board wrt debt	Low
	Insurance risk	The risk that AHL does not have an adequate insurance cover to cover potential incidents/ damages, leading to financial losses.	<u>High</u>	<u>Significant</u>	Insurance Policy is being reviewed to include new activities	Low
	Liquidity/ Funding Investments risk	The risk of over stretching finances, in anticipation of future projects.	<u>High</u>	<u>Significant</u>	Annual budgeting process. Financial risks in all aspects of liquidity, interest, foreign exchange, taxation, profitability and capital structure are managed by the centralised treasury team and also by the finance team. Foreign exchange risks are being managed by using forward and swaps as instruments.	Moderate

PRINCIPLE 5 – RISK GOVERNANCE AND INTERNAL CONTROL (CONTD)

RISK MANAGEMENT (CONTD)

RISK ASSESSMENT AND MANAGEMENT PROCEDURES:

The overall risk assessment process is illustrated in the following diagram. Each of the steps is explained further below.



The process outlined above shall be performed annually by each Division / Department, and it is the responsibility of the Division / Department to ensure that agreed actions are incorporated into annual plans and budgets.

1. <u>Understanding Scope, Context and Criteria</u>	<ul style="list-style-type: none"> It is important to evaluate and understand both the external and internal context of the organization.
2. <u>Risk Identification</u>	<ul style="list-style-type: none"> Identification of Key Business processes Interviews with Managerial and Operational Staff Agreeing on the risk rating scale
3. <u>Risk Analysis & Evaluation</u>	<ul style="list-style-type: none"> Risks are measured in terms of its likelihood and impact Risk score is determined for each identified risk, which is validated by management.
4. <u>Risk Treatment</u>	<ul style="list-style-type: none"> Conducting focus workshop sessions. Identifying existing controls to mitigate internal and external risks Selecting and implementing measures to modify the risk.
5. <u>Assigning accountabilities</u>	<ul style="list-style-type: none"> Through discussions with relevant personnel, all risks and controls have been assigned to their risk owner and control owner respectively
6. <u>Review and Monitoring</u>	<ul style="list-style-type: none"> ensure that agreed actions are being delivered, and to determine whether they are having the anticipated effect on reducing the risk.

PRINCIPLE 6- REPORTING WITH INTEGRITY

CODE OF ETHICS

The Company is currently working on a revised Code of Ethics and its Whistle-blowing policy to be presented for approval during the 3rd Quarter of the Financial Year ending 30 June 2026. The Company is committed to the highest standards of integrity and ethical conduct in dealing with all its stakeholders. This commitment, which is actively endorsed by the Board, is based on the fundamental belief that business should be conducted honestly, fairly and legally.

The Board monitors and evaluates compliance with its Code of ethics and its Whistle-blowing policy. Any review of the Code of Ethics is subject to Board's approval of the recommendation of Management. Both the Code of Ethics and the Whistleblowing policy shall be published on the Company website.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) MATTERS

Since 2008, our business model has been guided by a simple principle: to do good – for our guests, our team, and our islands. As an island nation, Mauritius and also Zanzibar, are particularly vulnerable to climate change, biodiversity loss, and resource scarcity. The same applies to Zanzibar, where Attitude will begin operations in November 2025. Our ecosystems – lagoons, coral reefs, beaches, and wetlands – are both our greatest assets and greatest dependencies.

We recognise that tourism must protect what sustains it. Our approach is rooted in humility and responsibility: to preserve these fragile environments for future generations while creating long-term shared value for local communities and the economy.

As a mission-driven, B Corp–certified company, Attitude Hospitality Ltd (AHL) balances purpose and performance, ensuring that every decision supports our vision. Over the years, we've made bold choices that have not always followed hotel norms but have stayed true to our commitments to the local community, the economy and the environment of each destination. Meeting the challenge of sustainable tourism requires the courage to rethink conventions and to innovate. To us, tourism should do as much good for the people who travel as it does for the places and communities that welcome them. The B Corp certification serves as our compass, reminding us that progress lies not in perfection but in the balance between economic realities, operational constraints, and long-term sustainability ambitions.

Integrating Environmental and Social Matters into Strategy and Governance

The Board of Directors reaffirms its commitment to embedding sustainability and responsible governance at the heart of the Group's strategy. Long-term value creation depends on our ability to balance financial performance with measurable environmental and social impact.

ESG principles are integrated into AHL's governance structure:

- The Board maintains ultimate oversight of all ESG and climate-related matters.
- The Audit & Risk Committee and the Corporate Governance Committee review progress and ensure alignment with international sustainability and climate reporting standards, while verifying that the Group's commitments effectively reduce business risks through sustainability-driven resilience
- The Strategic Committee reviews cross-departmental progress and ensures ESG alignment with strategic and financial planning.
- The Head of Sustainability, working closely with the Risk & Compliance Manager, coordinates the implementation of the sustainability roadmap across Operations, HR, Procurement, Marketing, and Finance.
- ESG results form part of the annual performance review of General Managers, strengthening accountability at property level.

Performance is monitored through online dashboards that track energy, water, waste, emissions, and local sourcing indicators. These data feed quarterly management reviews and annual Board reporting. Independent verification through Travelife and B-Corp audits ensures data integrity and credibility.

PRINCIPLE 6- REPORTING WITH INTEGRITY (CONTD)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) MATTERS (CONTD)

Integrating Environmental and Social Matters into Strategy and Governance (CONTD)

Recognising national and regional challenges such as the lack of standardised ESG frameworks, AHL actively contributes to collective progress through the AHRIM Environmental Commission, Business Mauritius Biodiversity Committee, and stakeholder consultations led by government and industry networks (e.g. Made in Moris, AMM). These collaborations help align expectations, strengthen access to green finance, and build sector-wide capacity.

Our Environmental Dependencies and Climate-Related Risks

Tourism in island ecosystems depends on the health of natural capital — clean water, fertile soils, coral reefs, and biodiversity. AHL has identified its principal environmental dependencies and risks as:

- Ecosystem degradation from coastal erosion, coral bleaching, and biodiversity loss;
- Water stress and competition for resources;
- Energy dependency and exposure to carbon pricing and supply volatility;
- Waste and marine pollution risks linked to packaging, logistics, and consumption;
- Climate change impacts such as extreme weather and sea-level rise affecting infrastructure and communities.

These are recognised as principal (not emerging) risks within our Enterprise Risk Management (ERM) framework. They are monitored using quantitative KPIs (energy, water, waste per guest night; Scope 1–3 emissions; % local sourcing) and reviewed quarterly by management and annually by the Board.

AHL has already implemented a range of adaptation and mitigation measures to reduce exposure to physical and transition risks:

- Solar energy rollout and participation in 2026 in the CEB Carbon Neutral Hospitality Scheme (CNHS) to achieve 100% renewable supply;
- Water resilience through greywater reuse, smart monitoring, and efficiency projects;
- AI-enabled food waste tracking and reduction of landfill waste through composting and recycling;
- Menu diversification with at least 30% plant-based offerings to reduce carbon intensity;
- Local sourcing to build supply chain resilience and lower transport emissions;
- Coastal protection and biodiversity preservation via the Marine Discovery Centre, in collaboration with scientists and NGOs.

Our ESG Pillars

The environment and us

We are conscious of the impact of our operations on fragile island ecosystems and are committed to reducing our negative footprint as much as possible. Our actions aim to protect the natural environments that make our destinations unique, while progressively moving towards a regenerative model that gives back more than we take in the years ahead.

We were pioneers in eliminating single-use plastics, beginning with Lagoon Attitude in 2019, a commitment now extended across all our properties. We also prioritise natural and locally made amenities in our rooms and spas, reducing chemical use and supporting Mauritian artisans and producers. As part of our low-carbon approach, at least 30% of the food offered in our buffets and restaurants is vegetarian or vegan, helping to lower emissions associated with food production while promoting healthy, sustainable dining choices.

People First

We welcome everyone, without discrimination of any kind, and believe that diversity is a source of strength and creativity. Every Family Member — our term for employees — is treated with respect, fairness, and equal opportunity to grow within the company. We are proud to be recognised as a Great Place to Work® and even Best Great Place of Work for the 4th consecutive time, reflecting a culture built on trust, inclusion, and well-being.

PRINCIPLE 6- REPORTING WITH INTEGRITY (CONTD)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) MATTERS (CONTD)

Our ESG Pillars (Contd)

Continuous learning and personal development are central to our human strategy. Through regular training programmes, leadership workshops, many of our team members have built long and fulfilling careers within the Group. In 2024, we launched our own Attitude Academy VET by EHL, in partnership with the École Hôtelière de Lausanne, to elevate hospitality skills in Mauritius and, soon, in Zanzibar. This initiative strengthens local employability and supports our ambition to shape the next generation of responsible, purpose-driven tourism professionals in the Indian Ocean.

Local all the way

We strengthen the Mauritian economy through local and ethical sourcing. Over 50% of our F&B purchases come from Made in Moris-certified suppliers, and 75% of recent renovations were sourced locally. We support artisans, SMEs, and circular-economy partners.

We create authentic, community-benefiting guest experiences. Through our Local experiences, 100% of proceeds from local dinners and markets go directly to Mauritian hosts. We continue to promote local culture, music, and craftsmanship, preserving the island's heritage. Our hotels regularly open their doors to local artists and musicians, providing platforms to showcase their talent — on our walls, during concerts, or through live performances that bring authentic Mauritian creativity to life.

We are deeply committed to strengthening the local artistic fabric by helping artists grow, professionalise, and live from their art. Through the Attitude Foundation, we actively fund albums, books, concerts, and festivals, supporting emerging and established creators alike. Culture is not an accessory to our tourism model — it is at its heart. By celebrating local heritage and creative expression, we aim to ensure that tourism becomes a driver of cultural vitality, not just economic growth.

“Tourism should benefit the whole island and do good, even after the holiday is over,” says Jean-Michel Pitot, Founder & Group CEO. “We may not have all the answers, but we have the drive to innovate and the will to lead the change — uniting guests, partners, and the wider tourism industry around a model of positive impact.”

Looking Forward

Aligned with our purpose, We make space for local and sustainable experiences: ones that support our surroundings, measure their impact, and bring people closer together., the Board has endorsed a 2026–2030 ESG Roadmap focusing on:

- Science-based carbon reduction targets (Scopes 1 & 2) and transparent progress tracking;
- A biodiversity assessment and regenerative programme for marine and terrestrial ecosystems;
- Enhanced ESG data disclosure and impact measurement that is in the near future will be in line with IFRS S1/S2 and TNFD;
- Stronger supplier engagement through the Responsible Procurement Policy;
- Continuous improvement through B Corp recertification planned for 2027.

This roadmap reflects our conviction that responsible hospitality is not only a moral imperative but also a driver of long-term resilience, innovation, and stakeholder value. The Board remains committed to transparency, collaboration, and continuous integration of sustainability into every aspect of decision-making.

Through this integrated approach — combining risk governance, operational KPIs, and transparent reporting — Attitude Hospitality Ltd continues to lead by example in shaping a more resilient, inclusive, and nature-positive tourism industry in the Indian Ocean.

PRINCIPLE 6- REPORTING WITH INTEGRITY (CONTD)

HEALTH AND SAFETY

In line with its policy to provide a safe environment for its employees, guests and other stakeholders, the AHL Group has set up a Risk and Compliance Department which oversees Safety & Health, Food Safety, Fire Safety, and Security matters in compliance with local and international legislations and guidelines. In order to guarantee the standards of quality of produces, suppliers' visits are conducted on a regular basis. Safety & Health assessments are regularly conducted, fire training and fire drills are performed on a yearly basis, Asset Protection Plans are reviewed twice yearly and corporate audits are also conducted twice yearly in each hotel.

MANAGEMENT AGREEMENT

Attitude Hospitality Management Ltd is a subsidiary of AHL and has management contracts with other subsidiaries of the Company whose main activity is to manage hotels.

DONATIONS

The Group has a policy of channelling all requests for donations (excluding political donations) and other forms of social assistance through its Corporate Social Responsibility function, duly incorporated under Green Attitude Foundation since 2013.

It was agreed that all donations would be submitted to the Board for approval.

Donations made during the year were as follows:

	June 30, 2025		June 30,2024	
	Political	Others	Political	Others
	MUR'000	MUR'000	MUR'000	MUR'000
The Company	7,790	25	3,000	-
The Subsidiaries				
Compagnie Marmites Des Iles Limitée	-	-	-	-
Marina Village Hotel Limited	-	-	-	38
Tropical Hotel Ltd	-	-	-	12
East Water Ltd	-	-	-	35
Attitude Hospitality Management Ltd	-	147	-	96
The Associates				
Water Sports Village Limited	-	-	-	63
Zilwa Resorts Ltd	-	-	-	121

PRINCIPLE 7 - AUDIT

INTERNAL CONTROL

Internal Audit

The Internal Audit function is outsourced to UHY & CO ("UHY") and reporting is through the Audit and Risk Committee (ARC).

The internal audit team has unrestricted access to the records, management and employees of the Group. The Internal Auditor has the responsibility of ensuring that recommendations on internal controls have been implemented at Group level.

PRINCIPLE 7 – AUDIT (CONTD)

INTERNAL CONTROL (CONTD)

During the year under review the Internal Auditors were able to carry out all audits as planned. The audit plan's main areas of focus are on high risk areas of front office & stock management process, food & beverage and housekeeping cost control.

All high-risk areas were covered by the Internal auditors and no significant internal control issue was noted or brought to the attention of the ARC during the year.

UHY being an external service provider, only reports to the Audit and Risk Committee, thus maintaining at all times its independence and objectivity.

Internal Control and Risk Management

The Board acknowledges that it has overall responsibility for the Company's systems of risk management and internal control and for ensuring their effectiveness.

Some of the most significant risks facing the Company pertain to the economic, social, environmental, technological and political factors affecting the countries from where the Company derives business. Reputational, foreign exchange and interest rates risks also have a direct impact on the Company's and the Group's business.

For the financial risk factors, refer to Note 28 of the financial statements.

EXTERNAL AUDITORS' APPOINTMENT

Ernst & Young ("EY") were appointed as external auditors by the Shareholders and the tenure of office will be reviewed in due course in line with good governance.

Unless the External Auditors resign prior or are given a notice that they shall not be re-appointed at the next Annual Meeting, the External Auditors are automatically re-appointed at each Annual Meeting. The approval of their remuneration is delegated to the Board by the shareholders.

The External Auditors has met with the Audit and Risk Committee without the presence of Management.

The ARC is responsible for reviewing with the external auditors the letter of engagement, terms and nature of the audit scope and approach and ensure that no restrictions or limitations have been placed on the scope. The external auditors report directly to the ARC which is also responsible for monitoring the external auditors' independence, objectivity and compliance with ethical, professional and regulatory requirements.

During the financial year ended June 30, 2025 the ARC has met five times and the external and internal auditors were present at the ARC meeting held on the 27/11/2024 and 17/03/2025. The Executive Directors were in attendance during this meeting. During the meeting, the accounting policies and principles were discussed.

AUDITORS' REMUNERATION

The board of directors is responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standards and the requirements of the Companies Act 2001. Any departure to IFRS or adoption of new IFRS are discussed at the ARC.

Auditors are expected to observe the highest standards of business and professional ethics and, in particular, that their independence is not impaired in any manner. They have the duty to maintain their independence and objectivity at all times, especially when providing other than audit service to the Company or the group. Any conflicts or potential conflict of any kind are expected to be reported to the Audit and Risk Committee or the Chairperson of the Board without delay.

PRINCIPLE 7 – AUDIT (CONTD)

AUDITORS’ REMUNERATION (CONTD)

Effectiveness of the external audit process is assessed at regular intervals during:

- Planning meetings
- Final external audit at the end of each financial year
- Closing meetings organised at the end of the audit period.

The Shareholders shall either fix the remuneration of External Auditors at the Annual Meeting where they are appointed or reappointed or may at the said Annual Meeting resolve that the Board be authorised to approve the remuneration of External Auditors. The Shareholders have opted to authorise the Board to fix the remuneration of Auditors.

EY length of tenure is 17 years, i.e. since incorporation of AHL.

Separate engagements are defined for non-audit services from the external auditors (EY) to ensure that the external auditor’s objectivity is not compromised.

The fees paid to the Auditors for audit and non-audit services were as follows:

	The Group		The Company	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
	MUR ‘000	MUR ‘000	MUR ‘000	MUR ‘000
Ernst & Young				
Audit services	4,350	4,215	750	700
Non-audit services (Consultancy services)	-	305	-	100
Non-audit services (Taxation services)	415	617	184	175
Total	4,765	5,137	934	975

The non-audit fees relate to taxation fees paid to EY Tax, another department at EY. The independence of the external auditors is safeguarded through appointment of two different partners, the audit partner and the tax partner.

SHAREHOLDER INFORMATION

The Company maintains a very close relationship with its shareholders. All ordinary shareholders are present or represented on the Board of Directors and take part in all important decisions. Directors receive timely information on the company’s activities and results and Board meetings are held regularly.

It also endeavours, if applicable and considered appropriate, to regularly inform the shareholders on any matters affecting the Company; If, additional information may be provided by announcements and disclosures in the Annual Report which is published on the Company’s website.

The Secretary is available to provide any information or advice upon request.

PRINCIPLE 8 – RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS

The Board of Directors places great importance on an open and transparent communication with all the stakeholders of the Company and acknowledges its responsibility of ensuring that an appropriate dialogue takes place among the Company, its shareholders and other key stakeholders.

Ordinary shareholders, through their presence on the Board, have been involved in a dialogue on the Company’s organisational performance and outlook.

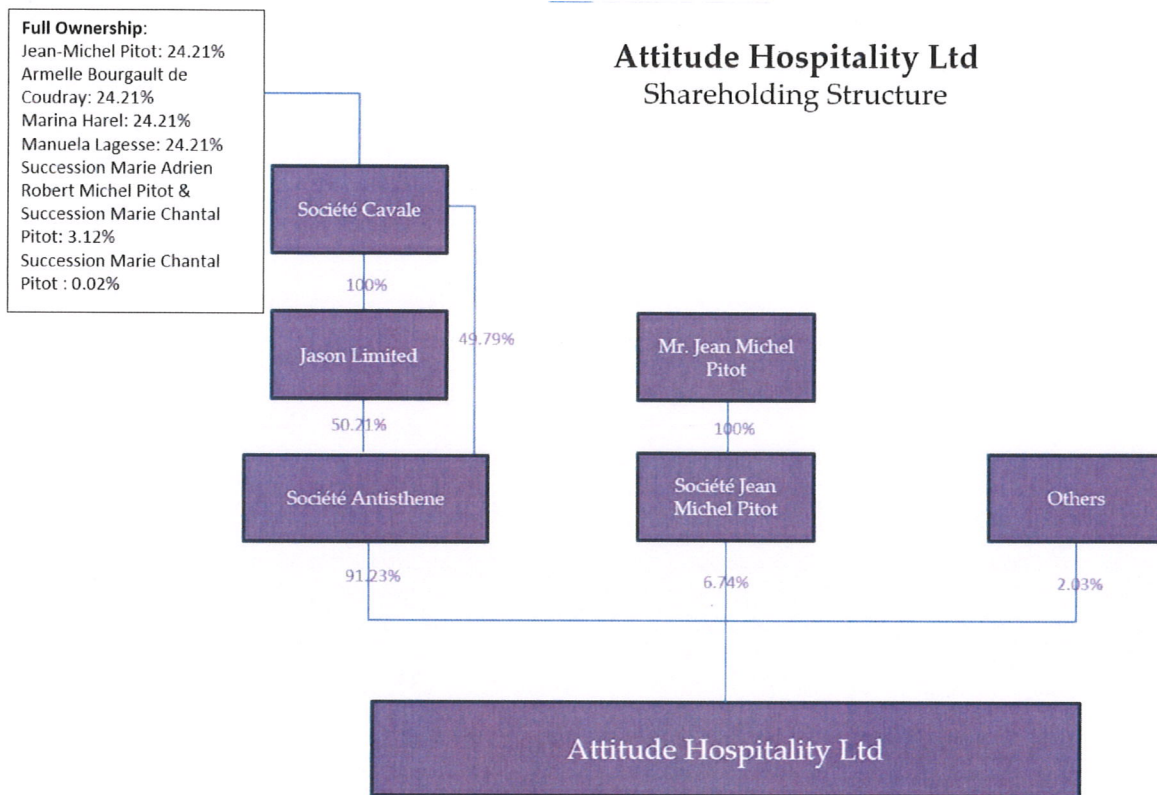
The Annual report is published on the website of the Registrar of Companies (MNS platform) and on the Company’s website and can be viewed by other stakeholders.

PRINCIPLE 8 – RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS (CONTD)

CASCADE SHAREHOLDING STRUCTURE AND SUBSTANTIAL SHAREHOLDERS AS AT 30 JUNE 2025

AHL’s shareholding structure has evolved during the reporting financial year with the acquisition by Societe Antisthene of 62.3 million ordinary shares to 145.9 million, bringing the shareholding of Societe Antisthene in the Company to 91.23% (prior to share transaction: 52.26%)

Cascade shareholding structure – Ordinary Shares



Common Directors/ alternate*:

	Attitude Hospitality Ltd	Société Antisthène	Societe Cavale	Jason Ltd
Mr Jean Michel PITOT	✓	✓ (Gérant)	✓ (Gérant)	✓
Mrs Armelle BOURGAULT DU COUDRAY	✓			✓
Mrs Marina HAREL* (alternate to Mrs Armelle Bourgault du Coudray)	✓ *			✓

PRINCIPLE 8 – RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS (CONTD)

DIVIDEND POLICY

The Board has not adopted a formal dividend policy and distributes dividends subject to the Company’s profitability and investment plan. Dividends are declared subject to the solvency test being satisfied, as required by the Companies Act 2001.

MAURITIUS INVESTMENT CORPORATION LTD (MIC)

In February 2021, a subscription agreement has been entered into between the Company and MIC whereby MIC shall provide funding to AHL through the subscription of Bonds in accordance with terms and conditions and permitted use of the funds, subject to a conversion right of any outstanding Bond at maturity (9 years after the Bonds issue) into ordinary shares at a conversion price agreed upon between the parties. In July 2025, the funding from MIC was repaid and the 100 bonds issued by the Company to MIC were redeemed.

ANNUAL MEETING

The majority ordinary shareholder (Societe Antisthene, holding 91.23%% of the Company) being represented on the Board, the Shareholders opt to have a written resolution signed in lieu of holding an Annual Meeting of the Company.

The Annual Meeting minutes and questions and answers are not published on the website given that AHL is a private company and, all shareholders sign a resolution in lieu of holding an Annual Meeting of the Company. Shareholders can have access to the minutes/ resolutions of the said meetings in accordance with section 226 of the Mauritius Companies Act 2001.

Key Stakeholders:

Stakeholder Groups	Expectations of Stakeholders	Our engagement with our stakeholders	Their contribution to value creation	Impact on strategy and objectives
Family members (employees)	-Safe working environment -Job security -Ongoing training programmes -Effective communication between management and employees -Career development opportunities -Competitive remuneration and benefits packages	-Regular internal communiques via email -Employee surveys -Training and development programs -Performance management programs	Our Family members are the most important asset to our business and are crucial to elevating the quality of service and elevating guest experiences.	Pro-active participation and engagement of our family members
Banks	-Adherence to terms of agreement and covenants -Involvement in expansion opportunities	-Frequent meetings and discussion with the banks (e.g. for projects and financing facilities)	-Banks are essential to the success of our business due to provision of necessary financial resources	-Improve stakeholder relationship with banks -Inclusiveness in project development
Shareholders and investors	-Sustainable investment returns via business expansion, turnover growth and dividends	-Quarterly Board meetings -Presentation of annual financial statements and annual reports	Investors provide financial resources and continuous support to foster growth,	-Growth in revenue -Effective cost management

	<ul style="list-style-type: none"> -Maintaining sound gearing and liquidity level -Strategic growth opportunities and foster brand promises -Innovation in guest experiences and quality of service 	<ul style="list-style-type: none"> -Regular external communiques via emails -Presentation of annual budgetary plan for the next Financial Year 	development and innovation	-Project development
Guests	<ul style="list-style-type: none"> -Quality service and experience -Prompt and effective interaction with Family members (employees) -Opportunity to live “like a local”, a genuine Mauritian experience 	<ul style="list-style-type: none"> -Personal, one-to-one interactions -Live chat -Active website and Facebook engagement -Online surveys (e.g. TripAdvisor) -Customer relationship management via calls and emails 	Their feedbacks and behaviours help to understand their needs and to direct resources towards strengthening our “Attitude” brand (Otentik Attitude)	Quality service and foster brand promises.
Tour operators (TO’s) and Travel agents	<ul style="list-style-type: none"> -Favourable business deals -Guest satisfaction 	<ul style="list-style-type: none"> -Regular meetings -Build and maintain a constructive relation 	Tour Operators and agents are critical stakeholders as they are at the forefront of attracting guests.	First point of contact with guests and help improve guest experiences
Local community	<ul style="list-style-type: none"> -Employment opportunities -Sponsorships -Positive impact on environment -Investment and empowerment programmes 	<ul style="list-style-type: none"> -Corporate Social Responsibility programmes via the umbrella body of the Attitude Group: Green Attitude Foundation -Local events and sponsorships -Donations 	Empowerment to local communities helps in long-term business viability and improve business reputation	Environmental and social inclusiveness.
Suppliers	<ul style="list-style-type: none"> -Fair business deals -Favourable terms of engagement 	<ul style="list-style-type: none"> -Tender and procurement processes -Meetings 	Suppliers are fundamental to the success of our business as it enables us to deliver consistent guest experience	Improve relationships with other business communities and help in cost management

PRINCIPLE 8 – RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS (CONTD)

SHAREHOLDERS’ INFORMATION AND CALENDAR OF EVENTS

November 2025	Board meeting for the approval of the group and Company audited financial statements for the year ending 30 th June 2025
December 2025	Annual Meeting via written resolution circulated in lieu of holding a meeting of Shareholders
March 2026	Board meeting for 1) the review of the first semester results 2) Review of forecasts v/s budget for the year
June 2026	Board meeting for review and approval of : 1) Forecasted results at 30 June 2026 2) annual plan and budgets for the financial year 30 June 2027

ANNUAL MEETING OF SHAREHOLDERS

Considering that the Company is a private company with only 2 shareholders entitled to attend and vote at Annual Meetings and that both shareholders are represented on the Board, unanimous written resolution are favoured in lieu of duly held Annual meetings.

SHARE OPTION PLAN

The Company has no share option plan. Non-Executive Directors have not received remuneration in the form of share option or bonus associated with the Company’s performance during the reporting year.

COMPANY’S CONSTITUTION

The Company adopted its current constitution in November 2010. Following the subscription agreement entered into between the Company and MIC, the Company adopted a new Constitution on the 18th May 2021 conformably to section 144 (1) of the Companies Act 2001 in replacement of its previous Constitution.

Special clauses are:

- Subject to the Company’s Act 2001 or to terms of issue of any existing shares, the Board may issue shares provided the issue has been approved by ordinary resolution.
- The Company may purchase or acquire its own shares.
- The Board may refuse or delay the registration of transfer of shares to any person
- Pre-emptive provisions apply for transfer of shares – save for family transactions
- Quorum for General Meetings shall be two members present in person or by proxy and entitled to vote and holding at least 51% of the issued share capital of the company carrying the right to vote.
- At meeting of shareholders, in case of equality of votes whether on a show of hands or on a poll, the Chairperson shall be entitled to a casting vote.

OTHER STATUTORY DISCLOSURES

CONTRACT OF SIGNIFICANCE

Other than the Management Agreement with AHML, there was no contract of significance to which Attitude Hospitality Ltd was party to and in which a Director of the Company was materially interested either directly or indirectly.

PRINCIPLE 8 – RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS (CONTD)

DIRECTORS SERVICE CONTRACT

There are no service contracts between the Company and its Directors. The Executive Directors are employed by Attitude Hospitality Management Ltd, a subsidiary of Attitude Hospitality Ltd.

None of the Directors have a service contract that needs to be disclosed under Section 221 of the Companies Act 2001.

INDEMNITY INSURANCE

All directors have an indemnity insurance.

DIRECTORS SHARE INTEREST

The interests of the Directors are disclosed on page 1(11) of this report.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors acknowledge their responsibilities for:

- a) leading and controlling the Company and meeting all legal and regulatory requirements;
- b) succession planning;
- c) approving the Charters of the two sub committees – namely the Audit and Risk Committee Charter and the Corporate Governance (Nomination and Remuneration) Committee Charter. These charters, drafted and approved on 29 April 2019, are reviewed every five years, or before if considered necessary.
- d) adequate accounting records and the maintenance of effective internal control systems;
- e) approving the Code of Ethics;
- f) the preparation of the Group's and the Company's financial statements to fairly state the affairs of the Company and the Group. The said financial statement adhere to international accounting standards. There has been no departure to these international accounting standards to report and no material uncertainties have been identified;
- g) a fair, balanced and understandable assessment of the Company's financial, environmental, social and governance position, performance and outlook;
- h) the use of appropriate accounting policies supported by reasonable and prudent judgments and estimates;
- i) the Company's adherence to the New Code of Corporate Governance (2016);
- j) the governance of risk and for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives, and for ensuring that the Company develops and executes a comprehensive and robust system of risk management; and
- k) ensuring that an appropriate dialogue takes place among the Company, its shareholder and other key stakeholders.

The Directors affirm that:

- (i) the Company is a public interest entity as defined by law;
- (ii) the Company is headed by an effective Board, and responsibilities and accountabilities within the Company (including at the level of Senior Management) are known to all parties;
- (iii) all new Directors have attended and participated in an induction and orientation program;
- (iv) appropriate Board committees, namely the Audit & Risk Committee and the Corporate Governance Committee (Nomination and Remuneration Committee) have been set up to assist the Board in the effective performance of its duties;
- (v) the Corporate Governance Committee has reviewed the adequacy of Directors' and Senior executives remuneration;
- (vi) The Audit and Risk Committee has monitored and evaluated the Company's strategic, financial, operational and compliance risk;
- (vii) adequate accounting records and an effective system of risk management have been maintained;
- (viii) appropriate accounting policies supported by reasonable and prudent judgments and estimates have been used consistently;
- (ix) International Financial Reporting Standards, the Financial Reporting Act and the Mauritius Companies Act have been adhered to. Any departure has been disclosed, explained and quantified in the consolidated and separate financial statements;
- (x) they have assessed the Company as a going concern and have a reasonable expectation that the Company will continue to operate for the foreseeable future and meet its liabilities as they fall due;
- (xi) the Board and the Audit and Risk Committee regularly monitor and evaluate the company's operational risk;
- (xii) the Board acknowledges its responsibility to monitor and evaluate the company's compliance risk

Statement of Directors' Responsibilities in Respect of the Financial Statements at June 30, 2025

The Company's Directors are responsible for the preparation and fair presentation of the annual report and financial statements, comprising the statements of financial position at June 30, 2025, the statements of profit or loss and other comprehensive income, the statements of changes in equity, and statement of cash flows, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards and in compliance with the requirements of the Companies Act 2001 and Financial Reporting Act 2004.

The Director's responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of these financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting judgments and estimates that have been used consistently.

The Directors have assessed the Company's ability to continue as a going concern and have no reason to believe the business will not be a going concern in the year ahead.

The Directors report that the External Auditors are responsible for reporting on whether the financial statements are fairly presented.

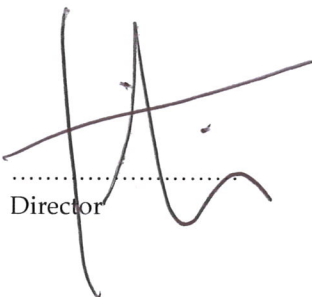
The Directors confirm that :

- (i) adequate accounting records and an effective system of internal controls and risk management have been maintained;
- (ii) appropriate accounting policies supported by reasonable and prudent judgements and estimates have been used consistently;
- (iii) International Financial Reporting Standards have been adhered to. Any departure in the interest in fair presentation has been disclosed, explained and quantified;

The Directors confirm that the Code of Corporate Governance has been adhered to.

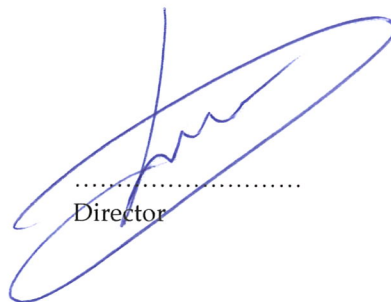
13 NOV 2025

Approved by the Board of directors on and signed on its behalf by:



Director

Jean-michel Pitot



Director

Antoine Delaporte

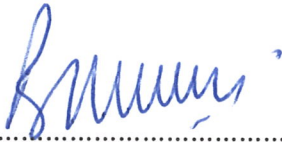
**DIRECTOR' STATEMENT OF COMPLIANCE WITH NATIONAL CODE OF CORPORATE GOVERNANCE
("The Code")**

**Name of Public Interest Entity: Attitude Hospitality Ltd
Reporting Period: June 30, 2025**

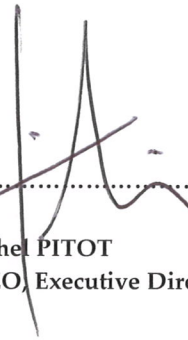
Throughout the year ended 30 June 2025, to the best of the Board's knowledge, the Company has complied to the Code. The Company has applied all of the principles set out in the Code and explained how these principles have been applied.

13 NOV 2025

SIGNED on by:



.....
Mrs. Jeanne Marie Solange Beatrice MAIGROT
Chairperson, Independent Director



.....
Jean Michel PITOT
Group CEO, Executive Director

SECTION B

**ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CERTIFICATE FROM THE COMPANY SECRETARY
FOR THE YEAR ENDED JUNE 30, 2025**

1.

We certify that, to the best of my knowledge and belief, the Group and the Company have filed with the Registrar of Companies all such returns as are required under Section 166(d) of the Companies Act 2001 during the year ended June 30, 2025.



.....
BOX OFFICE LTD
Company Secretary



13 NOV 2025

Date:

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Opinion

We have audited the consolidated and separate financial statements of Attitude Hospitality Ltd (the "Company") and its subsidiaries (the "Group") set out on pages 5 to 79 which comprise the consolidated and separate statements of financial position as at 30 June 2025, and the consolidated and separate statements of profit or loss and 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 consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of Group and Company as at 30 June 2025, and of its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and comply with the Companies Act 2001 and the Financial Reporting Act 2004.

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 and the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code") and other independence requirements applicable to performing audits of financial statements of the Group and Company and in Mauritius. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits of the Group and Company and in Mauritius. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the 79- page document titled "Attitude Hospitality Ltd and its subsidiaries Annual Report for the year ended 30 June 2025", which includes the Annual Report, Corporate Governance Report, and the Certificate from the Company Secretary as required by the Companies Act 2001. The other information does not include the consolidated or the separate financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information 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, 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 the 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 as issued by the International Accounting Standards Board and the requirements of the Companies Act 2001 and the Financial Reporting Act 2004, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES (CONTINUED)

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS (CONTINUED)

Responsibilities of the Directors for the Consolidated and Separate Financial Statements (Continued)

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group and 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 intends to liquidate the Group and the Company or to cease operations, or have no realistic alternative but to do so.

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.

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 and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the director's 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 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.
- 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 and separate financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES (CONTINUED)

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
(CONTINUED)

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

We communicate with the directors 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.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Section 205 of the Companies Act 2001. Our audit work has been undertaken so that we might state to the Company's members 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 members, as a body, for our audit work, for this report, or for the opinions we have formed.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Companies Act 2001

We have no relationship with or interests in the Company or any of its subsidiaries other than in our capacity as auditor and dealings in the ordinary course of business.

We have obtained all the 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.

Financial Reporting Act 2004

The Directors are responsible for preparing the Corporate Governance Report. Our responsibility under the Financial Reporting Act is to report on the compliance with the Code of Corporate Governance ("the Code") disclosed in the 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 annual report, the Group has, pursuant to section 75 of the Financial Reporting Act, complied with the requirements of the Code.



ERNST & YOUNG
Ebène, Mauritius



ANJAALA RAMKHELAWON, F.C.A.
Licensed by FRC

Date: 13 November 2025

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION AS AT JUNE 30, 2025

5

	Notes	THE GROUP		THE COMPANY	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
ASSETS					
Non-current assets					
Property, plant and equipment	3	3,300,174,389	2,748,774,067	-	-
Intangible assets and goodwill	4(a)	490,676,837	491,987,357	-	-
Right of use assets	4(b)	1,754,790,595	1,814,631,707	-	-
Investment in subsidiary companies	5	-	-	2,251,258,266	2,251,258,266
Quasi-equity loan	5(a)	-	-	486,000,000	486,000,000
Financial assets at fair value through other comprehensive income	11(iii)	-	2,500,000	-	-
Investment in associated companies	6	756,887,178	688,488,802	258,882,330	258,882,330
Long term deposits	7	22,804,906	22,201,966	-	-
Loan receivable from subsidiaries	10(i)	-	-	144,962,798	222,276,290
Deferred tax assets	16(d)	354,096,715	302,135,513	-	-
		6,679,430,620	6,070,719,412	3,141,103,394	3,218,416,886
Current assets					
Inventories	8	34,704,937	31,837,584	-	-
Trade and other receivables	9(a)	312,510,780	336,271,734	871,540,230	310,873,077
Contract assets	9(b)	22,679,262	9,848,138	-	-
Loan receivable from subsidiaries	10(i)	-	-	77,313,492	77,313,492
Other financial assets	11(i)	-	10,140,673	267,662	-
Financial assets at amortised cost	11(ii)	-	99,380,465	-	-
Cash in hand and at bank	12	202,047,989	372,457,294	3,717,538	42,036,114
		571,942,968	859,935,888	952,838,922	430,222,683
TOTAL ASSETS		7,251,373,588	6,930,655,300	4,093,942,316	3,648,639,569
EQUITY AND LIABILITIES					
Equity attributable to equity owners of the parent					
Issued capital	13	1,304,520,319	1,304,520,319	1,304,520,319	1,304,520,319
Convertible bonds	14	502,557,934	508,847,222	502,557,934	508,847,222
Redeemable convertible ordinary shares	24	-	-	-	-
Translation (losses)/reserves		(3,377,746)	3,999,720	-	-
Retained earnings /(accumulated losses)		255,542,180	(78,270,723)	243,942,611	134,388,493
Equity attributable to owners of the parent		2,059,242,687	1,739,096,538	2,051,020,864	1,947,756,034
Non-controlling interests	26	683,068,835	727,978,517	-	-
TOTAL EQUITY		2,742,311,522	2,467,075,055	2,051,020,864	1,947,756,034
Non-current liabilities					
Interest-bearing loans and borrowings	15	1,904,057,389	2,216,589,487	875,000,000	1,110,000,000
Lease liabilities	4(c)	972,186,004	1,012,672,160	-	-
Employee benefit liabilities	19	34,310,815	25,894,055	-	-
Deferred tax liabilities	16(d)	673,332,198	611,074,895	-	-
		3,583,886,406	3,866,230,597	875,000,000	1,110,000,000
Current liabilities					
Trade and other payables	17	386,997,492	383,891,405	1,167,662,998	590,883,535
Contract liabilities	18	33,918,652	44,550,471	-	-
Other financial liabilities	11(i)	2,279,437	-	-	-
Interest-bearing loans and borrowings	15	400,631,543	56,105,101	-	-
Lease liabilities	4(c)	67,879,848	63,693,119	-	-
Current tax liabilities	16(a)	33,468,688	49,109,552	258,454	-
		925,175,660	597,349,648	1,167,921,452	590,883,535
TOTAL LIABILITIES		4,509,062,066	4,463,580,245	2,042,921,452	1,700,883,535
TOTAL EQUITY AND LIABILITIES		7,251,373,588	6,930,655,300	4,093,942,316	3,648,639,569

13 NOV 2025

These consolidated and separate financial statements have been approved for issue by the board of directors on

Name of directors

(1)

(2)

Jean-michel Pitor

Antoine Delaporte

The notes set out on pages 10 to 79 form an integral part of this annual report.
Independent auditors' report on pages 2 to 4.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED JUNE 30, 2025

6

	Notes	THE GROUP		THE COMPANY	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
Revenue	20	2,801,373,005	2,597,921,669	224,059,000	227,907,400
Cost of sales	21(a)	(1,456,472,404)	(1,352,211,842)	-	-
Gross profit		1,344,900,601	1,245,709,827	224,059,000	227,907,400
Other income	22	23,297,285	51,343,629	39,929,444	41,627,834
Administrative expenses	21(b)	(805,349,643)	(688,646,491)	(30,251,105)	(24,532,307)
Operating profit		562,848,243	608,406,965	233,737,339	245,002,927
Net finance costs	23	(135,488,740)	(191,421,060)	(53,107,292)	(55,102,310)
Movement in expected credit loss on receivables	9	5,101,764	(1,924,358)	-	-
Impairment of financial assets at fair value through other comprehensive income	11(iii)	(2,500,000)	-	-	-
Bargain purchase on acquisition	33	-	99,967,032	-	-
Share of results from associates	6	118,562,990	128,579,651	-	-
Profit before taxation		548,524,257	643,608,230	180,630,047	189,900,617
Income tax expense	16(b)	(103,332,123)	(90,763,635)	(726,229)	-
Profit for the year		445,192,134	552,844,595	179,903,818	189,900,617
Other comprehensive income for the year					
<i>Other comprehensive income that may be reclassified to profit or loss in subsequent periods:</i>					
- Translation gain on acquisition of foreign subsidiary		(7,377,466)	3,999,720	-	-
- Share of other comprehensive loss of associates	6	(1,187,414)	(490,027)	-	-
Net other comprehensive income that may be reclassified to profit or loss in subsequent periods		(8,564,880)	3,509,693	-	-
<i>Other comprehensive income (net of tax) that will not be reclassified to profit or loss in subsequent periods:</i>					
- Remeasurement gain on defined benefit plans	19(a)	(2,113,092)	(6,215,755)	-	-
- Deferred tax on defined benefit plans		401,487	1,056,678	-	-
Net other comprehensive income that will not be reclassified to profit or loss in subsequent periods		(1,711,605)	(5,159,077)	-	-
Other comprehensive income for the year		(10,276,485)	(1,649,384)	-	-
Total comprehensive income for the year		434,915,649	551,195,211	179,903,818	189,900,617
Profit attributable to:					
- Equity holders of the parent		407,068,405	453,428,997		
- Non-controlling interests		38,123,729	99,415,598		
		445,192,134	552,844,595		
Total comprehensive income attributable to:					
- Equity holders of the parent		396,791,920	451,779,613		
- Non controlling interests		38,123,729	99,415,598		
		434,915,649	551,195,211		
Earnings per share:					
Basic and diluted earnings per share (MUR) attributable to ordinary equity holders of the parent	37	2.54	2.83		

The notes set out on pages 10 to 79 form an integral part of this annual report.
Independent auditors' report on pages 2 to 4.

**ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED JUNE 30, 2025**

THE GROUP

Attributable to the equity holders of the parent

Notes	Issued capital		Convertible bonds		Redeemable convertible ordinary shares		Retained earnings/(accumulated losses)		Translation reserves		Total		Non-controlling interests		Total equity	
	MUR		MUR		MUR		MUR		MUR		MUR		MUR		MUR	
At July 1, 2023																
Dividends paid during the year	1,296,582,800		508,678,082		8,000,021		(549,867,678)		-		1,263,393,225		831,588,167		2,094,981,392	
Profit for the year	-		-		-		453,428,997		-		453,428,997		(90,416,240)		(90,416,240)	
Other comprehensive income for the year	-		-		-		(1,649,384)		-		(1,649,384)		99,415,598		552,844,595	
															(1,649,384)	
Total comprehensive income for the year	-		-		-		451,779,613		-		451,779,613		99,415,598		551,195,211	
Redemption of convertible ordinary shares	-		-		(62,502)		-		-		(62,502)		-		(62,502)	
Conversion of shares	7,937,519		-		(7,937,519)		-		-		-		-		-	
Acquisition of non-controlling interest	-		-		-		37,609,008		-		37,609,008		(112,609,008)		(75,000,000)	
Translation gain on acquisition of foreign subsidiary	-		-		-		-		3,999,720		3,999,720		-		3,999,720	
Dividend on convertible bonds	-		17,791,666		-		(17,791,666)		-		-		-		-	
Dividends on convertible bonds paid during the year	-		(17,622,526)		-		-		-		(17,622,526)		-		(17,622,526)	
At June 30, 2024	1,304,520,319		508,847,222		-		(78,270,723)		3,999,720		1,739,096,538		727,978,517		2,467,075,055	
At July 1, 2024																
Dividends paid during the year	1,304,520,319		508,847,222		-		(78,270,723)		3,999,720		1,739,096,538		727,978,517		2,467,075,055	
Profit for the year	-		-		-		(50,000,000)		-		(50,000,000)		(83,033,411)		(133,033,411)	
Other comprehensive income for the year	-		-		-		407,068,405		-		407,068,405		38,123,729		445,192,134	
Total comprehensive income for the year	-		-		-		(10,276,485)		-		(10,276,485)		-		(10,276,485)	
Translation loss on foreign subsidiary	-		-		-		396,791,920		-		396,791,920		38,123,729		434,915,649	
Dividend on convertible bonds	-		20,349,700		-		(20,349,700)		(7,377,466)		(6,783)		-		(6,783)	
Dividends on convertible bonds paid during the year	-		(26,638,988)		-		-		-		(26,638,988)		-		(26,638,988)	
At June 30, 2025	1,304,520,319		502,557,934		-		255,542,180		(3,377,746)		2,059,242,687		683,068,835		2,742,311,522	

The notes set out on pages 10 to 79 form an integral part of this annual report. Independent auditors' report on pages 2 to 4.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED JUNE 30, 2025

8

THE COMPANY	Issued capital	Convertible bonds	Redeemable convertible ordinary shares	Retained earnings/ (Accumulated losses)	Total
	MUR	MUR	MUR	MUR	MUR
At July 1, 2023	1,296,582,800	508,678,082	8,000,021	(37,454,096)	1,775,806,807
Profit for the year	-	-	-	189,900,617	189,900,617
Total comprehensive income for the year	-	-	-	189,900,617	189,900,617
Redemption of convertible ordinary shares	-	-	(62,502)	-	(62,502)
Conversion of shares	7,937,519	-	(7,937,519)	-	-
Adjustment on dividend on convertible bonds	-	-	-	(266,362)	(266,362)
Dividends on convertible bonds	-	17,791,666	-	(17,791,666)	-
Dividends paid on convertible bonds during the year	-	(17,622,526)	-	-	(17,622,526)
At June 30, 2024	1,304,520,319	508,847,222	-	134,388,493	1,947,756,034
At July 1, 2024	1,304,520,319	508,847,222	-	134,388,493	1,947,756,034
Profit for the year	-	-	-	179,903,818	179,903,818
Total comprehensive income for the year	-	-	-	179,903,818	179,903,818
Dividends paid	-	-	-	(50,000,000)	(50,000,000)
Dividends on convertible bonds	-	20,349,700	-	(20,349,700)	-
Dividends paid on convertible bonds during the year	-	(26,638,988)	-	-	(26,638,988)
At June 30, 2025	1,304,520,319	502,557,934	-	243,942,611	2,051,020,864

The notes set out on pages 10 to 79 form an integral part of this annual report.
Independent auditors' report on pages 2 to 4.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2025

9

	Notes	THE GROUP		THE COMPANY	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
Operating activities					
Profit before taxation		548,524,257	643,608,230	180,630,047	189,900,617
<i>Non-cash adjustments to reconcile profit before tax to net cash flows:</i>					
- Depreciation of property, plant and equipment	3	200,066,622	186,337,385	-	-
- Amortisation of intangible assets	4(a)	2,009,431	1,390,148	-	-
- Depreciation of right of use assets	4(b)	73,333,935	73,672,975	-	-
- Employee benefits liability	19(a)	8,416,760	351,172	-	-
- Impairment of financial assets at fair value through other comprehensive income	11(iii)	2,500,000	-	-	-
- Interest expense	23	173,083,311	181,954,799	53,107,292	55,102,310
- Interest income	11(ii)	(2,250,000)	(3,621,112)	-	-
- Dividend income	25	-	-	(224,059,000)	(227,907,400)
- Bargain purchase	33(b)	-	(99,967,032)	-	-
- Share of profit from associated companies	6	(118,562,990)	(128,579,651)	-	-
- (Reversal) /provision on ECL	9	(5,101,764)	1,924,358	-	-
-Terminated lease	4(c)	(326,203)	(4,602,193)	-	-
- Inventory write off	8	-	387,782	-	-
- Exchange difference	4(c)(i), 7 & 22	(37,282,072)	37,177,220	1,318,333	10,342
<i>Working capital</i>					
- (Increase) /decrease in inventories	8	(2,867,353)	3,823,460	-	-
- Decrease in trade and other receivables	9(a)	6,667,706	(66,659,681)	(560,667,153)	(110,186,474)
- Increase in trade and other payables	17	3,106,087	3,164,342	559,329,529	77,284,365
- Decrease/ increase in contract liabilities	18	(10,631,819)	2,151,125	-	-
Tax paid		(77,971,253)	(4,113,937)	(467,775)	-
Interest paid	23	(115,299,722)	(137,767,277)	(35,657,358)	(55,102,310)
Net cash flows generated from operating activities		647,414,933	690,632,113	(26,466,085)	(70,898,550)
Investing activities					
Purchase of property, plant and equipment	3	(781,206,740)	(243,391,180)	-	-
Acquisition of subsidiary: Matemwe Bungalows Zaswi (Z) Ltd	33(b)	-	(142,997,201)	-	-
Acquisition of treasury bills	11(ii)	-	(323,786,400)	-	-
Treasury bills matured	11(ii)	101,630,465	347,000,000	-	-
Financial assets at fair value through other comprehensive income	11(iii)	-	(2,500,000)	-	-
Proceeds from sale of property, plant and equipment	3	29,739,797	-	-	-
Other financial (liabilities)/assets	11(i)	(2,279,437)	9,314,492	(267,662)	-
Purchase of intangible assets	4(a)	(698,911)	(1,197,145)	-	-
Dividends received	6/25	48,977,200	40,905,600	224,059,000	227,907,400
Net cash flows (used in)/generated from investing activities		(603,837,626)	(316,651,834)	223,791,338	227,907,400
Financing activities					
Proceeds from interest-bearing loans and borrowings	15(c)	-	40,000,000	-	-
Repayments of interest-bearing loans and borrowings	15(c)	(277,867,057)	(158,005,613)	(235,000,000)	(125,000,000)
Acquisition of non- controlling interest : Marina Village Hotel Ltd	33(a)	-	(50,000,000)	-	(50,000,000)
Proceeds of loan from subsidiary companies	10(i)	-	-	77,313,492	77,313,490
Refund of related party loan	10(i)	-	12,250,000	-	-
Redemption of convertible shares	24	-	(62,502)	-	(62,502)
Dividends paid to non controlling interest	26	(83,033,411)	(90,416,240)	-	-
Dividends paid	32	(50,000,000)	-	(50,000,000)	-
Dividends paid on MIC bonds	14	(26,638,988)	(17,622,526)	(26,638,988)	(17,622,526)
Payment of principal portion of lease	4(c)(i)	(113,961,353)	(94,500,340)	-	-
Net cash flows used in financing activities		(551,500,809)	(358,357,221)	(234,325,496)	(115,371,538)
Net (decrease)/increase in cash and cash equivalents		(507,923,502)	15,623,058	(37,000,243)	41,637,312
Net foreign exchange difference		31,172,472	4,102,135	(1,318,333)	(10,342)
Cash and cash equivalents as at July 1,		323,844,488	304,119,295	42,036,114	409,144
Cash and cash equivalents as at June 30,	27	(152,906,542)	323,844,488	3,717,538	42,036,114

Non cash items:

In the financial year 2024, there were non - cash transactions where the holding company has acquired 11.25% of the shares held in Marina Village Hotel Limited amounting to MUR 75M, out of which MUR 25M has been deferred for financial year 2025. Moreover the investment in foreign subsidiary, Matemwe Bungalows Zaswi (Z) Limited amounting to Rs 159M included a deferred consideration of Rs 16.2M, which was paid in 2025.

The notes set out on pages 10 to 79 form an integral part of this annual report.
Independent auditors' report on pages 2 to 4.

1. CORPORATE INFORMATION

Attitude Hospitality Ltd and its subsidiaries is a private Group incorporated on May 7, 2008 and domiciled in Mauritius. Its registered office is situated at Office 16, 2nd Floor, Block 1, The Strand, Lakeside District, Beau-Plan.

The financial statements of Attitude Hospitality Ltd (the 'Company') and its subsidiaries (the 'Group') for the year ended June 30, 2025 were authorised for issue in accordance with a board meeting of the Directors.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

The consolidated and separate financial statements of Attitude Hospitality Ltd and its subsidiaries have been prepared in accordance with IFRS accounting standards, as issued by the International Accounting Standards Board ("IASB").

The financial statements include the consolidated financial statements of Attitude Hospitality Ltd and its subsidiaries (the 'Group') and the separate financial statements of the parent company (the 'Company'). The financial statements are presented in Mauritian Rupees ("MUR").

Where necessary, comparative figures have been amended to conform with change in presentation in the current year. The financial statements are prepared under the historical cost convention, exception for relevant financial assets and financial liabilities that are carried at fair value through profit or loss or other comprehensive income.

2.2 APPLICATION OF NEW AND REVISED STANDARDS AND AMENDMENTS AND FORTHCOMING REQUIREMENTS

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 July 2024 (unless otherwise stated). The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

2.3 NEW AND AMENDED STANDARDS AND INTERPRETATIONS

Classification of Liabilities as Current or Non-current (Amendments to IAS 1)

In January 2020 and October 2022, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

2. ACCOUNTING POLICIES (CONTINUED)

2.3 NEW AND AMENDED STANDARDS AND INTERPRETATIONS (CONTINUED)

Disclosures

The amendments had no impact on the Group's and the Company's financial statements.

Leases on sale and leaseback (IFRS 16)

In September 2022, the IASB issued Lease Liability in a Sale and Leaseback (Amendments to IFRS 16). The amendment to IFRS 16 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains. The amendments had no impact on the Group's and the Company's financial statements.

Supplier finance arrangements - Amendments to IAS 7 and IFRS 7

In May 2023, the IASB issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures. The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. The amendments had no impact on the Group's and the Company's financial statements.

2.4 STANDARD ISSUED NOT YET EFFECTIVE

Certain standards, amendments to published standards and interpretations have been issued that are mandatory for accounting periods beginning on or after January 1, 2025 or later periods. The Group and the Company have not early adopted these.

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

Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7

In May 2024, the IASB issued Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7), which (i) Clarifies that a financial liability is derecognised on the 'settlement date', i.e., when the related obligation is discharged, cancelled, expires or the liability otherwise qualifies for derecognition. It also introduces an accounting policy option to derecognise financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met; (ii) Clarified how to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance (ESG)-linked features and other similar contingent features; (iii) Clarifies the treatment of non-recourse assets and contractually linked instruments; (iv) Requires additional disclosures in IFRS 7 for financial assets and liabilities with contractual terms that reference a contingent event (including those that are ESG-linked), and equity instruments classified at fair value through other comprehensive income.

The standard will become effective for reporting periods beginning on or after January 1, 2026, with early application permitted.

Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7

In December 2024, the IASB issued Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7). The amendments clarify how IFRS 9 should be applied to power purchase agreements with specific characteristics. The amendments include clarification on the application of the 'own-use' requirements and permitting hedge accounting if these contracts are used as hedging instruments.

2. ACCOUNTING POLICIES (CONTINUED)

2.4 STANDARD ISSUED NOT YET EFFECTIVE (CONTINUED)

New disclosure requirements have also been included to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.

The amendment will become effective for reporting periods beginning on or after January 1, 2026.

Annual Improvements to IFRS Accounting Standards – Volume 11

In July 2024, the IASB issued Annual Improvements to IFRS Accounting Standards - Volume 11 which deals with non-urgent, but necessary, clarifications and amendments to IFRS.

The following is a summary of the amendments from the Annual Improvements to IFRS Accounting Standards - Volume 11:

IFRS 1 First-time Adoption of International Financial Reporting Standards - Hedge accounting by a first-time adopter

IFRS 7 Financial Instruments: Disclosures - Gain or loss on derecognition

Guidance on implementing IFRS 7 Financial Instruments: Disclosures - Introduction and disclosure of deferred difference between fair value and transaction price

IFRS 9 Financial Instruments - Lessee derecognition of lease liabilities and transaction price

IFRS 10 Consolidated Financial Statements - Determination of a 'De Facto Agent'

IAS 7 Statement of Cash Flows - Cost method

The Group and the Company are currently assessing the impact of these amendments.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 was issued in April 2024. IFRS 18 introduces new requirements on presentation within the statement of profit or loss, including specified totals and subtotals. 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, there are consequential amendments to other accounting standards.

IFRS 18 is effective for reporting periods beginning on or after January 1, 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

In May 2024, the International Accounting Standards Board issued IFRS 19 Subsidiaries without Public Accountability: Disclosures, which allows eligible entities to elect to apply IFRS 19's reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards.

The standard will become effective for reporting periods beginning on or after January 1, 2027, with early application permitted.

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

2. ACCOUNTING POLICIES (CONTINUED)

2.5 BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at June 30, 2025. 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 re-assesses 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. 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:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary
- Derecognises the carrying amount of any non-controlling interests
- Derecognises the cumulative translation differences, recorded in equity
- Recognises the fair value of the consideration received
- Recognises the fair value of any investment retained
- Recognises any surplus or deficit in statement of profit or loss
- Reclassifies the parent's share of components previously recognised in other comprehensive income to statement of profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

2.6 JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

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

Judgements

In the process of applying the Group's and the Company's accounting policies, management has made the following judgements, which has any effect on the amounts recognised in the financial statements.

2. ACCOUNTING POLICIES (CONTINUED)

2.6 JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONTINUED)

Judgements

(i) *Determination of functional currency*

As described in Note 2.7, the determination of the functional currency of the Group and the Company is critical since the way in which every transaction is recorded and whether exchange differences arising are dependent on the functional currency selected. In making this judgement, the Directors have considered the currencies in which revenue is received, the currency of the country whose competitive forces and regulations matter, the currencies in which labour, material and other costs are settled, the currencies in which funds from financing activities are generated and the currency in which receipts from operating activities are usually retained. The Directors have determined that the functional currency of the Group and the Company is in the Mauritian rupee.

(ii) *Going concern*

During the year, the Group made a profit of **MUR 445.6m** (2024: MUR 552.8m) while the Company made a profit of **MUR 179.9m** (2024: MUR 189.9m). At 30 June 2025, the Group's current liabilities exceed its current assets by **MUR 353.2m** (2024: Asset MUR 262.6m) while the Company's current liabilities exceed its current assets by **MUR 215.1m** (2024: MUR 160.7m).

The above conditions give rise to a material uncertainty which may cast significant doubt on the Company's ability to continue as a going concern where it may be unable to realise its assets and discharge its liabilities in the normal course of business.

The Company has received a letter of financial support from its shareholder to keep the Company in operation. Refer to note 36 for more details.

The Directors thus believe that it is appropriate that the financial statements are prepared on a going concern basis, which assumes that the Group and the Company will continue in operational existence for the foreseeable future.

(iii) *MIC – Convertible bonds*

During the financial year ended 30 June 2021, the Group and the Company, has contracted with the Mauritius Investment Corporation Ltd ("MIC"), a wholly owned subsidiary of the Bank of Mauritius to issue redeemable convertible bonds. Options available for the treatment of the convertible bonds by the Group and the Company can either be as equity or compound financial instrument with an embedded derivative. The Directors have applied judgement in evaluating the options available and have opted to treat the convertible bonds as equity. Please refer to Note 14 for further details. The convertible bonds were fully repaid after the year end. Please refer to Note 39 for further details.

(iv) *Assessment of control*

The Company has investments of:

- 48.74% in Attitude Property Ltd and exercise control over the financial and operating activities of Attitude Property Ltd with 5 directors of AHL sitting in the board of APL out of 6 directors. The Company also has exposure to variable returns and the ability to use that power to affect its returns from APL. As such, Attitude Property Ltd is a subsidiary of the Group.
- 67.51% in Touristic United Enterprise Ltd and exercise control over the financial and operating activities of Touristic United Enterprise Ltd with 2 directors of AHL sitting in the board of Touristic United Enterprise Ltd out of 3 directors. The Company also has exposure to variable returns and the ability to use that power to affect its returns from Touristic United Enterprise Ltd. As such, Touristic United Enterprise Ltd is a subsidiary of the Group.

2. ACCOUNTING POLICIES (CONTINUED)

2.6 JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONTINUED)

Judgements (continued)

(iv) *Assessment of control (continued)*

- 79.98% in Attitude Hospitality Management Ltd and exercise control over the financial and operating activities of Attitude Hospitality Management Ltd with 4 directors of AHL sitting in the board of Attitude Hospitality Management Ltd out of 5 directors. The Company also has exposure to variable returns and the ability to use that power to affect its returns from Attitude Hospitality Management Ltd. As such, Attitude Hospitality Management Ltd is a subsidiary of the Group.

Estimates and assumptions

The Group based its 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 changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

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.

(i) *Deferred tax assets*

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit 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 upon the likely timing and level of future taxable profits together with future tax planning strategies. Main assumptions used in the determination of future taxable profits include inter-alia: occupancy rates of the hotel, room rates and margins.

(ii) *Impairment of goodwill*

Goodwill is tested on an annual basis for impairment loss in accordance with IAS 36. The recoverable amount of goodwill and technical knowledge have been determined using discounted cash flow projections based on financial budgets approved by Management covering a three-year period. The Directors have used their past experience in deriving the cash flows. As a result of the analysis, directors identified no impairment as at 30 June 2025 (2024: MUR nil).

The key assumptions used for preparing the cash flow forecasts are based on management's past experience of the industry and the ability of each investment to at least maintain its market share as well as stable local and international economic conditions. Further details are given in Note 4(a)(i).

(iii) *Estimated useful lives and residual values of property, plant and equipment*

Determining the carrying amounts of property, plant and equipment requires the estimation of the useful lives and residual values of these assets. Certain property, plant and equipment of the Group are separated into their significant parts and estimates of the useful lives and residual values thereof are made for the purposes of calculating depreciation. The estimates of useful lives and residual values carry a degree of uncertainty. The directors have used historical information relating to the Group and the relevant industries in which the latter operates in order to best determine the useful lives and residual values of property, plant and equipment.

2. ACCOUNTING POLICIES (CONTINUED)

2.6 JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONTINUED)

Estimates and assumptions (Continued)

(iv) *Estimation of recoverable amounts on trade and other receivables*

For trade receivables, the Group and the Company applies a simplified approach in calculating ECLs. Therefore, the Group and the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company make use of the roll rate methodology, adjusted for forward-looking factors specific to the debtors and the economic environment.

The assessment of the correlation between historical observed default rates and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. Refer to Note 9 for more information about the ECL on the Company's trade receivable.

(v) *Employee benefit liability*

The cost of retirement benefits involves making assumptions about discount rates, future salary increases, mortality and future pension increases. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty. The net liability at 30 June 2025 was **MUR 30.7m** (2024: MUR 25.9m). Further details are given in Note 19. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. The Directors review all the assumptions used at each reporting date.

(vi) *Determining the lease term of contracts with renewal and termination options – Group and Company as lessee*

The Group and Company determines the lease term as the non- cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group and Company has lease contracts that include renewal options. The Group and Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group and Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

The leases of building and land contain extension options exercisable by the Group and Company and the lessor under new terms and conditions before the end of the non-cancellable contract period. Where practicable, the Group and Company seeks to include the extension period to provide operational flexibility. The extension options held are exercisable only the Group and Company and not by the lessor.

The Group and Company has elected not to recognise the right-of-use asset and lease liability for short term leases with a maturity period of 12 months or less.

(vii) *Leases - Estimating the incremental borrowing rate*

The Group and Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its 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. The IBR therefore reflects what the Group and Company 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease.

The Group and Company estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates such as credit rating.

2. ACCOUNTING POLICIES (CONTINUED)

2.6 JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONTINUED)

Estimates and assumptions (Continued)

(viii) *Redeemable convertible shares*

During the financial year June 30, 2018, the Board of Attitude Hospitality Ltd ("AHL") and Attitude Hospitality Management Ltd ("AHML") had approved the issue of 739,133 Redeemable Convertible Shares in AHL to the employees of AHML, for a total amount of MUR 8,500,030. The exercise price of the share was equal to the market price of the underlying shares on the date of grant, at MUR 11.50 per share.

The redeemable convertible shares shall either be converted into ordinary shares or shall be redeemed on 30th September 2021, at the option of the shareholders. However with the Covid-19 and lockdown seriously affecting the Group's results, the Company and the holders of the said shares jointly agreed to extend the redemption/conversion process to 30 September 2024. The terms and conditions of the extension were contained in an addendum to the initial 'Subscription Agreement' which was circulated for approval by the Board in December 2021.

Redemption will occur, at the option of the Company at MUR 1, if:

- the employee ceases to be in employment at AHL Group or
- the IRR (internal rate of return) reaches below 10% over the initial period (from 1st July 2018 to 30th June 2021)

Conversion will occur if:

- The Company is listed on the Stock Exchange of Mauritius or
- the IRR reaches higher than 10% over the initial period (from 1st July 2018 to 30th June 2021)

For the calculation of the IRR, the equity value of MUR 23 per ordinary share shall be used as the base equity value as evidenced by the valuation report performed by an independent valuer in November 2017 and the Directors have assessed that there has been no decline in the equity value of MUR 23 in the past years.

On 19 April 2024, the 690,219 shares were converted into ordinary shares at MUR 11.50 each and some 6,435 shares were redeemed.

(ix) *Impairment of investment in subsidiary companies*

Investment in subsidiaries are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the investment's carrying value exceeds its recoverable amount, which represents the investment's higher of value in use less cost to sell, which require the use of assumptions. The calculations use cash flow projections of the subsidiaries based on financial forecasts prepared by management covering a five-year period. The carrying amount of the investment as at 30 June 2025 amounted to **Rs 2.25 billion** (2024: Rs 2.25 billion). Further details are provided in Note 5.

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The material accounting policies applied in the preparation of the financial summary are set out below. These policies have been consistently applied in dealing with items which are considered to be material in relation to the financial statements.

(a) **Foreign currency translation**

The financial statements are presented in Mauritian Rupees ("MUR") which is the Group's functional and presentation currency.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Foreign currency translation (continued)

Transactions and balances

Transactions in foreign currencies are initially recorded in the functional currency at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency at the rate of exchange ruling at the reporting date. All differences are taken to profit or loss with the exception of all monetary items that provide an effective hedge for a net investment in a foreign operation and for foreign currency borrowings designated as hedging instruments in a cash flow hedge.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

The gain or loss arising on retranslation of non-monetary items 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 is also recognised in other comprehensive income or profit or loss, respectively).

Group companies

On consolidation, the assets and liabilities of foreign operations are translated into Mauritian rupees at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

(b) Property, plant and equipment

All property, plant and equipment are initially recorded at cost less depreciation and impairments. At Group level, buildings are shown at cost. All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment.

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.

Gains and losses on disposal of property, plant and equipment are determined by reference to their carrying amount and are taken into account in determining operating profit.

Depreciation is calculated on the straight-line method to write off the cost of each asset, to their residual values over their estimated useful lives. The useful life, residual value and method of depreciation of an item of property, plant and equipment is reviewed at each financial year end and adjusted prospectively where appropriate.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(b) Property, plant and equipment (continued)

The depreciation rates of property, plant and equipment are as follows:

Improvement to building	-	2% - 9.45 %
Furniture and equipment	-	10% - 33.33%
Boat equipment	-	15%
Motor vehicles	-	20%
Electronic equipment	-	10% - 33.33%

The work in progress relates mainly to costs incurred in the construction works which are incomplete and are not depreciated.

Work in progress are carried at cost less any recognised impairment loss. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

(c) Investment in subsidiaries

Separate financial statements

Investment in subsidiary companies 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 acquirer. Acquisition-related costs are recognized in profit or loss as incurred. 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 consolidated financial statements incorporate the financial statements of the Group and entities controlled by the Group, its subsidiaries. Subsidiaries are consolidated from the date on which control is transferred to the Group and cease to be consolidated from the date on which control is transferred out of the Group.

(d) Investment in an associate

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries. The Group's investments in its associate are accounted for using the equity method.

Under the equity method, the investment in an 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 since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment separately. The statement of profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, 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 statement 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 aggregate of the Group's share of profit or loss of an associate is shown on the face of the statement of profit or loss and other comprehensive income outside operating profit 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. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Investment in an associate

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 or joint venture and its carrying value, and then recognises the loss as 'Share of profit of an associate in the statement of profit or loss. Upon loss of significant influence over the associate over the joint venture, 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 or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

At Company level the investment is kept at cost less impairment. Any impairment in value is recognised by reducing the cost of investment to its recoverable amount and charging the difference to profit or loss. On disposal of such investment, the difference between net disposal proceeds and the carrying amount is included in profit or loss.

(e) Intangible assets

Goodwill

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised 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 combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

Computer software

Computer software are measured on initial recognition at cost. Following initial recognition, computer software are carried at cost less any accumulated amortisation and accumulated impairment losses.

Computer software is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

(f) Inventories

Inventories are valued at the lower of cost and net realisable value. Costs incurred in bringing each product to its present location and conditions are accounted for on a weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Provision for slow-moving items is assessed by management on an annual basis as at reporting date.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Classification

(i) *Financial assets at amortised cost*

The company's financial assets measured at amortized cost comprise trade and other receivables (excluding prepayments), cash and cash equivalents, Long term deposits and treasury bills. Contract assets are evaluated for impairment using the expected credit loss model, considering the counterparty's credit risk.

(ii) *Financial Liabilities*

The Company includes borrowings and other payables and contract liabilities include advance deposits from guests and commissions payable to tour operators. Guest deposits pertain to clients who book their reservations directly with the hotel, bypassing tour operators.

Recognition, derecognition and measurement

Regular purchases and sales of investments are recognised on the trade date the date on which the Company commits to purchase or sell the investment. Financial assets and financial liabilities at fair value through profit or loss are initially recognised at fair value. Transaction costs are expensed as incurred in the statement of comprehensive income. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Subsequent to initial recognition, all financial assets and financial liabilities at fair value through profit or loss are measured at fair value. Gains and losses arising from changes in the fair value of the financial assets or financial liabilities at fair value through profit or loss' category are presented in the statement of comprehensive income within other net changes in fair value of financial assets and liabilities at fair value through profit or loss in the period in which they arise

Financial assets other than those classified as financial asset at fair value through profit or loss, are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit and loss when the assets are derecognised, as well as through amortisation process.

(iii) *Subsequent measurement*

For purposes of subsequent measurement, financial assets are classified as:

1. Financial assets at amortised cost using the effective interest rate, adjusted for any loss allowance
2. Financial assets at fair value through profit or loss.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Financial instruments (continued)

Financial assets at amortised cost

The Group and Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group and Company's financial assets at amortised cost includes loan receivable from subsidiaries companies, long-term deposits, trade and other receivables (excluding prepayments), cash and treasury bills.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss. Refer to Note 11 for more details.

(iv) *Derecognition*

A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired; or
- The Group and Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and Company has transferred substantially all the risks and rewards of the asset, or (b) the Group and Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset. When the Group and Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Financial instruments (continued)

Derecognition (continued)

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group and Company also recognises 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 has 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.

(h) Impairment of financial assets

The Group and Company recognises an allowance for ECLs for trade receivables with its related parties that are not covered or partly covered by an insurance policy. ECLs are based on the difference between the contractual cash flows due and all the cash flows that the Group and Company expects to receive.

For trade receivables, the Group and Company applies a simplified approach in calculating ECLs. The Group and Company makes use of the roll rate methodology. It predicts the probability of default based on delinquency and calculates the percentage of debtors' balance in each bucket that deteriorate to the next bucket in the following month.

Therefore, the Group and Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and Company makes use of the roll rate methodology, adjusted for forward-looking factors specific to the debtors and the economic environment. The Group and Company may consider a financial asset to be in default when internal or external information indicates that the Group and Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and Company. When the trade receivables are referred to attorneys and there is no reasonable expectation of recovery the debtors are written off. The information about the ECLs on the Group and Company's trade receivables is disclosed in Note 9.

The Group and Company recognises an allowance for expected credit losses (ECLs) for the long-term receivables under the general approach. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and Company expects to receive, discounted at an approximation of the original effective interest rate.

The Group and Company assesses an increase in significant risk when it determines the repayment capabilities of its receivables have deteriorated due to the global pandemic.

The Group has assessed for ECL on balances due from related party by looking at the financial position of the related parties and abilities for the latter to settle the balances due if demanded at the reporting date. The balances due is from a fellow subsidiary that has a sound financial position and has enough liquid asset settle balances due. No ECL has been recognised consequently.

(i) Impairment of non-financial assets

The Group and Company assesses 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 makes an estimate of the asset's recoverable amount.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(i) Impairment of non-financial assets (continued)

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 Group and Company's 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. Impairment losses of continuing operations are recognised in the statement of profit or loss and other comprehensive income in those expense categories consistent with the function of the impaired asset.

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 recoverable amount is estimated. 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. If that is the case the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot 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 the statement of profit or loss and other comprehensive income unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase. After such a reversal the depreciation charge is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

(j) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount reported in the statement 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.

(k) Other financial assets/liabilities

Other financial assets/liabilities relate to forward contracts. These are contractual agreements that convey the right, but not the obligation, for the purchaser either to buy or sell a specific amount of financial instruments at a fixed price, either at a fixed future date or at any time within a specified period. The option provides the Company with the opportunity to purchase foreign currency at the strike price on the expiration of the option.

These derivative financial instruments are measured at fair value and the change in value are recognised in profit or loss. The Company has not elected to apply hedge accounting.

(l) Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group and the Company are recognised at the proceeds received, net of direct issue costs.

(m) Taxes

Current tax

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.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Taxes

Current tax

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 the Company operate and generate taxable income.

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 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
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, 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, 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 utilized, 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
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, 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.

The principal temporary differences arise from depreciation on property, plant and equipment, provisions for bad debts, tax losses carried forward and retirement benefit obligations.

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 that have been enacted or substantially enacted at the reporting date.

Income tax relating to items recognised directly in other comprehensive income is recognised in other comprehensive income and not profit or loss.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it is incurred during the measurement period or in profit or loss.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Taxes (continued)

Deferred tax (continued)

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

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.

The net amount of value added tax recoverable from, or payable to, the taxation authority is included as part of accounts receivables or payables in the statement of financial position.

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 expense shown within the statement of profit or loss and other comprehensive income and the current tax liabilities on the statement 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 at year end.

Corporate Climate Responsibility Levy

Corporate Climate Responsibility Levy in July 2024, the Finance (Miscellaneous Provisions) Act 2024 was promulgated into law and requires the company to pay a corporate climate responsibility ("CCR") levy equivalent to 2% of its chargeable income. The CCR levy is included in income tax expense and the net amount CCR fund payable is included in tax liabilities in the statement of financial position.

Sales tax

Expenses and assets in Tanzania are recognised net of the amount of sales tax, except:

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable
- When receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(n) Related parties

Related parties are individuals and companies where the individual or Group has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions.

(o) Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event, 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. Where the Group and the 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 any provision is presented in the profit or loss net of any reimbursement.

(p) Convertible bonds

A policy choice is available for the treatment of the convertible bonds, that is, the Group and the Company can either treat the convertible bonds as equity or compound financial instrument with an embedded derivative. The Directors have opted to treat the convertible bonds as equity where both the principal and interest components have been classified as equity on initial recognition based on the subscription proceeds received, net of transaction costs, and is not subsequently remeasured.

(q) Employee benefit liability

Defined contributions schemes

Payments to defined contribution retirement plans are charged as an expense when employees have rendered service entitling them to the contributions.

Other retirement benefits

The Group is liable to pay severance allowance to employees at the date of their retirement under the 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 other comprehensive income 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

State plan

Contributions to the National Pension Scheme are expensed to profit or loss in the period in which they fall due.

Vacation leave

Under the Workers' Rights Act 2019 (as amended), employees completing five consecutive years of service are entitled to 30 days paid vacation leave. If the leave is not taken, the employer must compensate the employee at normal wages.

This obligation is classified as a long-term employee benefit under IAS 19. The Company recognizes a provision based on the present value of expected future payments, considering employee eligibility, projected salaries, discount rates, and likelihood of cash settlement versus leave taken. Assumptions and valuation have been determined using an actuarial report prepared by Actuarial Insights and are reviewed annually.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(r) Leases

Measurement and recognition of leases as a lessee

Group and Company as a lessee

At lease commencement date, the Group and Company recognises a right-of-use asset and a lease liability on the statement of financial position. The right-of-use assets are measured at cost for those which are classified under Property, plant and equipment, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group and Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Group and Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The Group and Company also assesses the right-of-use asset for impairment when such indicators exist.

Initial cost is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group and Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received). Subsequent re-measurements are taken to profit or loss.

At the commencement date, the Group and Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Group and Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Right-of-use assets

The Group and Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group and Company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

Short-term leases and low value assets

The Group and Company applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low value assets recognition exemption to leases of office equipment that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(s) Revenue recognition

(i) *Revenue from contracts with customers*

The Group is in the business of hotel operations. It corresponds to all the revenues received from guest by the hotel. The services rendered (including room revenue, food and beverage sales and other ancillary services) are distinct performance obligations, for which prices invoiced to the guest are representative of their stand-alone selling prices. These obligations are fulfilled over time when they relate to room rentals, along the stay in the hotel, and at a point in time for other goods or services, when they have been delivered or rendered.

Room revenue

Revenue is recognised when the performance obligation is performed i.e. once the guest's check-in at the hotel premises. Revenue is recognised over the duration of stay of the guests.

Food & Beverage (F&B) revenue

F&B revenue is generated from package sales (e.g. half boards, full boards or all-inclusive) or through direct sales at the restaurants or bars. Packaged sales are recognised as revenue daily when it is probable that the future economic benefits will flow to the entity and those benefits can be measured reliably, i.e. upon consumption. Revenue is recognised at a point in time.

Revenue from sale of packages to customers through tour operators

The Group also sells accommodation packages, Restaurants packages, Spas & wellness treatments and activities to tour operators's customers via its online selling platform or via its agencies in Mauritius. The Group does not have control of over these services before it is being transferred to the customer. The Group is acting as an agent and recognises revenue at the net amount that is retained for these arrangements. Revenue is recognised at a point in time (i.e., upon receipt of the customer of the services) because this is when the customer benefits from the Group's services.

Performance obligations and timing of revenue recognition

The revenue is mostly derived from selling goods and services in terms of hotel rooms, with revenue recognised at a point in time when control of the goods or services has transferred to the customer.

Determining the transaction price

Most of the revenue is 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

For most contracts, there is a fixed unit price for each product sold, with reductions given for to tour operators for confirmation placed at a specific time. Therefore, there is no judgement involved in allocating the contract price to the confirmation of such contracts. The revenue is measured at the transaction price agreed under the contract. In most cases, the consideration is due when legal title has been transferred. While deferred payment terms may be agreed in rare circumstances, the deferral is usually within twelve months. The transaction price is therefore not adjusted for the effects of a significant financing component.

Other operating departments

The Group is the principal operator of other minor departments such as laundry, spa, boutique sales and their revenues are recognised at a point in time.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(s) Revenue recognition (*continued*)

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract. Included under the contract liabilities are all guests deposits and commission payable to tour operators.

(i) Other revenues earned by the Group are recognised on the following basis:

- Interest income - For all financial instruments measured at amortised cost, interest income or expense is recorded using the effective interest rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability. Interest income is included in other income in profit or loss.
- Dividend income - when the shareholder's right to receive payment is established.
- Rental income – on an accrual basis.
- Management fees – 3% - 3.5% of gross revenue of hotels and incentive fees based on 8% - 12% of gross operating profit, depending on the overall performance of the hotels are received by the management company, Attitude Hospitality Management Ltd
- Training income – Attitude Hospitality Training Ltd is in business of providing training activities to the other hotels and affiliates. Revenue mainly represents recharges made to other hotels for the provision of training activities at a cost to cost basis. Recharges are recorded at a point in time once the costs to provide these services have been incurred.
- CSR – Green Attitude Foundation (GAF) is in the business of providing CSR services for Attitude Group. The income is recognised when it is virtually certain that it will be received. The income is then applied on a systematic basis to its related CSR projects for which it is intended for. No projects should be more than one financial year.

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

(t) Fair value measurement

The Group and the Company measures financial instruments, such as, derivatives, and non-financial assets such as leasehold rights and buildings, at fair value at each reporting date. Also, fair values of financial instruments measured at amortised cost are disclosed in Note 35.

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

The principal or the most advantageous market must be accessible to by the Group and the Company.

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Fair value measurement (Continued)

The fair value of an asset or a 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 the Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are 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 the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing 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.

For the purpose of fair value disclosures, the Group and the Company has 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.

Fair-value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed, are summarised in the following notes:

- Disclosures for valuation methods, significant estimates and assumptions [Note 2.6\(iii\)](#)
- Quantitative disclosures of fair value measurement hierarchy [Note 35](#)
- Property, plant and equipment under revaluation model [Note 3](#)
- Financial instruments (including those carried at amortised cost) [Note 2.7\(g\)](#)
- Contingent consideration [Note 33\(b\)](#)

(u) Cash dividend

The Company recognises a liability to make cash distributions to equity holders of the parent when the distribution is authorised by the directors and the distribution is no longer at the discretion of the Company. A corresponding amount is recognised directly in equity.

(v) Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is classified as 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;

2. ACCOUNTING POLICIES (CONTINUED)

2.7 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Current versus non-current classification (continued)

- 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.

All other assets are classified as non-current.

A liability is classified as 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 classifies all other liabilities as non-current.

(w) Segmental reporting

The Group presents segmental information using business segments as its primary reporting reporting format. 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 financial statements.

(x) Cash

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are held for the purpose of meeting short-term cash commitments and are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

(y) Events after the reporting period

If the Group receives 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, it will assess whether the information affects the amounts that it recognises in its consolidated financial statements. The Group will adjust the amounts recognised in its 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 will not change the amounts recognised in its consolidated 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. Refer to Note 39.

(z) Earnings per share (EPS)

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.

Diluted EPS is calculated by dividing the profit attributable to ordinary equity holders of the parent (after adjusting for interest on the convertible preference shares) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

33

3. PROPERTY, PLANT AND EQUIPMENT

2025

THE GROUP	Buildings on leasehold land	Furniture and equipment	Electronic equipment	Boat equipment	Motor vehicles	Work in progress	Total
COST	MUR	MUR	MUR	MUR	MUR	MUR	MUR
At July 1, 2024	3,265,864,079	886,305,082	115,713,846	9,711,787	1,817,832	105,828,341	4,385,240,967
Additions	58,226,747	225,594,991	13,743,470	3,883,307	-	479,758,226	781,206,740
Transfers	-	25,464,317	-	-	-	(25,464,317)	-
Disposals	(7,949,266)	(81,589,410)	(8,360,373)	-	(282,813)	-	(98,181,862)
At June 30, 2025	3,316,141,560	1,055,774,980	121,096,943	13,595,094	1,535,019	560,122,250	5,068,265,845
DEPRECIATION							
At July 1, 2024	861,944,989	654,788,952	111,583,964	6,788,863	1,360,132	-	1,636,466,900
Charge for the year	94,382,320	94,514,268	10,150,156	1,007,148	12,730	-	200,066,622
Disposals	(5,802,416)	(53,996,463)	(8,360,373)	-	(282,813)	-	(68,442,065)
At June 30, 2025	950,524,893	695,306,757	113,373,747	7,796,011	1,090,049	-	1,768,091,457
NET BOOK VALUE							
At June 30, 2025	2,365,616,667	360,468,223	7,723,196	5,799,082	444,970	560,122,250	3,300,174,389
At June 30, 2024	2,403,919,090	231,516,130	4,129,882	2,922,924	457,700	105,828,341	2,748,774,067

- (a) Included in property, plant and equipment at June 30, 2025 was work in progress of **Rs479m** (2024: Rs77m) relating mainly to refurbishment works at Riviere Citron Ltee and Matemwe Bungalows Zaswi (Z) Limited.
- (b) Bank borrowings are secured on all the assets of the Group and the Company. Interest on these bank loans amounted to **Rs61.1m**.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

34

3. PROPERTY, PLANT AND EQUIPMENT

2024

THE GROUP	Buildings on leasehold land	Furniture and equipment	Electronic equipment	Boat equipment	Motor vehicles	Work in progress	Total
COST	MUR	MUR	MUR	MUR	MUR	MUR	MUR
At July 1, 2023	3,215,832,952	779,332,501	108,431,054	7,427,521	1,360,132	28,800,933	4,141,185,093
Additions	50,075,242	106,671,253	7,332,940	2,284,266	-	77,027,408	243,391,109
Acquisition of subsidiary (Note 33(b))	-	317,474	-	-	457,700	-	775,174
Disposals	(44,115)	(16,146)	(50,148)	-	-	-	(110,409)
At June 30, 2024	3,265,864,079	886,305,082	115,713,846	9,711,787	1,817,832	105,828,341	4,385,240,967
DEPRECIATION							
At July 1, 2023	767,187,549	573,603,209	101,781,996	6,307,038	1,360,132	-	1,450,239,924
Charge for the year	94,801,555	81,201,889	9,852,116	481,825	-	-	186,337,385
Disposals	(44,115)	(16,146)	(50,148)	-	-	-	(110,409)
At June 30, 2024	861,944,989	654,788,952	111,583,964	6,788,863	1,360,132	-	1,636,466,900
NET BOOK VALUE							
At June 30, 2024	2,403,919,090	231,516,130	4,129,882	2,922,924	457,700	105,828,341	2,748,774,067
At June 30, 2023	2,448,645,403	205,729,292	6,649,058	1,120,483	-	28,800,933	2,690,945,169

(a) Included in property, plant and equipment at June 30, 2024 was work in progress of **Rs77m** (2023: Rs 28.8m) relating to refurbishment works at Riviere Citron Ltee, Compagnie Marmites Des Iles Limited, Attitude Hospitality Management Limited and Matemwe Bungalows Zaswi (Z) Limited.

(b) Bank borrowings are secured on all the assets of the Group and the Company. Interest on these bank loans amounted to **Rs 64.7M**.

4(a). INTANGIBLE ASSETS AND GOODWILL

THE GROUP

COST	Computer software	Goodwill	Total
	MUR	MUR	MUR
At July 1, 2024	27,491,453	488,279,036	515,770,489
Additions	698,911	-	698,911
Scrapped assets	(4,677,604)	-	(4,677,604)
At June 30, 2025	23,512,760	488,279,036	511,791,796
At July 1, 2023	26,294,308	488,279,036	514,573,344
Additions	1,197,145	-	1,197,145
At June 30, 2024	27,491,453	488,279,036	515,770,489
AMORTISATION			
At July 1, 2024	23,783,132	-	23,783,132
Scrapped assets	(4,677,604)	-	(4,677,604)
Charge for the year	2,009,431	-	2,009,431
At June 30, 2025	21,114,959	-	21,114,959
At July 1, 2023	22,392,984	-	22,392,984
Charge for the year	1,390,148	-	1,390,148
At June 30, 2024	23,783,132	-	23,783,132
NET BOOK VALUE			
At June 30, 2025	2,397,801	488,279,036	490,676,837
At June 30, 2024	3,708,321	488,279,036	491,987,357

(i) Carrying amount of goodwill

	THE GROUP	
	2025	2024
<i>Subsidiary companies</i>	MUR	MUR
Marina Village Hotel Limited	412,904,291	412,904,291
Attitude Hospitality Management Ltd	75,374,745	75,374,745
	488,279,036	488,279,036

Goodwill acquired is measured as the sum of the fair value of the consideration transferred, the amount of any non-controlling interest in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts fair values of the identifiable assets and liabilities assumed. Goodwill has been assessed as having an indefinite life. The Group performed its annual impairment test in June 2025 and 2024. As at June 30, 2025, no impairment was booked on Marina Village Hotel Limited and Attitude Hospitality Management Ltd.

4(a). INTANGIBLE ASSETS AND GOODWILL (continued)

(ii) Impairment test on goodwill

The Group performed its annual impairment test in June 2025 and 2024. The Group considers the relationship between its market capitalisation and its book value, among other factors, when reviewing for indicators of impairment. As at 30 June 2025, the market capitalisation of the Group was below the book value of its equity, indicating a potential impairment of goodwill and impairment of the assets of the operating segments.

Key assumptions used in value in use calculations and sensitivity to changes in assumptions:

The calculation of value in use is most sensitive to the following assumptions:

- Discount rate
- Terminal growth rate
- Occupancy rates

The recoverable amount of goodwill has been determined based on value-in-use calculation. The calculation used pre-tax cash flow projection based on financial budgets approved by management covering a five-year period. The pre-tax discount rate applied represents the current market assessment of the risks specific to each investment, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and its operating segments and is derived from its weighted average cost of capital (WACC). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Group's investor. The cost of debt is based on the interest-bearing borrowings the Group is obliged to service. The discount rate used is **9.74%** (2024: 10.07%).

A yearly growth rate of **3.20%** (2024: 3.20%) has been estimated on the different investments. The growth rate has been assessed as reasonable based on worldwide growth rate estimates taken from publications by the International Monetary Fund (IMF).

The key assumptions used for preparing the cash flow forecasts are based on management's past experience of the industry and the ability of each investment to at least maintain its market share as well as stable local and international economic conditions.

An increase of 5% in the pre-tax discount rate, other variables remaining the same and a decrease of 10% in forecasted cash flows, other variables remaining constant, show no indication of impairment for Marina Village Hotel Limited and Attitude Hospitality Management Ltd.

4(a). INTANGIBLE ASSETS AND GOODWILL (continued)

Key assumptions used in the impairment tests for goodwill are: occupancy rate, terminal growth rate and discount rate. The assumptions used for 2025 and 2024 are as follows:

	Discount rate		Terminal growth rate		Occupancy rate	
	2025	2024	2025	2024	2025	2024
	%	%	%	%	%	%
Marina Village Hotel Limited	9.74%	10.07%	3.20%	3.20%	87%	79%-80%
Attitude Hospitality Management Ltd	9.74%	10.07%	3.20%	3.20%	n/a	n/a

The Directors and management have performed a sensitivity analysis in order to consider and assess the impact of possible changes in key assumptions on the carrying value of goodwill.

The assumptions that are considered to be the main drivers in the calculation of the recoverable amount of goodwill and where changes are reasonably possible are: occupancy rate, terminal growth rate and discount rate with no additional impairment should they be stress tested.

The table below sets out the outcome of the sensitivity analysis and the resulting hypothetical additional impairments that would result from this modeling. It is the Directors' and management's view that the appropriate impairment charge has been recognised as at 30 June 2025.

The recoverable amount of the CGU which have not been impaired at 30 June 2025 would equal its carrying amount if the key assumptions were to change as follows:

2025	Discount rate		Terminal growth rate		Occupancy rate	
	From	To	From	To	From	To
	%	%	%	%	%	%
Marina Village Hotel Limited	9.74%	21.12%	3.20%	-21.21%	87%	63%
Attitude Hospitality Management Ltd	9.74%	50.65%	n/a	n/a	n/a	n/a

The directors and management have considered and assessed reasonably possible changes for other assumptions and have not identified any instances that could cause the carrying amount of the different CGUs to exceed its recoverable amount.

Climate-related matters

The Group constantly monitors climate-related risks, including physical risks and transition risks, when measuring the recoverable amount. While the Group does not believe its operations are currently significantly exposed to physical risk, the value-in-use may be impacted in several different ways by transition risk, such as climate-related legislation, climate-related regulations and changes in demand for the Group's products. Even though the Group has concluded that no single climate-related assumption is a key assumption for the 2025 test of goodwill, the Group has incorporated its expectations for the following: increased costs of emissions under the emission trading scheme it is subject to; expectations for increased demand for goods sold by the Group's fire prevention equipment CGU; and expected cost increases due to stricter recycling requirements in the cash-flow forecasts in assessing value-in-use amounts.

4(a). INTANGIBLE ASSETS AND GOODWILL (CONTINUED)

THE COMPANY	Computer software
COST	MUR
At July 1, 2024	127,363
Additions	-
At June 30, 2025	127,363
AMORTISATION	
At July 1, 2024	127,363
Charge for the year	-
At June 30, 2025	127,363
NET BOOK VALUE	
At June 30, 2025	-
At June 30, 2024	-

4(b). RIGHT-OF-USE ASSETS

Set out below are the carrying amounts of right-of-use assets recognised and the movement during the year:

THE GROUP

2025	Leasehold land and rights	Equipment	Motor vehicles	Buildings on leasehold land	Total
	MUR	MUR	MUR	MUR	MUR
COST					
At July 1, 2024	1,520,952,884	15,838,000	30,026,814	624,982,232	2,191,799,930
Lease remeasurement	13,937,451	-	-	4,957,794	18,895,245
Additions	1,218,349	4,302,987	2,282,237	2,628,230	10,431,803
Foreign exchange movement**	(15,508,020)	-	-	-	(15,508,020)
Terminated leases	-	(1,650,875)	-	-	(1,650,875)
At June 30, 2025	1,520,600,664	18,490,112	32,309,051	632,568,256	2,203,968,083
DEPRECIATION					
At July 1, 2024	219,547,972	10,466,874	16,993,801	130,159,576	377,168,223
Charge for the year	30,265,490	2,374,873	4,235,198	36,458,374	73,333,935
Terminated lease	-	(1,324,670)	-	-	(1,324,670)
At June 30, 2025	249,813,462	11,517,077	21,228,999	166,617,950	449,177,488
NET BOOK VALUE					
At June 30, 2025	1,270,787,202	6,973,035	11,080,052	465,950,306	1,754,790,595
2024	Leasehold land and rights	Equipment	Motor vehicles	Buildings on leasehold land	Total
	MUR	MUR	MUR	MUR	MUR
COST					
At July 1, 2023	1,226,902,163	13,761,565	25,542,490	595,602,363	1,861,808,581
Additions	2,820,000	2,328,940	4,484,324	29,412,322	39,045,586
Acquisition of subsidiary (Note 33(b)) *	290,628,719	-	-	-	290,628,719
Terminated leases	-	(836,879)	-	(3,777,872)	(4,614,751)
Lease remeasurement	602,002	584,374	-	3,745,419	4,931,795
At June 30, 2024	1,520,952,884	15,838,000	30,026,814	624,982,232	2,191,799,930
DEPRECIATION					
At July 1, 2023	201,548,412	8,439,954	13,002,111	85,119,522	308,109,999
Charge for the year	17,999,560	2,863,799	3,991,690	48,817,926	73,672,975
Terminated lease	-	(836,879)	-	(3,777,872)	(4,614,751)
At June 30, 2024	219,547,972	10,466,874	16,993,801	130,159,576	377,168,223
NET BOOK VALUE					
At June 30, 2024	1,301,404,912	5,371,126	13,033,013	494,822,656	1,814,631,707

*Included in 'leasehold land and rights' is an amount of MUR 271,800,000 which represents the fair value on land leased from the zanzibar government. This fair value arose on business combination and relates to the favourable off market terms of the lease with the government. This balance is being depreciated over the same useful life of the land leased, that is, 32 years.

** Foreign exchange movement related to capital expenditure in Matemwe Bungalows Zaswi (Z) Limited.

4(c). LEASE LIABILITIES

THE GROUP

Lease liabilities arose on the following main lease contracts:

- Leasehold land with the Government of Mauritius for a period of 49-50 years;
- Various equipment for a period of 3-4 years;
- Motor vehicles for a period of 2 - 5 years;
- Leasehold land with La Pelouse Ltee for a remaining period of 8 years;
- Boathouse for a period of 3 years; and
- Buildings on leasehold Land with The Strand for a period of 5 years.

(i) Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2025	2024
	MUR	MUR
At July 1,	1,076,365,279	1,049,344,151
Additions	10,431,803	39,045,586
Acquisition of subsidiary (Note 33(b))	-	20,147,855
Lease modification	-	4,931,795
Lease remeasurement	18,895,243	-
Retranslation loss (Note 23)	2,395,420	17,810,903
Terminated lease	(326,203)	(4,602,193)
Interest expense (Note 23)	46,265,663	44,187,522
Payments	(113,961,353)	(94,500,340)
At June 30,	1,040,065,852	1,076,365,279
Current	67,879,848	63,693,119
Non-Current	972,186,004	1,012,672,160

(ii) The lease modification during the year ended June 30, 2025 relates to Riviere Citron Ltee, Tropical Hotel Ltd and Pointe aux Piments Ltd, following the change in the payment patterns.

(iii) The maturity of lease liabilities is as follows:

	2025	2024
	MUR	MUR
Within one year	111,581,490	102,578,196
After one year and before five years	403,768,730	279,927,818
More than five years	1,371,497,008	1,529,190,212
	1,886,847,228	1,911,696,226
Future finance charges on lease liabilities	(846,781,376)	(835,330,947)
Present value of lease liabilities	1,040,065,852	1,076,365,279

(iv) The present value of lease liabilities is analysed as follows:

	2025	2024
	MUR	MUR
Within one year	67,879,848	63,693,119
After one year and before five years	173,940,855	220,598,298
More than five years	798,245,149	792,073,862
	1,040,065,852	1,076,365,279

(v) The following are the amount recognised in profit or loss:

	2025	2024
	MUR	MUR
Depreciation expense of right-of-use assets (Note 4(b))	73,333,935	73,672,975
Interest expense on lease liabilities (Note 23)	46,265,663	44,187,522
Retranslation loss/(gain) (Note 4(c)(i))	2,395,420	17,810,903
Total amount recognised in profit or loss	121,995,018	135,671,400

The Group had total cash outflows in relation to lease payment of **MUR 113,961,353** in 2025 (2024: MUR 94,500,340) and **MUR 1,299,816** (2024: MUR 7,000,463) from low value leases and short term leases included in the profit or loss.

5. INVESTMENT IN SUBSIDIARY COMPANIES

	THE COMPANY	
	2025	2024
	MUR	MUR
Reconciliation		
At July 1,	2,251,258,266	2,176,258,266
Additions (Note *)	-	75,000,000
At June 30,	2,251,258,266	2,251,258,266

* Additions relates to purchase of non controlling stake of 11.25% in Marina Village Hotel Ltd.

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

40

5. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(a) Quasi- equity loan	2025	2024
	MUR	MUR
At July 01,	486,000,000	486,000,000
Disbursement to subsidiaries during the year	-	-
At June 30,	486,000,000	486,000,000

(i) The loan has been classified as quasi-equity is unsecured, interest-free and the settlement of the amount is neither planned nor likely to occur in the foreseeable future.

(ii) The quasi-equity loan is made up of the following:	Capital	Interest	Total
	MUR	MUR	MUR
Compagnie Marmites Des Iles Limitée	60,000,000	-	60,000,000
Marina Village Hotel Limited	95,000,000	-	95,000,000
Pointe Aux Piments Hotel Ltd	50,000,000	-	50,000,000
East Water Ltd	30,000,000	-	30,000,000
Tropical Hotel Ltd	46,000,000	-	46,000,000
Rivière Citron Ltée	205,000,000	-	205,000,000
At June 30, 2025	486,000,000	-	486,000,000

(b) Unpaid as at year end, accounted as payables (refer to Note 25 on related parties):	2025	2024
	MUR	MUR
Investment in Ti Piment Investment Ltd	10,000	10,000
Investment in Longchamps Investment Ltd	3,868,120	3,868,120
Investment in Zanzibar Hospitality Ltd	1,000	1,000
Investment in Otentik Investments Ltd	10,000	10,000
	3,889,120	3,889,120

(c) The subsidiary companies are as follows:

Name of Companies	Country of incorporation	Business Activity	Notes	Effective shareholding			
				2025		2024	
				Direct	Indirect	Direct	Indirect
				%	%	%	%
• Marina Village Hotel Limited	Mauritius	Hotel operations		100	-	100	-
• Pointe Aux Piments Hotel Ltd	Mauritius	Hotel operations		100	-	100	-
• Compagnie Marmites Des Iles Ltée	Mauritius	Hotel operations		100	-	100	-
• Tropical Hotel Ltd	Mauritius	Hotel operations		100	-	100	-
• East Water Ltd	Mauritius	Hotel operations		100	-	100	-
• Attitude Hospitality Management Ltd	Mauritius	Management company	26	79.94	-	79.94	-
• Longchamps Investments Ltd	Mauritius	Real estate activities		100	-	100	-
• Attitude Hospitality Training Ltd	Mauritius	Training institution		100	-	100	-
• Belle Mare Venture Ltd	Mauritius	Tourist residences		100	-	100	-
• Green Attitude Foundation	Mauritius	Social security activities		100	-	100	-
• Anse La Raie Resorts Ltd	Mauritius	Hotel operations		-	-	-	100
• Attitude Property Ltd *	Mauritius	Real estate activities	26	48.74*	-	48.74*	-
• Rivière Citron Ltée	Mauritius	Hotel operations		100	-	100	-
• Touristic United Enterprise Ltd	Seychelles	Investment holding	26	67.51	-	67.51	-
• Colov United Enterprise Ltd	Mauritius	Other financial service activities		-	67.51	-	67.51
• Crown Lodge Ltée	Mauritius	General retailer		100	-	100	-
• Ti Piment Investment Ltd	Mauritius	Investment holding		100	-	100	-
• Otentik Investments Ltd	Mauritius	Investment holding		100	-	100	-
• Attitude Hospitality (Africa) Ltd **	Mauritius	Investment holding		100	-	100	-
• Matemwe Bungalows Zaswi (Z) Limited ***	Zanzibar	Hotel operations		-	100	-	100

* Even with an investment of 48.74% in Attitude Property Ltd(APL), Attitude Hospitality Ltd exercise control over the decision making process and Board of APL and is therefore considered a subsidiary.

** Zanzibar Hospitality Ltd changed its name on 21 May 2024 to Attitude Hospitality (Africa) Ltd.

*** On 29th February 2024, Attitude Hospitality (Africa) Ltd acquired 100% stake in Matemwe Bungalows Zaswi(Z) Limited incorporated in Zanzibar.

5. INVESTMENT IN SUBSIDIARY COMPANIES (CONTINUED)

(d) Impairment testing : Investment in subsidiary companies

	Discount rate		Terminal growth rate		Occupancy rate	
	2025	2024	2025	2024	2025	2024
	%	%	%	%	%	%
Investment in Attitude Hospitality Management Ltd	9.74%	10.07%	3.20%	3.20%	n/a	n/a
Investment in Compagnie Marmites Des Iles Limitée	9.74%	10.07%	3.20%	3.20%	82%	77% - 80%
Investment in East Water Ltd	9.74%	10.07%	3.20%	3.20%	87%	82% - 83%
Investment in Marina Village Hotel Limited	9.74%	10.07%	3.20%	3.20%	87%	79%-80%
Investment in Pointe Aux Piments Hotel Ltd	9.74%	10.07%	3.20%	3.20%	0%-80%	82% - 81%
Investment in Rivière Citron Ltée	9.74%	10.07%	3.20%	3.20%	78%	77% - 80%
Investment in Tropical Hotel Ltd	9.74%	10.07%	3.20%	3.20%	76%-80%	79% - 82%

The Directors and management have performed a sensitivity analysis in order to consider and assess the impact of possible changes in key assumptions on the carrying value of investment in subsidiary companies. The assumptions that are considered to be the main drivers in the calculation of the recoverable amount of investment in subsidiary companies and where changes are reasonably possible are: occupancy rate, terminal growth rate and discount rate.

The sensitivity analysis revealed no indication of impairment when those drivers were stress tested as follows:

- Increasing the WACC by 50 basis points
- Decreasing the terminal growth rate by 50 basis points
- Decreasing projected occupancy by 100 basis points

The recoverable amount of the CGU which have not been impaired would equal its carrying amount if the key assumptions were to change as follows:

2025	Discount rate		Terminal growth rate		Occupancy rate	
	From	To	From	To	From	To
	%	%	%	%	%	%
Attitude Hospitality Management Ltd	9.74%	50.65%	n/a	n/a	n/a	n/a
Compagnie Marmites Des Iles Limitée	9.74%	27.20%	3.20%	-57.41%	82%	63%
East Water Ltd	9.74%	14.78%	3.20%	n/a	87%	86%
Marina Village Hotel Limited	9.74%	21.12%	3.20%	-21.21%	87%	63%
Pointe Aux Piments Hotel Ltd	9.74%	18.14%	3.20%	-10.41%	80%	68%
Rivière Citron Ltée	9.74%	27.46%	3.20%	-57.97%	78%	67%
Tropical Hotel Ltd	9.74%	22.39%	3.20%	-24.41%	76%-80%	68%-72%

The directors and management have considered and assessed reasonably possible changes for other key assumptions and have not identified any instances that could cause the carrying amount of the different CGUs to exceed its recoverable amount.

6. INVESTMENT IN ASSOCIATED COMPANIES

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
At July 1,	688,488,802	601,304,778	258,882,330	258,882,330
Dividend paid	(48,977,200)	(40,905,600)	-	-
Share of results for the year	118,562,990	128,579,651	-	-
Share of other comprehensive income for the year	(1,187,414)	(490,027)	-	-
At June 30,	756,887,178	688,488,802	258,882,330	258,882,330

6. INVESTMENT IN ASSOCIATED COMPANIES (CONTINUED)

Carrying value of investment in associate

	Total	Manahe Ltd and its subsidiaries	Zilwa Resort Ltd	Water Sports Village Limited
<u>At 30 June 2025</u>	MUR	MUR	MUR	MUR
Cost	415,513,776	156,631,446	136,800,000	122,082,330
Share of post-acquisition profits, net of dividend received	474,721,202	131,178,396	253,621,566	89,921,240
Dividends	(133,347,800)	(63,700,000)	(56,662,800)	(12,985,000)
Carrying value	<u>756,887,178</u>	<u>224,109,842</u>	<u>333,758,766</u>	<u>199,018,570</u>
<u>At 30 June 2024</u>				
Cost	415,513,776	156,631,446	136,800,000	122,082,330
Share of post-acquisition profits, net of dividend received	357,345,626	79,668,178	216,098,968	61,578,480
Dividends	(84,370,600)	(29,400,000)	(41,985,600)	(12,985,000)
Carrying value	<u>688,488,802</u>	<u>206,899,624</u>	<u>310,913,368</u>	<u>170,675,810</u>

(a) The shareholding in associated companies are as follows:

	Business activity	Country of incorporation and place of business	% Effective Share	
			2025	2024
Manahe Ltd and its subsidiaries	Car Rental and travel agency	Mauritius	33.08%	33.08%
Zilwa Resort Ltd	Hotel	Mauritius	24.00%	24.00%
Water Sports Village Limited	Hotel	Mauritius	<u>24.50%</u>	<u>24.50%</u>

The Company exercises significant influence in the above-named entities given that:

- (i) there are common board members in the Company and the 3 entities;
 - (ii) the Company's directors participate in the decision making processes of the 3 entities; and
 - (iii) there are material transactions between the Company and the 3 entities (for example, management contracts and tour operating agreements).
- (b) Summarised financial information of the Group's associates is as follows:

Share of the associates' statement of financial position

	2025				2024
	Manahe Ltd and its subsidiaries	Zilwa Resort Ltd	Water Sports Village Limited	Total	Total
	MUR	MUR	MUR	MUR	MUR
Non-current assets	119,636,613	1,529,820,651	831,236,818	2,480,694,082	2,534,986,549
Current assets	272,086,154	372,100,143	113,663,488	757,849,785	517,792,142
Non-current liabilities	(134,411,578)	(351,427,093)	(198,969,128)	(684,807,799)	(695,755,801)
Current liabilities	(90,165,858)	(115,017,979)	(119,074,165)	(324,258,002)	(360,732,356)
Equity	167,145,331	1,435,475,722	626,857,013	2,229,478,066	1,996,290,534
Shareholding	33.08%	24.00%	24.50%		
Group's share of net assets	55,291,508	344,514,173	153,579,968	553,385,649	493,661,692
Goodwill	142,324,096	-	8,930,071	151,254,167	151,254,167
Equity	197,615,604	344,514,173	162,510,039	704,639,816	644,915,859

6. INVESTMENT IN ASSOCIATED COMPANIES (CONTINUED)

Share of the associates' statement of profit or loss and other comprehensive income

	2025			2024	
	Manahe Ltd and its subsidiaries	Zilwa Resort Ltd	Water Sports Village Limited	Total	Total
	MUR	MUR	MUR	MUR	MUR
Revenue	788,175,006	906,318,130	580,083,308	2,274,576,444	1,939,868,207
Cost of sales	(391,923,903)	(485,856,541)	(299,447,750)	(1,177,228,194)	(1,056,721,407)
Other income/(loss)	(12,244,324)	12,100,005	17,310,065	17,165,746	62,619,537
Administrative expenses	(198,016,656)	(202,299,681)	(135,825,183)	(536,141,520)	(404,803,001)
Finance costs	(3,830,633)	(9,838,720)	(11,860,700)	(25,530,053)	(35,364,012)
Profit before tax	182,159,490	220,423,193	150,259,740	552,842,423	505,599,324
Income tax (expense)/credit	(23,586,451)	(62,891,863)	(34,751,295)	(121,229,609)	(32,631,924)
Profit for the year	158,573,039	157,531,330	115,508,445	431,612,814	472,967,400
<i>Other comprehensive income</i>					
- Remeasurement of post employment benefit	(2,858,788)	(1,465,643)	217,640	(4,106,791)	(399,045)
- Deferred tax on post employment benefits	-	278,472	(41,352)	237,120	67,838
- Effect of cashflow hedge	-	-	-	-	(1,245,935)
Total comprehensive income for the year	158,573,039	156,344,159	115,684,733	427,743,143	471,390,258
Group's share of results	52,455,803	37,807,519	28,299,570	118,562,892	128,579,651
Group's share of other comprehensive profit/(loss)	(945,684)	(284,921)	43,191	(1,187,414)	(490,027)
Group's share of total comprehensive income	51,510,119	37,522,598	28,342,761	117,375,478	128,089,624

The share of other comprehensive income for Zilwa Resort Ltd and Water Sports Village Limited was excluded as these relate solely to revaluation of property, plant and equipment and the Group accounting policy is to measure at cost.

7. LONG TERM DEPOSITS

	THE GROUP	
	2025	2024
	MUR	MUR
As at July 1, as previously stated	22,201,966	12,119,010
Reclassification from trade and other receivables	-	9,362,106
As at July 1, restated	22,201,966	21,481,116
Foreign exchange movement	602,940	720,850
As at June 30,	22,804,906	22,201,966

The long term deposits were made by the Group as part of the lease agreements signed on August 23, 2011, under which the Group leases the property where East Water Ltd operate for a period of ten years effective as from September 01, 2011. The deposits amounted to EUR 240,000 for the hotel. On June 30, 2014, the agreements were extended for a period of seventeen years.

The Group also leases the property where Compagnie Marmite des Ile Limitee operates for an amount of Euro 192,702. Same is refundable to the lessee before three months at the end of the lease agreement. The carrying amount is interest-free and has been retranslated at 30 June 2025.

8. INVENTORIES

	THE GROUP	
	2025	2024
	MUR	MUR
Food and beverages	19,307,123	16,988,774
Operating supplies	11,763,261	12,326,958
Spare parts	3,514,431	2,431,830
Retail items	120,122	90,022
	34,704,937	31,837,584

At June 30, 2025, inventories amounting to **MUR nil** were written off to profit or loss (2024: MUR 387,782).

Cost of inventories recognised as expense is given in note 21(a).

Inventory count was carried out on 30 June 2025 and the condition and expiry of all products were checked. No further impairment was noted.

9. TRADE AND OTHER RECEIVABLES

(a)	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Trade receivables	217,386,429	229,150,184	-	-
Less: provision for impairment	(2,632,031)	(7,733,795)	-	-
Trade receivables - net	214,754,398	221,416,389	-	-
Receivable from subsidiary companies (Note 25)	-	-	863,118,654	245,363,386
Receivable from associates (Note 25)	2,806,445	3,713,123	-	-
Receivable from other related parties (Note 25)	3,491,659	1,597,500	-	-
Prepayments	30,710,788	6,568,884	4,861	944
Other receivables	60,747,490	102,975,838	8,416,715	65,508,747
	312,510,780	336,271,734	871,540,230	310,873,077

- Trade receivables are non-interest bearing and are generally on 30 - 60 days terms, except for amounts due from related parties which are receivable on demand.

- Impairment of receivables have been assessed on an individual basis and also on a collective basis under the "Expected Credit Loss" model.

- As at June 30, 2025, the Group made a reversal of **MUR 5,101,764** for credit losses (2024: provision of MUR 1,924,358). Expected credit losses stood at **1.21%** for 2025 (2024: 3.37%).

- In determining the recoverability of trade receivables, the Group consider any change in credit quality of the trade receivables from date of trading up to date of issuance of the financial statements. The concentration of credit risk is limited due to the customer based being large and unrelated.

- Other than trade receivables, the other classes within trade and other receivables do not contain impaired assets.

- Amount due from related parties relate to current account. For terms and conditions relating to related party receivables, refer to Note 25.

- Other receivables were neither past due nor impaired at June 30, 2025 (2024: Nil).

- Group other receivables includes mainly accrued income amounting to **MUR 9.4m (2024: MUR 14m)** ,short term loans to related party of **MUR 7.7m (2024: MUR 65.4m)** and VAT of **MUR 44m (2024: MUR 8.0m)**.

- Other receivables for the Company includes mainly short term loan of **MUR 7.5m (2024: MUR 65.4m)**.

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

THE GROUP

As at June 30, 2025 and 2024, the ageing analysis of trade receivables were as follows:

	Total	Days past due				
		< 30 days	30 - 60 days	60 - 90 days	> 90 days	> 120 days
2025						
Expected credit loss rate	1.21%	1.26%	0.15%	0.94%	4.87%	7.14%
Expected credit loss (MUR)	2,632,031	1,840,553	78,498	97,221	146,839	468,921
Estimated total gross carrying amount at default (MUR)	217,386,429	146,269,233	51,155,505	10,380,734	3,013,016	6,567,940
2024						
Expected credit loss rate	3.37%	3.41%	1.35%	13.65%	39.61%	0.00%
Expected credit loss (MUR)	7,733,795	5,420,087	835,264	975,797	502,647	-
Estimated total gross carrying amount at default (MUR)	229,150,184	158,862,219	61,870,693	7,148,122	1,269,150	-

The Group applies IFRS 9 simplified approach to measuring expected credit losses using a life time expected allowance for trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risks characteristics and the days past due. The expected loss rates are reviewed annually or where there is significant increase in external factors, potentially impacting the credit risk and are updated where management's expectations of credit losses change.

Movement in the allowance for credit losses of trade receivables are as follows:

	2025	2024
	MUR	MUR
At July 01,	7,733,795	5,809,437
(Reversal)/ provision for credit losses	(5,101,764)	1,924,358
At June 30,	2,632,031	7,733,795

Ageing of past due but not impaired:

	2025	2024
	MUR	MUR
Over 90 days	8,965,195	1,269,150

The Group has subscribed to an insurance cover with The Mauritius Commercial Bank Ltd as from January 18, 2017 in view to minimise its credit risk exposure. See Note 28(iii) on credit risk for further details.

As at June 30, the maximum exposure to the credit risk is the carrying value of each class of receivable mentioned above. The Company does not hold any collateral as security.

9(b). Contract assets

	2025	2024
	MUR	MUR
<i>In house guests ledger</i>		
At July 01,	9,848,138	8,559,032
Transfer to debtors	(1,945,497,923)	(1,788,035,253)
Revenue recognised	1,958,329,047	1,789,324,359
At June 30,	22,679,262	9,848,138

The in-house guest ledger balance includes the amounts due from guests for their stay and any additional charges incurred.

10(i) LOANS RECEIVABLE FROM SUBSIDIARIES

	THE COMPANY	
	2025	2024
	MUR	MUR
Loan to Compagnie Marmites des Iles Limitée	51,779,160	69,038,880
Loan to East Water Ltd	12,600,000	16,800,000
Loan to Marina Village Hotel Limited	167,561,317	223,415,089
Less: Impairment on loans receivables (see note 10 (c))	(9,664,187)	(9,664,187)
	222,276,290	299,589,782
<u>Classified as:</u>		
Current	77,313,492	77,313,492
Non-current	144,962,798	222,276,290
	222,276,290	299,589,782

10(i) LOANS RECEIVABLE FROM SUBSIDIARIES (CONTINUED)

THE COMPANY

As at June 30, 2025 and 2024, expected credit loss on intercompany balances were as follows:

	2025	2024
	MUR	MUR
Expected credit loss	<u>9,664,187</u>	<u>9,664,187</u>

Intercompany balances are in line with the Group policy across all hotels and head office entities. They bear interest at 5.35%, are unsecured and repayable as per agreement. The Company has assessed that Group companies are adequately capitalised. As a result, the intercompany loans are in stage 1 and, so requires an allowance equal to the 12-month ECLs. As those balances are repayable per agreement, they attract a negligible ECL, since ECLs are only measured over the period in which the entity is exposed to credit risk. It continues to apply this method until a significant increase in credit risk has occurred, at which point the loss allowance is measured based on lifetime ECLs.

In 2019, Attitude Hospitality Ltd made shareholder's loans to three companies namely Compagnie Marmites des Iles Limitee, East Water Ltd and Marina Village Hotel Limited to settle their respective bank loans.

The terms and conditions of the shareholder's loan have been reviewed as per below:

- (a) The shareholder's loan bear interest at a rate of 5% per annum if a credit rating of at least CARE MAU A is achieved. If a rating below CARE MAU A is achieved the rate of interest shall be adjusted to 5.35% per annum. The shareholder loan is unsecured.
- (b) The loan principal is repayable as follows:
 - 20% on 06 June 2024.
 - 20% on 06 June 2025.
 - 20% on 06 June 2026.
 - 20% on 06 June 2027.
 - 20% on 06 June 2028.
- (c) The loans receivable from subsidiary suffered an ECL provision at 2.5% as follows ; Compagnie Marmites des Iles Limitée MUR 2,157,465 , East Water Ltd MUR 525,000 and Marina Village Hotel Limited MUR 6,981,722. No additional provision was done in ECL for the loan receivable from subsidiary companies in 2025 since the entities have started settling their debts and Attitude Hospitality Ltd is certain to recover this amount.

11(i) OTHER FINANCIAL ASSETS

Forward Contracts

The fair values of derivative financial instruments are determined by reference to the market prices of underlying currencies. Either an asset or liability is recognised depending on whether the movement in these prices is favourable or unfavourable to the Company. The notional amounts of derivative instruments are not necessarily indicative of future cash flows or the current fair value, nor are they representative of the Company's exposure to credit or market price risks.

THE GROUP	Notional amount	Fair value	Surplus/ (Deficit)
	MUR	MUR	MUR
At June 30, 2025			
Forward contracts	<u>1,327,315,465</u>	<u>1,325,036,028</u>	<u>(2,279,437)</u>
At June 30, 2024			
Forward contracts	<u>1,046,981,000</u>	<u>1,057,121,673</u>	<u>10,140,673</u>

The notional principal amounts of the outstanding forward contracts as at June 30, 2025 were **MUR 1,327,315,465** (2024: MUR 1,046,981,000) maturing until March 2026.

The full fair value element of a derivative instrument is classified as current asset or liability as the maturity of the derivative instrument is less than 12 months.

THE COMPANY	Notional amount	Fair value	Surplus/ (Deficit)
	MUR	MUR	MUR
At June 30, 2025			
Forward contracts	<u>214,264,965</u>	<u>214,532,627</u>	<u>267,662</u>

Derivative contracts

Typically, derivatives contracts serve as components of the Group's investment strategy and are utilised primarily to enhance performance and reduce risk to the Group. The derivatives contracts that the Group holds or issues include forward currency contracts.

Derivatives often reflect at their inception only a mutual exchange of promises with little or no transfer of tangible consideration. However, these instruments frequently involve a high degree of leverage and are very volatile. A relatively small movement in the underlying of a derivative contract may have a significant impact on the profit or loss of the Group.

At the reporting date, the Group has positions in the following types of derivatives:

Forwards contracts

Forward contracts are contractual agreements to buy or sell a specified financial instrument at a specific price and date in the future. The Group has credit risk exposure to the counter parties of forward contracts. Forward contracts are settled net and, therefore, considered to bear a low liquidity risk.

For fair value hierarchy (refer to Note 35).

11(ii) FINANCIAL ASSETS AT AMORTISED COSTS

	2025	2024
	MUR	MUR
Treasury bills		
At July 1,	99,380,465	118,972,953
Purchase of treasury bills during the year	-	323,786,400
Receipt on maturity	(101,630,465)	(347,000,000)
Interest income	2,250,000	3,621,112
At June 30,	-	99,380,465

During the year 2024, the Attitude Property Ltd(APL), one of the subsidiaries, invested in treasury bills issued by the Bank of Mauritius ("BoM") and the Government of Mauritius ("GoM"). The treasury bills are rated Baa2 to Baa3 based on ratings of Moody's. As at June 30, 2024, APL held treasury bill amounting to Rs 99,280,000 which was acquired on June 18, 2024 (settlement date), having a maturity date of September 12, 2024 and a yield rate of 3.08%. Interest received on the above treasury bill as at June 30, 2025 amounted to **Rs 2,250,000** (2024: Rs 3,621,112).

11(iii) FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Investment by AHML into House of Digital Arts Ltd

Attitude Hospitality Management Ltd(AHML) acquired 4.17% interest into the shares of House of Digital Arts Ltd for an amount of Rs 2.5M. House of Digital Arts Ltd is a local company involved in cultural and artistic permanent exhibition, which serves educational and artistic purposes and combines art and technology. The Group has designated the investment at fair value through other comprehensive income. The entity was accounted at fair value as at 30 June 2025.

The investment in House of Digital Arts Ltd amounting to Rs 2.5M was valued at MUR nil for the year ended 30 June 2025.

12. CASH IN HAND AND AT BANK

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Cash in hand	5,116,832	416,718	-	-
Cash at bank	196,931,157	372,040,576	3,717,538	42,036,114
	202,047,989	372,457,294	3,717,538	42,036,114

While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, no impairment loss was recognised during the year.

13. ISSUED CAPITAL

	THE GROUP AND THE COMPANY		
	Number of	2025	2024
	Units	MUR	MUR
Issued and fully paid			
Ordinary shares at no par value			
At July 01,	159,279,502	1,304,520,319	1,296,582,800
Conversion of redeemable shares (see note 24)	690,219	-	7,937,519
At June 30,	159,969,721	1,304,520,319	1,304,520,319

14. CONVERTIBLE BONDS

	THE GROUP & THE COMPANY	THE GROUP & THE COMPANY
	2025	2024
	MUR	MUR
At July 01,	508,847,222	508,678,082
Dividends paid	(26,638,988)	(17,622,526)
Dividends accrued	20,349,700	17,791,666
At June 30,	502,557,934	508,847,222

During the financial year ended 30 June 2021, Attitude Hospitality Ltd signed a subscription agreement with the Mauritius Investment Corporation Ltd ("MIC"), a wholly owned subsidiary of the Bank of Mauritius to issue redeemable convertible bonds for a total amount of MUR 500 million comprising of 50 bonds of MUR 10 million 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 support is in the form of redeemable convertible bonds to companies which required urgent working capital to sustain its viability.

An amount of MUR 200 million, 3.5% redeemable convertible bonds were issued by MIC as at 30 June 2021.

A second tranche of MUR 150 million (30 convertible bonds) was issued in September 2021 and the final tranche was issued in January 2022.

The 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
- The conversion mechanism has been pre-determined prior to the subscription
- An interest rate of 3.5% p.a. over the duration of the bonds (from issue date to the earlier of the redemption date or the conversion date). The interest is payable on the last day of each interest period. On maturity date, any unpaid capital and interest is converted into ordinary shares in accordance with the predetermined conversion price.
- Redemption of the bonds shall be at the option of the issuer. The issuer may redeem some or all the bonds, any time prior to the maturity date.

The convertible bonds were fully repaid after the year end on 15 July 2025. Please refer to note 39 for more details.

15. INTEREST-BEARING LOANS AND BORROWINGS

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Current				
Bank loans (Note 15(a))	45,677,012	7,492,294	-	-
Bank overdrafts (Note 15(b))	354,954,531	48,612,807	-	-
	400,631,543	56,105,101	-	-
Non-current				
Bank loans/ bond (Note 15(a))	1,904,057,389	2,216,589,487	875,000,000	1,110,000,000
	1,904,057,389	2,216,589,487	875,000,000	1,110,000,000
Total borrowings	2,304,688,932	2,272,694,588	875,000,000	1,110,000,000

(a) Interest-bearing loans and borrowings can be analysed as follows:

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Within one year	400,631,543	56,105,101	-	-
After one year and before five years	1,904,057,389	2,216,589,487	875,000,000	1,110,000,000
	2,304,688,932	2,272,694,588	875,000,000	1,110,000,000

(b) **Bank overdraft**

The bank overdrafts are secured by floating charges on the assets of the Group and are used for working capital management purposes. The bank overdraft are at floating interest rates and the average interest rate as at June 30, 2025 was **PLR + 1.5%** (2024: PLR +1.5%).

During the financial year ended June 30, 2025 the PLR was on average **6.65%** (2024: 6.75%) and at year end, the PLR was **6.65%** (2024: 6.75%).

As at June 30, 2025, the bank overdraft limit amounted to **MUR 267m** (2024: MUR 170m) and **MUR 267m** (2024: MUR 48m) has been used out of this overdraft as at June 30, 2025.

15. INTEREST-BEARING LOANS AND BORROWINGS (CONTINUED)

(c) Reconciliation of opening and closing balance for interest-bearing loans and borrowings from financing activities :

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Opening balance excluding bank overdraft	2,224,081,781	2,337,844,887	1,110,000,000	1,235,000,000
Additional loans	-	40,000,000	-	-
Repayment of loans	(277,867,057)	(33,005,613)	(235,000,000)	-
Foreign exchange differences on bank loans	3,519,677	4,242,507	-	-
Repayment of bonds	-	(125,000,000)	-	(125,000,000)
Closing balance excluding bank overdraft	1,949,734,401	2,224,081,781	875,000,000	1,110,000,000

	Loan/ bond amount	Effective interest rate (%)	Maturity	THE GROUP		THE COMPANY	
				2025	2024	2025	2024
				MUR	MUR	MUR	MUR
MUR	70 million	PLR+1.25%	2025	5,164,463	9,722,681	-	-
MUR	13 million	PLR+1.25%	2026	2,442,434	3,474,981	-	-
MUR	37.8 million	PLR+1.25%	2027	14,387,174	18,480,218	-	-
MUR	910 million	SBM PLR + 0.42%	March 2027	910,000,000	910,000,000	-	-
EUR	3.5 million	Euro Short term rate(ESTR)+ 3%	August 2029	114,578,495	136,718,137	-	-
MUR	100 million	1.50%	October 2024	-	100,000,000	-	100,000,000
MUR	35 million	1.50%	November 2024	-	35,000,000	-	35,000,000
MUR	75 million	1.50%	February 2025	-	75,000,000	-	75,000,000
MUR	25 million	1.50%	March 2025	-	25,000,000	-	25,000,000
MUR	40 million	PLR+1.25%	September 2028	28,161,835	35,685,764	-	-
MUR	1,000 million (bond)	Key rate+1.40%	June 2029	875,000,000	875,000,000	875,000,000	875,000,000
				1,949,734,401	2,224,081,781	875,000,000	1,110,000,000

- (i) Bank borrowings are secured by fixed and floating charges over the assets of the Group and the Company.
- (ii) The bond of MUR 875,000,000 is secured by floating charges over the assets of the Company. The Company has also pledged all its shares in its subsidiaries namely, Marina Village Hotel Limited and Compagnie Marmite des Iles Ltee.
- (iii) A new term sheet was signed on 03 October 2023, whereby repayment of **Rs 125M** was done in January 2024. The remaining **Rs 875M** has a new maturity of an additional 5 years as from current maturity date to June 2029. The rate of interest has been revised to **5.9%** (2024: 5.9%).

16. TAXATION

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
(a) Income tax - Statements of financial position				
At July 01,	49,109,552	2,351,840	-	-
Underprovision of tax	28,861,701	453,538	291,627	-
Tax on acquisition of subsidiary (note 33(b))	-	2,853,900	-	-
Tax paid during the year	(45,506,609)	(4,113,937)	(467,775)	-
Corporate Social Responsibility paid during the year	(3,602,943)	-	-	-
Tax paid under Advanced Payment System	(28,861,701)	-	-	-
	-	1,545,341	(176,148)	-
Tax for the year	20,041,890	42,070,517	428,731	-
Corporate Social Responsibility	6,713,399	5,493,694	5,871	-
Corporate Climate Responsibility levy	6,713,399	-	-	-
At June 30,	33,468,688	49,109,552	258,454	-
Disclosed as:				
Current tax liabilities	33,468,688	49,109,552	258,454	-
	33,468,688	49,109,552	258,454	-
(b) Income tax - Statements of profit or loss				
	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Deferred tax (Note 16(d))	10,697,588	45,101,916	-	-
Over provision on deferred tax (Note 16(d))	-	(2,356,030)	-	-
Corporate social responsibility	6,713,399	5,493,694	5,871	-
Corporate climate responsibility levy	6,713,399	-	50,439	-
Provision of income tax	20,041,890	42,070,517	378,292	-
Overprovision of income tax in current year	59,165,847	-	-	-
Under provision of income tax from previous year	-	453,538	291,627	-
Income tax and deferred tax expense	103,332,123	90,763,635	726,229	-
(c) Reconciliation between tax expense and accounting (loss)/profit is as follows:				
	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Accounting profit before taxation	548,524,257	643,608,230	180,630,047	189,900,617
- Tax calculated at a rate of 17% (2024:17%)	93,249,124	109,413,399	30,707,108	32,283,105
- Income not subject to tax *	(60,605,974)	(49,795,953)	(50,273,728)	(44,331,488)
- Non deductible expenses **	28,423,029	51,548,957	16,433,189	12,901,555
- Utilisation of tax losses	(116,642)	(6,554,183)	3,859,660	(402,834)
- Under provision of income tax	-	453,538	-	-
- Corporate climate responsibility levy	9,412,499	-	-	-
- Over provision on deferred tax (Note (d))	-	(2,356,028)	-	-
- Effect of deferential tax rate	19,635,999	335,440	-	-
- Deferred tax asset/liability not recognised****	5,633,500	2,022,740	-	-
- Effect of consolidation adjustments***	7,700,588	(14,304,275)	-	-
At the effective income tax rate of 19% (2024:17%)	103,332,123	90,763,635	726,229	-

* Income not subject to tax includes mainly dividend income, interest income, miscellaneous income and gain on exchange.

** Non deductible expenses includes principally consultancy fees, gifts and donations, waiver on lease, provision on retirement benefit and annual allowances.

*** Consolidation adjustment is on the elimination of Right-of-use assets and lease liabilities on Attitude Property Ltd.

**** Deferred tax asset/liability has not been recognised given that the following entity, Crown Lodge Ltee will not be making any As at 30 June 2025, the Group has accumulated tax losses of MUR 442,233,156 (2024: MUR 299,422,253) which are subject to a five year limitation period. Management believes that the accumulated tax losses will not be utilised in the next five years and therefore no deferred tax assets have been recognised.

16. TAXATION (CONTINUED)

(d) Deferred tax

THE GROUP	Statement of financial position		Statement of comprehensive income	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Deferred tax liability				
Accelerated depreciation for tax purposes	491,769,425	439,642,309	52,127,116	7,861,010
Right-of-Use Assets	480,720,511	171,432,586	309,287,925	19,934,377
	972,489,936	611,074,895	361,415,041	27,795,387
Deferred tax assets				
Employee benefit liabilities	(6,519,055)	(4,401,989)	(2,117,066)	(1,116,377)
Lease liabilities	(549,952,164)	(233,608,414)	(316,343,750)	(32,115,556)
Expected credit loss	(500,086)	(1,423,411)	923,325	(511,831)
Tax loss	(96,283,148)	(62,701,699)	(33,581,449)	47,637,587
	(653,254,453)	(302,135,513)	(351,118,940)	13,893,823
Deferred tax expense			10,296,101	41,689,210
Net deferred tax liability	319,235,483	308,939,382		
Reconciliation of deferred tax liabilities net:			2025	2024
			MUR	MUR
As at July 1,			308,939,382	267,250,172
Deferred tax expense recognised in statement of profit or loss(Note 16(b))			10,697,588	45,101,916
Overprovision of deferred tax(Note 16(b))			-	(2,356,028)
Deferred tax expense recognised in other comprehensive income (Note 16(c))			(401,487)	(1,056,678)
As at June 30,			319,235,483	308,939,382
			THE GROUP	
			2025	2024
			MUR	MUR
Disclosed as:				
Deferred tax asset			(354,096,715)	(302,135,513)
Deferred tax liabilities			673,332,198	611,074,895
			319,235,483	308,939,382

17. TRADE AND OTHER PAYABLES

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Trade payables (a)	179,631,135	134,125,899	185,654	421,475
Other payables (b)	206,969,545	249,564,157	63,783,610	43,390,698
Amount due to other related parties (c)	396,812	201,349	-	-
Amount due to subsidiaries (c)	-	-	1,099,804,614	543,182,242
Unpaid share capital (Note 5(b))	-	-	3,889,120	3,889,120
	386,997,492	383,891,405	1,167,662,998	590,883,535

(a) Trade payables

- Trade payables are non-interest bearing and are normally settled on 30-90 days terms.

(b) Other payables

- The Group's other payables consists mainly of accruals of **MUR 174M** (2024: MUR 211.3M), Tax Deducted at Source of **MUR 12.3M** (2024 :MUR 7.4M) , VAT payable of **MUR 13.8M** (2024:MUR 20.9M) and deposits payables of **MUR 6.5M** (2024: MUR 6.2M). The Company's other payables mainly consist of accrual of **MUR 61.8M** (2024: MUR 39.4M). These are non-interest bearing.

(c) Amount due to related parties

- Amount due to related parties relate to service recharge and current account.

- For terms and conditions relating to amount due to related parties, refer to Note 25.

18. CONTRACT LIABILITIES

	THE GROUP	
	2025	2024
	MUR	MUR
At July 1,	44,550,471	42,399,346
New deposit	248,989,593	272,513,174
Transferred to revenue	(259,621,412)	(270,362,049)
At June 30,	33,918,652	44,550,471

- Contract liabilities consist of commission payable to tour operators of **MUR 1,533,493** (2024: MUR 1,442,130) and guest deposits of **MUR 32,385,159** (2024: MUR 43,108,341).

19. EMPLOYEE BENEFIT LIABILITIES

	THE GROUP	
	2025	2024
	MUR	MUR
Amounts recognised on the statements of financial position:		
(A) - Other retirement benefits	30,671,053	25,894,055
(B) - Other long-term service benefits	3,639,762	-
	34,310,815	25,894,055
Amounts charged to profit or loss:		
- Other retirement benefits (Note 21(c))	8,494,253	4,082,707

19. EMPLOYEE BENEFIT LIABILITY (CONTINUED)

(A) Other retirement benefits:

Other retirement benefit relate to severance allowance payable to employees at the date of their retirement under the Workers Rights Act 2019.

	2025	2024
	MUR	MUR
The movement in the present value of other retirement benefits during the year is as follows:		
As at July 1,	25,894,055	19,327,128
Interest cost	1,403,846	1,080,387
Current service cost	2,757,515	1,924,509
Past service cost	-	1,077,811
Benefits paid	(1,497,455)	(3,731,535)
Actuarial (gain)/ loss in OCI	2,113,092	6,215,755
At June 30,	30,671,053	25,894,055

The amounts recognised in profit or loss are as follows:

Net cost for the year

Current service cost	2,757,515	1,924,509
Past service cost	-	1,077,811
Net interest cost	1,403,846	1,080,387
Net cost	4,161,361	4,082,707

Net interest cost for the year

Interest on obligation	1,403,846	1,080,387
Net interest cost	1,403,846	1,080,387

The amounts recognised in other comprehensive income are as follows:

Experience gain/(loss) on liability	11,630,229	30,407,449
Change in method/assumptions to value the liability	(9,517,137)	(24,191,694)
Actuarial loss recognised in other comprehensive income (OCI)	2,113,092	6,215,755

The principal assumptions used for accounting purposes of the actuarial valuations were as follows:

Normal retirement age	65	65
Discount rate	5.79%-6.01%	5.33%-5.48%
Future salary increases	3.00%	4.00%
	Ages 18 to 35: 45 %	Ages 18 to 35: 45 %
	Ages 36 to 45: 20%	Ages 36 to 45: 20%
	Ages 46 to 55: 15%	Ages 46 to 55: 15%
Withdrawal rate	Ages 56+: 0%	Ages 56+: 0%

Sensitivity analysis on defined benefit obligations at end of the reporting year:

Decrease due to 1% increase in discount rate	6,320,157	6,397,560
Increase due to 1% decrease in discount rate	5,215,880	5,340,357
Increase in Defined Benefit Obligation due to 1% increase in future long-term salary	6,132,378	6,154,694
Decrease in Defined Benefit Obligation due to 1% decrease in Future long-term salary	5,156,789	5,254,028

The plan exposes the Group to normal risks described below:

- Interest risk: A decrease in the interest rate will increase the plan liability, however, this may be partially offset by a decrease in inflationary pressures on salary increases.

- Salary risk: The plan liability is calculated by reference to the future projected salaries of plan participants. As such, an increase in the salary of the plan participants above the assumed rate will increase the plan liability whereas an increase below the assumed rate will decrease the liability.

- Longevity risk: The plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan liability.

19. EMPLOYEE BENEFIT LIABILITY (CONTINUED)

(B) Other long-term service benefits

Provision for vacation leaves

Provision for vacation leaves comprise of amount payable under Section 47 of the Workers' Rights Act 2019.

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
At July 01,	-	-	-	-
Charge for the year	3,639,762	-	-	-
At June 30,	3,639,762	-	-	-

Amounts recognised on the statements of financial position:

Total market value of assets	-	-	-	-
Present value of obligation	(3,639,762)	-	-	-
Net (liability) asset	(3,639,762)	-	-	-

Pension expense components for the period

Current service cost	1,354,917	-	-	-
Past service cost	2,284,845	-	-	-
Effect of curtailment/settlement	-	-	-	-
Service cost	3,639,762	-	-	-
Net interest cost	-	-	-	-
Net cost for the period	3,639,762	-	-	-

Movement in (liability)/asset recognised in statements of financial position:

<i>At start of year (as previously reported)</i>	-	-	-	-
Total expense as above	(3,639,762)	-	-	-
<i>At end of year</i>	(3,639,762)	-	-	-

Change in defined benefit (DB) obligation

<i>Present value of DB obligation at start of year</i>	-	-	-	-
Current service cost	(1,354,917)	-	-	-
Past service cost	(2,284,845)	-	-	-
<i>Present value of DB obligation at end of year</i>	(3,639,762)	-	-	-

The principal assumptions used for accounting purposes of the actuarial valuations were as follows:

	2025
Normal retirement age	65
Discount rate	5.72%-6.01%
Future salary increases	3.00%
	Ages 18 to 35: 45 %
	Ages 36 to 45: 20%
	Ages 46 to 55: 15%
Withdrawal rate	Ages 56+: 0%

Sensitivity analysis on defined benefit obligations at end of the reporting year:

Decrease due to 1% increase in discount rate	62,865
Increase due to 1% decrease in discount rate	60,798
Increase in Defined Benefit Obligation due to 1% increase in future long-term salary	64,003
Decrease in Defined Benefit Obligation due to 1% decrease in Future long-term salary	63,052

Maturity profile of the Defined Benefit obligation

Weighted average expected duration of the liabilities (years)	1.54-2.28
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20. REVENUE

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
Revenue from contract with customers:	MUR	MUR	MUR	MUR
Room revenue	1,674,511,050	1,485,477,016	-	-
Food and beverage revenue	841,998,828	833,048,167	-	-
Banquet	73,760,184	70,656,564	-	-
Extras	121,432,828	113,987,161	-	-
Commission paid to Tour Operators	(37,305,451)	(32,688,857)	-	-
Revenue from hotel operations	2,674,397,439	2,470,480,051	-	-
Other revenues:				
Revenue from Dividend Income	-	-	224,059,000	227,907,400
Revenue from management fees	115,145,404	116,574,996	-	-
Revenue from training services	2,433,710	621,590	-	-
Revenue from corporate social responsibility	9,396,452	10,245,032	-	-
Revenue	2,801,373,005	2,597,921,669	224,059,000	227,907,400
At a point in time	1,126,861,955	1,112,444,653	224,059,000	227,907,400
Over time	1,674,511,050	1,485,477,016	-	-
	2,801,373,005	2,597,921,669	224,059,000	227,907,400

21. DEPRECIATION, AMORTISATION, COST OF INVENTORIES AND EMPLOYEE BENEFIT EXPENSES

(a) Included in cost of sales:	THE GROUP	
	2025	2024
	MUR	MUR
Depreciation on property, plant and equipment (Note 3)	191,906,441	174,121,489
Amortisation of intangible assets (Note 4(a))	54,912	-
Cost of inventories recognised as an expense	401,923,641	392,592,508
Write off of inventories (Note 8)	-	387,782
Depreciation of Right of use assets (Note 4(b))	62,472,789	62,621,276
Employee benefit expenses (Note 21(c))	572,350,526	512,604,488
Utilities	115,381,238	119,835,460
Commission	51,751,735	34,845,010
Linen, china & glassware	19,980,490	20,854,380
Laundry outsourcing costs	28,491,985	22,173,943
Boathouse services outsourced	9,242,023	8,928,816
Other miscellaneous expenses	2,916,624	3,246,690
	1,456,472,404	1,352,211,842
(b) Included in administrative expenses:		
	MUR	MUR
Depreciation on property, plant and equipment (Note 3)	8,160,181	12,215,896
Amortisation of intangible assets (Note 4(a))	1,954,519	1,390,148
Employee benefit expenses (Note 21(c))	314,366,924	277,855,691
Sales and marketing costs	128,196,453	94,520,329
Licences	15,103,304	8,625,251
Gifts and donations	18,135,115	4,140,402
Insurance	13,264,267	8,713,854
Write off of receivables	-	1,837,009
Security charges	34,697,713	29,073,539
Legal and Professional fees	38,179,373	49,081,058
EPF & solidarity levy	23,049,661	21,279,281
Health and safety fees	13,191,092	10,400,362
Other foreign exchange loss	9,594,563	29,073,539
Repairs and maintenance	95,164,008	54,417,293
Depreciation of Right of use assets (Note 4(b))	10,861,146	11,051,699
Telephone, printing and stationary	10,920,499	11,508,626
Syndic fees	2,835,441	2,731,648
Commission on Credit Card	26,018,773	21,213,509
Exceptional charge	2,250,965	8,766,572
Entertainment costs	23,711,873	22,967,750
Subscriptions	5,849,695	4,117,553
Bank charges	3,425,151	2,762,120
Other miscellaneous expenses	6,418,928	903,362
	805,349,643	688,646,491

21. DEPRECIATION, AMORTISATION, COST OF INVENTORIES AND EMPLOYEE BENEFIT EXPENSES (continued)

(c) Employee benefit expenses:	THE GROUP	
	2025	2024
	MUR	MUR
Wages and salaries	805,879,221	724,028,872
Pension costs	44,010,139	37,585,082
Social security costs	28,333,837	24,763,518
Expenses relating to defined contribution pension schemes (Note 19(a))	8,494,253	4,082,707
	886,717,450	790,460,179

(d) Administrative expenses for the Company relates mainly to professional fees and other consultancy fees **MUR 21.5M** (2024: MUR 21.4M) and gifts and donations of **MUR 7.8M** (2024: MUR 3M).

22. OTHER INCOME

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Miscellaneous income	8,679,402	4,525,454	3,087,465	3,926,133
Guest deposit reversed	5,251,890	-	-	-
Insurance refund	1,442,040	-	-	-
Waiver on lease	17,500	-	-	-
Rental income	3,894,439	1,527,960	-	-
Gain on exchange rate translations	4,012,014	45,290,215	1,585,995	10,342
Interest income on loan to subsidiaries*	-	-	35,255,984	37,691,359
	23,297,285	51,343,629	39,929,444	41,627,834

Miscellaneous income consists mainly of Interest income of **MUR 8.6M**.

*Interest income is computed using effective interest rates.

23. NET FINANCE COSTS

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
<i>Interest expense on:</i>				
- Bank loans *	64,624,673	68,957,630	53,022,054	51,804,166
- Lease liabilities (Note 4(c))	46,265,663	44,187,522	-	-
- Bank overdrafts*	9,612,964	3,763,745	337,547	-
- Other loans and bonds*	52,580,010	65,045,902	(252,309)	3,298,144
<i>Foreign exchange difference:</i>				
- Bank loans	(3,519,678)	(4,242,507)	-	-
- Lease liabilities (Note 4(c)(v))	3,638,936	17,810,903	-	-
- Currency translation	(16,783,637)	11,137,978	-	-
- Bank overdraft /cash	(20,930,192)	(15,240,113)	-	-
	135,488,740	191,421,060	53,107,292	55,102,310

*Interest expenses are computed using the effective interest rates.

24. REDEEMABLE CONVERTIBLE ORDINARY SHARES

	Number of shares	2025	2024
		MUR	MUR
Redeemable convertible ordinary shares	690,219	-	-

During the financial year June 30, 2018, the Board of AHL and AHML had approved the issue of 739,133 Redeemable Convertible Shares in AHL to the employees of AHML, for a total amount of MUR 8,000,021. The exercise price of the share options was equal to the market price of the underlying shares on the date of grant.

The Company has refunded the expenses incurred by AHML on the transaction and therefore the impact is on the equity of the Company only.

During the year ended 30 June 2022, 43,479 shares were exercised for an amount of MUR 500,000

On 03 July 2023, 5,435 shares were redeemed for an amount of MUR 62,502.

On 19 April 2024, the 690,219 shares were converted into ordinary shares at MUR 11.50 each.

25. RELATED PARTY TRANSACTIONS

THE GROUP

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year.

2025

	<u>Management fees</u>	<u>Training fees</u>	<u>Dividends paid</u>	<u>Amount owed to related parties</u>	<u>Amount owed from related parties</u>
	MUR	MUR	MUR	MUR	MUR
<u>Ultimate holding company</u>					
Jason Limited	-	-	-	(197,849)	-
<u>Enterprise with common directors</u>					
Holiday Bungalows Co. Ltd	26,021,093	906,580	-	(1,828)	3,447,172
Attitude Booking Services Ltd	-	-	-	(81,978)	44,488
<u>Associates</u>					
Water Sports Village Limited	35,230,498	946,960	-	(101,799)	-
Zilwa Resort Ltd	53,893,813	580,170	14,677,200	(13,358)	2,806,445
	<u>115,145,404</u>	<u>2,433,710</u>	<u>14,677,200</u>	<u>(396,812)</u>	<u>6,298,105</u>

25. RELATED PARTY TRANSACTIONS (CONTINUED)

THE GROUP

The following table provides the total amount of transactions that have been entered into with related parties for the previous financial year.

2024

	Loan receivable	Management fees	Training fees	Interest on loan	Dividends paid	Amount owed to related parties	Amount owed from related parties
	MUR	MUR	MUR	MUR	MUR	MUR	MUR
<u>Ultimate holding company</u>							
Jason Limited	-	-	-	-	-	(201,349)	-
<u>Enterprise with common directors</u>							
Holiday Bungalows Co. Ltd	-	24,706,388	341,420	-	-	-	1,597,500
Axys Ltd	45,000,000	-	-	4,966,836	-	-	-
<u>Associates</u>							
Water Sports Village Limited	-	36,232,585	126,330	-	-	-	901,947
Zilwa Resort Ltd	-	57,391,170	153,840	-	11,505,600	-	2,811,176
	<u>45,000,000</u>	<u>118,330,143</u>	<u>621,590</u>	<u>4,966,836</u>	<u>11,505,600</u>	<u>(201,349)</u>	<u>5,310,623</u>

The following table provides the balances that have been entered into with related parties for the relevant financial year.

	2025	2024
	MUR	MUR
Receivables		
Receivable from associate (Note 9(a))	2,806,445	3,713,123
Receivable from other related parties (Note 9(a))	3,491,659	1,597,500
	<u>6,298,104</u>	<u>5,310,623</u>
Payables		
Amount due to other related parties (Note 17)	(396,812)	(201,349)
	<u>(396,812)</u>	<u>(201,349)</u>
Total amount owed by related parties	<u>5,901,292</u>	<u>5,109,274</u>

25. RELATED PARTY TRANSACTIONS (CONTINUED)

THE COMPANY

Name of related parties	Relationship	Dividend income		Amount owed (to)/from related parties	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
East Water Ltd	Subsidiary	-	-	(42,139,651)	(17,655,851)
East Water Ltd - Loans receivable		-	-	12,075,000	16,275,000
Pointe aux Piments Hotel Ltd	Subsidiary	-	-	8,124,326	1,124,326
Riviere Citron Ltd	Subsidiary	-	-	(319,594,332)	(195,263,692)
Marina Village Hotel Limited	Subsidiary	100,000,000	100,000,000	(320,393,145)	(147,126,997)
Marina Village Hotel Limited - Loans receivable		-	-	160,579,596	216,433,368
Compagnie Marmites des Iles Limitée	Subsidiary	-	-	(134,922,329)	(26,682,044)
Compagnie Marmites des Iles Limitée - Loans receivable		-	-	49,621,695	66,881,415
Tropical Hotel Ltd	Subsidiary	-	-	(52,804,933)	(31,811,643)
Belle Mare Venture Ltd	Subsidiary	-	-	1,027,250	942,250
Longchamps Investment Ltd	Subsidiary	-	-	425,000	(3,443,120)
Attitude Property Ltd	Subsidiary	69,420,000	76,433,774	(135,000,000)	-
Zilwa Resort Ltd	Associates	14,677,200	11,505,600	-	-
Attitude Hospitality Management Ltd	Subsidiary	39,961,800	39,968,026	(98,839,343)	(124,642,017)
Green Attitude Foundation	Subsidiary	-	-	500,000	500,000
Attitude Hospitality Training Ltd	Subsidiary	-	-	20,500,000	18,500,000
Ti Piment Investment Ltd	Subsidiary	-	-	1,142,692	1,041,254
Crown Lodge Ltd	Subsidiary	-	-	1,694,232	1,694,232
Otentik Investments Ltd	Subsidiary	-	-	1,420,986	1,348,622
Attitude Hospitality (Africa) Limited	Subsidiary	-	-	827,324,923	218,884,298
Anse La Raie Resorts Ltd	Subsidiary	-	-	959,245	882,405
		224,059,000	227,907,400	(18,298,790)	(2,118,194)

THE COMPANY

Amount owed (to)/by related parties

	2025	2024
	MUR	MUR
<i>Disclosed as:</i>		
Receivables		
Receivable from subsidiary companies (Note 9(a))	863,118,654	245,363,386
Loan receivable from subsidiaries (Note 10)	222,276,290	299,589,782
	1,085,394,944	544,953,168
Payables		
Amount due to subsidiaries (Note 17)	(1,099,804,614)	(543,182,242)
Unpaid share capital (Note 5(b))	(3,889,120)	(3,889,120)
	(1,103,693,734)	(547,071,362)
Net amount owed by related parties	(18,298,790)	(2,118,194)

25. RELATED PARTY TRANSACTIONS (CONTINUED)

- Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables.

THE GROUP

Compensation of key management personnel of the Group

	2025	2024
	MUR	MUR
Short-term employee benefits	107,484,754	112,221,347
Post-employment pension and medical benefits	10,631,840	10,813,122
Total compensation paid to key management personnel	<u>118,116,594</u>	<u>123,034,469</u>

The Group defines its key management personnel (KMP) as the members of the Senior Management. KMP are remunerated as per their contract of employment. In addition to their remuneration, there are no other short or long-term benefits, post-employment benefits, termination benefits or share-based benefits given to the Company's key management personnel.

The amounts disclosed in the table are the amounts recognised as an expense during the reporting period related to key management personnel.

26. NON-CONTROLLING INTERESTS

Proportion of equity interest held by non-controlling interests:

Name	Country of incorporation and operation	2025	2024
Attitude Property Ltd	Mauritius	51.26%	51.26%
Touristic United Enterprise Ltd and its subsidiaries (TUE Group)	Mauritius	32.49%	32.49%
Attitude Hospitality Management Ltd	Mauritius	20.06%	20.06%
		<u>2025</u>	<u>2024</u>
		MUR	MUR
Accumulated balances of material non-controlling interest:			
Attitude Property Ltd		599,995,224	663,156,722
TUE Group		46,520,305	31,622,245
Attitude Hospitality Management Ltd		36,553,306	33,199,550
		<u>683,068,835</u>	<u>727,978,517</u>
Total comprehensive income allocated to material non-controlling interest:			
Attitude Property Ltd		49,448,867	50,387,902
TUE Group		(24,710,868)	33,670,515
Attitude Hospitality Management Ltd		13,385,730	15,357,181
		<u>38,123,729</u>	<u>99,415,598</u>

26. NON-CONTROLLING INTERESTS (CONTINUED)

The summarised financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations.

Summarised statement of profit or loss and other comprehensive income for 2025:

	TOTAL	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
	MUR	MUR	MUR	MUR
Revenue	525,632,022	217,812,391	-	307,819,631
Other income	15,859,825	15,865,258	(5,433)	-
Administrative expenses	(6,575,941)	(11,140,963)	(2,085,179)	6,650,201
Finance costs	(288,912,622)	(74,396,396)	(1,910,683)	(212,605,543)
Share of profit from associates	51,510,218	-	51,510,218	-
Profit before tax	297,513,502	148,140,290	47,508,923	101,864,289
Income tax expense	(66,940,414)	(51,673,519)	(5,027)	(15,261,868)
Profit for the year	230,573,088	96,466,771	47,503,896	86,602,421
Other comprehensive income				
- Actuarial gain on employee benefit liability	-	-	-	-
Total comprehensive income	230,573,088	96,466,771	47,503,896	86,602,421
Attributable to non-controlling interests	38,123,729	49,448,867	(24,710,868)	13,385,730
Dividends paid to non-controlling interests	83,033,411	73,001,437	-	10,031,974

26. NON-CONTROLLING INTERESTS (CONTINUED)

The summarised financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations.

Summarised statement of profit or loss and other comprehensive income for 2024:

	TOTAL	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
	MUR	MUR	MUR	MUR
Revenue	501,301,054	201,731,912	-	299,569,142
Other income	20,652,046	16,470,418	645,711	3,535,917
Administrative expenses	(225,887,549)	(23,887,623)	(1,450,125)	(200,549,801)
Finance costs	(84,349,943)	(78,449,087)	(2,660,525)	(3,240,331)
Share of loss from associates	57,488,681	-	57,488,681	-
Profit before tax	269,204,289	115,865,620	54,023,742	99,314,927
Income tax expense	(34,542,290)	(17,566,945)	-	(16,975,345)
Profit for the year	234,661,999	98,298,675	54,023,742	82,339,582
Other comprehensive income				
- Actuarial gain on employee benefit liability	(2,089,021)	-	-	(2,089,021)
Total comprehensive income	232,572,978	98,298,675	54,023,742	80,250,561
Attributable to non-controlling interests	99,415,598	50,387,902	33,670,515	15,357,181
Dividends paid to non-controlling interests	90,416,240	80,384,266	-	10,031,974

26. NON-CONTROLLING INTERESTS (CONTINUED)

Summarised statement of financial position as at June 30, 2024 and June 30, 2025:

	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
2025	MUR	MUR	MUR
Current assets	277,738,011	36,770,797	218,818,795
Non Current assets	3,169,871,909	251,598,431	97,009,692
Current liabilities	(62,107,667)	(1,449,527)	(86,948,844)
Non Current liabilities	(1,410,414,907)	(21,994,072)	(76,751,046)
Total equity	1,975,087,346	264,925,629	152,128,597
Attributable to:			
Equity holders of parent	1,375,092,122	218,405,324	115,575,291
Non-controlling interest	599,995,224	46,520,305	36,553,306

	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
2024	MUR	MUR	MUR
Current assets	367,368,968	25,854,488	226,375,131
Non Current assets	3,059,445,977	234,388,213	92,077,494
Current liabilities	(32,510,639)	(5,371,675)	(95,610,452)
Non Current liabilities	(1,373,268,521)	(31,677,880)	(87,428,908)
Total equity	2,021,035,785	223,193,146	135,413,264
Attributable to:			
Equity holders of parent	1,357,879,063	191,614,326	102,170,290
Non-controlling interest	663,156,722	31,578,820	33,242,974

Summarised cash flow information for the year ended June 30, 2024 and June 30, 2025:

	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
2025	MUR	MUR	MUR
Cash flows generated from operating activities	220,491,818	(5,689,937)	29,092,631
Cash flows generated from/(used in) investing activities	(108,428,753)	34,300,000	(15,991,776)
Cash flows used in financing activities	(203,856,508)	(11,594,492)	(71,749,811)
Net (decrease)/increase in cash and cash equivalents	(91,793,443)	17,015,571	(58,648,956)

	Attitude Property Ltd	TUE Group	Attitude Hospitality Management Ltd
2024	MUR	MUR	MUR
Cash flows generated from operating activities	238,226,685	11,937,283	62,100,814
Cash flows generated from/(used in) investing activities	26,420,034	29,400,000	(50,158,374)
Cash flows used in financing activities	(249,118,734)	(22,250,000)	(25,705,975)
Net (decrease)/increase in cash and cash equivalents	15,527,985	19,087,283	(13,763,535)

27. NOTES TO THE CASH FLOWS

(a) For the purpose of statements of cash flows, cash and cash equivalents comprise of:

	THE COMPANY			
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Cash in hand and at bank (Note 12)	202,047,989	372,457,294	3,717,538	42,036,114
Bank overdrafts (Note 15)	(354,954,531)	(48,612,807)	-	-
At June 30,	(152,906,542)	323,844,488	3,717,538	42,036,114

(b) Reconciliation of liabilities arising from financing activities:

THE GROUP	Convertible bonds	Bank and other loans	Lease liabilities	Shareholders' loans	Total
	MUR	MUR	MUR	MUR	MUR
At July 01, 2024	508,847,222	2,224,081,781	1,076,365,279	-	3,809,294,282
Repayment	-	(277,867,057)	-	-	(277,867,057)
Additions	-	-	10,431,803	-	10,431,803
Lease remeasurement	-	-	18,895,243	-	18,895,243
Lease modifications/concessions	-	-	-	-	-
Terminated lease	-	-	(326,203)	-	(326,203)
Principal payments on lease liabilities	-	-	(113,961,353)	-	(113,961,353)
Interest paid	-	-	46,265,663	-	46,265,663
Dividends	20,349,700	-	-	-	20,349,700
Dividends paid	(26,638,988)	-	-	-	(26,638,988)
Foreign exchange movements	-	3,519,677	2,395,420	-	5,915,097
At June 30, 2025	502,557,934	1,949,734,401	1,040,065,852	-	3,492,358,187

THE GROUP	Convertible bonds	Bank and other loans	Lease liabilities	Shareholders' loans	Total
	MUR	MUR	MUR	MUR	MUR
At July 01, 2023	508,678,082	2,330,575,380	1,049,344,151	7,269,507	3,895,867,120
Proceeds from borrowings	-	40,000,000	-	-	40,000,000
Repayment	-	(150,736,106)	-	(7,269,507)	(158,005,613)
Additions	-	-	39,045,586	-	39,045,586
Acquisition of subsidiary	-	-	20,147,855	-	20,147,855
Lease modifications/concessions	-	-	4,931,795	-	4,931,795
Terminated lease	-	-	(4,602,193)	-	(4,602,193)
Principal payments on lease liabilities	-	-	(50,312,818)	-	(50,312,818)
Interest paid	-	(134,003,532)	(44,187,522)	-	(178,191,054)
Dividends	17,791,666	-	-	-	17,791,666
Dividends paid	(17,622,526)	-	-	-	(17,622,526)
Interest accrued	-	134,003,532	44,187,522	-	178,191,054
Foreign exchange movements	-	4,242,507	17,810,903	-	22,053,410
At June 30, 2024	508,847,222	2,224,081,781	1,076,365,279	-	3,809,294,282

THE COMPANY	Convertible bonds	Bank and other loans	Total
		MUR	MUR
At July 01, 2024	508,847,222	1,110,000,000	1,618,847,222
Payments of borrowings	-	(235,000,000)	(235,000,000)
Interest accrued	-	-	-
Interest paid	-	-	-
Dividends paid	(26,638,988)	-	(26,638,988)
Dividends	20,349,700	-	20,349,700
At June 30, 2025	502,557,934	875,000,000	1,377,557,934

THE COMPANY	Convertible bonds	Bank and other loans	Total
		MUR	MUR
At July 01, 2023	508,678,082	1,235,000,000	1,743,678,082
Payments of borrowings	-	(125,000,000)	(125,000,000)
Interest accrued	-	55,102,310	55,102,310
Interest paid	-	(55,102,310)	(55,102,310)
Dividends paid	(17,622,526)	-	(17,622,526)
Dividends	17,791,666	-	17,791,666
At June 30, 2024	508,847,222	1,110,000,000	1,618,847,222

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial liabilities comprise of interest-bearing loans and borrowings, lease liabilities other financial liabilities, contract liabilities and trade payables. The main purpose of these financial liabilities is to raise finance for the Group's operations. The Group also enters into derivative transactions.

The Group has various financial assets, such as trade receivables, other financial assets, financial assets at fair value through profit and loss and cash in hand and at bank which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk.

The Board of Directors reviews and agrees policies for managing each of these risks which are summarised below.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's loans and borrowings with floating interest rates. Interest rate risks are not hedged.

Interest rate risk table

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's loss before tax and equity (through the impact on floating rate borrowings).

Effect on profit before tax	Increase in basis points	THE GROUP		THE COMPANY	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
Mauritian Rupees	+15	(82,278,639)	(96,541,235)	(27,094,507)	(28,485,093)
		(82,278,639)	(96,541,235)	(27,094,507)	(28,485,093)
Effect on profit before tax	Decrease in basis points	THE GROUP		THE COMPANY	
		2025	2024	2025	2024
		MUR	MUR	MUR	MUR
Mauritian Rupees	-15	82,278,639	96,541,235	27,094,507	28,485,093
		82,278,639	96,541,235	27,094,507	28,485,093

(ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The contracts with tour operators are mainly denominated in Euro, Pound Sterling (GBP) and United States Dollar (USD) and invoices are raised in these currencies, with above 90% of Group's sales denominated in Euro, GBP and USD.

The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense are denominated in a different currency from the Group's functional currency).

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Foreign currency risk (Continued)

The Group mitigates the risk of any appreciation of the Mauritian rupee against these foreign currencies partly by entering currency derivatives such as currency forwards and swaps and partly by raising borrowings in foreign currency, in particular in euros. The Group has designated specified amounts of future revenues in Euros (i.e highly probable forecast transactions) and the loans it has contracted in Euros, such as any foreign currency gains or losses on the repayments of the foreign currency are expected to exactly offset the foreign currency gains or losses on the future revenue streams. Accordingly, gains and losses arising on the retranslation of the foreign currency loans are recognised in other comprehensive income until such time as the forecast transactions take place. When the gains and losses are then reclassified to profit or loss.

The currency profile of the financial assets and liabilities at June 30, 2025 and 2024 is as follows:

THE GROUP

	MUR	EUR	GBP	USD	Others	Total
As at June 30, 2025	MUR	MUR	MUR	MUR	MUR	MUR
Long term deposit	-	22,804,906	-	-	-	22,804,906
Contract assets	22,679,262	-	-	-	-	22,679,262
Trade and other receivables	26,058,417	90,328,805	61,500,264	1,759,315	57,843,102	237,489,903
Cash and cash equivalents	67,587,568	96,766,719	18,934,819	11,856,112	6,902,771	202,047,989
Total assets	116,325,247	209,900,430	80,435,083	13,615,427	64,745,873	485,022,060
	MUR	EUR	GBP	USD	Others	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Trade and other payables	386,997,491	-	-	-	-	386,997,491
Lease liabilities (Note 4(c)(i))	1,886,847,228	-	-	-	-	1,886,847,228
Other financial liabilities	-	2,279,437	-	-	-	2,279,437
Contract liabilities	33,918,652	-	-	-	-	33,918,652
Interest-bearing loans and borrowings	2,190,110,437	114,578,495	-	-	-	2,304,688,932
Total liabilities	4,497,873,808	116,857,932	-	-	-	4,614,731,740

Trade and other receivables exclude prepayments and VAT of MUR 97,700,139 (2024:MUR 14,579,399).

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

67

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Foreign currency risk (Continued)

THE GROUP

	MUR	EUR	GBP	USD	Others	Total
As at June 30, 2024	MUR	MUR	MUR	MUR	MUR	MUR
Long term deposit	-	22,201,966	-	-	-	22,201,966
Financial assets at amortised cost	99,380,465	-	-	-	-	99,380,465
Financial assets at FVOCI	2,500,000	-	-	-	-	2,500,000
Other financial assets	-	8,740,864	1,399,809	-	-	10,140,673
Trade and other receivables	210,098,096	77,645,970	41,592,651	2,203,756	-	331,540,473
Cash and cash equivalents	264,609,471	77,685,189	24,205,778	5,562,330	394,525	372,457,294
Total assets	576,588,032	186,273,989	67,198,238	7,766,086	394,525	838,220,871
	MUR	EUR	GBP	USD	Others	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Trade and other payables	383,891,405	-	-	-	-	383,891,405
Lease liabilities (Note 4(c)(i))	1,911,696,226	-	-	-	-	1,911,696,226
Contract liabilities	44,550,471	-	-	-	-	44,550,471
Interest-bearing loans and borrowings	2,135,976,451	136,718,137	-	-	-	2,272,694,588
Total liabilities	4,476,114,553	136,718,137	-	-	-	4,612,832,690

Trade and other receivables exclude prepayments and VAT of MUR 14,579,399 (2023:MUR 30,078,262).

THE COMPANY

	MUR	EUR	GBP	USD	Others	Total
As at June 30, 2025	MUR	MUR	MUR	MUR	MUR	MUR
Trade and other receivables	871,535,369	-	-	-	-	871,535,369
Cash and cash equivalents	3,625,377	18,917	19,960	53,284	-	3,717,538
Total assets	875,160,746	18,917	19,960	53,284	-	875,252,907
	MUR	EUR	GBP	USD	Others	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Trade and other payables	1,167,662,998	-	-	-	-	1,167,662,998
Interest-bearing loans and borrowings	875,000,000	-	-	-	-	875,000,000
Total liabilities	2,042,662,998	-	-	-	-	2,042,662,998

Trade receivables exclude prepayments of MUR 4,861 (2024:MUR 944).

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) Foreign currency risk (Continued)

THE COMPANY

	MUR	EUR	GBP	USD	ZAR	Total
As at June 30, 2024	MUR	MUR	MUR	MUR	MUR	MUR
Trade and other receivables	310,872,133	-	-	-	-	310,872,133
Cash and cash equivalents	40,707,922	1,034,719	21,565	271,907	-	42,036,114
Total assets	351,580,055	1,034,719	21,565	271,907	-	352,908,247
Trade and other payables	590,883,535	-	-	-	-	590,883,535
Interest-bearing loans and borrowings	1,110,000,000	-	-	-	-	1,110,000,000
Total liabilities	1,700,883,535	-	-	-	-	1,700,883,535

Trade receivables exclude prepayments of MUR 944 (2023:MUR 19,178).

The effect of possible changes in foreign currency exchange rates on loss and equity arising on the Group and Company's financial instruments are set out below:

	THE GROUP				THE COMPANY	
	Increase / (decrease) in exchange rate		2025	2024	2025	2024
	2025	2024	Effect on profit before tax /equity	Effect on profit before tax /equity	Effect on profit before tax /equity	Effect on profit before tax /equity
- EUR	+10%	+10%	9,304,250	4,955,585	1,892	103,472
	-10%	-10%	(9,304,250)	(4,955,585)	(1,892)	(103,472)
- GBP	+10%	+10%	8,043,508	6,719,824	1,996	2,157
	-10%	-10%	(8,043,508)	(6,719,824)	(1,996)	(2,157)
- USD	+10%	+10%	1,361,543	776,609	5,328	27,191
	-10%	-10%	(1,361,543)	(776,609)	(5,328)	(27,191)

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(ii) *Foreign currency risk (Continued)*

The movement in the pre-tax effect is a result of a change in the fair value of other financial assets and liabilities and monetary assets and liabilities denominated in a currency other than the functional currency of the entity, which is MUR.

The movement in pre-tax equity arises from changes in EUR borrowings.

(iii) *Credit risk*

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's credit risk is primarily attributable to its trade receivables, which relates solely to its fellow subsidiaries and the credit quality of the tenant is assessed at the time of entering into a lease agreement. Credit risk on bank balances and other financial assets are minimal since these are maintained with reputable financial institutions. The Group's maximum exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. Probability of default on the trade receivables from the tour operators has been assessed as 100% on the receivables of more than 120 days.

The Company has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers. The Company has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. Additionally the Group has subscribed to an insurance scheme with the Mauritius Commercial Bank Ltd as from 18th January 2017, with a view to minimise its credit risk exposure. Refer to Note 9 for more details.

The Group measures credit risk and ECL using probability of default, exposure at default and loss given default. Management considers both historical analysis and forward looking information in determining any ECL. Management considers the probability of default to be at 2.5% for loan given to subsidiaries. As a result, a loss allowance has been recognised based on 12-month ECL.

The Group has assessed that group companies are adequately capitalised. As a result, the intercompany loans are in stage 1 and so requires an allowance equal to the 12-month ECLs. They attract a negligible ECL, since ECLs are only measured over the period in which the entity is exposed to credit risk.

The Group has assessed credit risk over long term deposits and given that those balances are repayable on maturity, they attract a negligible ECL. Since ECLs are only measured over the period in which the entity is exposed to credit risk. It continues to apply this method until a significant increase in credit risk has occurred, at which point the loss allowance is measured based on lifetime ECLs.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(iv) *Liquidity risk*

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. The Group aims at maintaining flexibility in funding by keeping reliable credit lines available. The Group monitors its risks to a shortage of funds using a recurring liquidity planning tool. The tool considers the maturity of both its financial assets and projected cash flows from operations.

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

The table below summarises the maturity profile of the Group's financial liabilities at reporting date based on contractual undiscounted payments.

THE GROUP

At June 30, 2025	On demand	Less than 3 months	3 to 12 months	1 to 5 years	More than 5 years	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Interest-bearing loans and borrowings	-	107,533,519	322,600,558	1,948,792,493	-	2,378,926,570
Lease liabilities	-	27,895,373	83,686,118	403,768,730	1,371,497,008	1,886,847,229
Contract liabilities	-	-	33,918,652	-	-	33,918,652
Trade and other payables	-	96,749,374	290,248,118	-	-	386,997,492
	-	232,178,266	730,453,446	2,352,561,223	1,371,497,008	4,686,689,943

Interest bearing loans and borrowings and lease liabilities include interest of **MUR 74,800, 482** and **MUR 842,728,064** respectively for FY 2025.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(iv) *Liquidity risk (Continued)*

THE GROUP

At June 30, 2024	On demand	Less than 3 months	3 to 12 months	1 to 5 years	More than 5 years	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Interest-bearing loans and borrowings	-	52,376,552	68,957,630	2,224,081,781	-	2,345,415,964
Lease liabilities	-	25,644,549	76,933,647	279,927,818	1,529,190,212	1,911,696,226
Contract liabilities	-	-	44,550,471	-	-	44,550,471
Trade and other payables	201,349	133,896,369	249,793,687	-	-	383,891,405
	<u>201,349</u>	<u>211,917,470</u>	<u>440,235,435</u>	<u>2,504,009,600</u>	<u>1,529,190,212</u>	<u>4,685,554,066</u>

Interest bearing loans and borrowings and lease liabilities include interest of MUR 72,721,375 and MUR 835,330,947 respectively for FY 2024.

THE COMPANY

At June 30, 2025	On demand	Less than 3 months	3 to 12 months	1 to 5 years	More than 5 years	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Interest-bearing loans and borrowings	-	-	53,022,054	875,000,000	-	928,022,054
Trade and other payables	-	-	1,167,662,998	-	-	1,167,662,998
	<u>-</u>	<u>-</u>	<u>1,220,685,052</u>	<u>875,000,000</u>	<u>-</u>	<u>2,095,685,052</u>

At June 30, 2024	On demand	Less than 3 months	3 to 12 months	1 to 5 years	More than 5 years	Total
	MUR	MUR	MUR	MUR	MUR	MUR
Interest-bearing loans and borrowings	-	-	51,804,166	1,110,000,000	-	1,161,804,166
Trade and other payables	-	-	590,883,535	-	-	590,883,535
	<u>-</u>	<u>-</u>	<u>642,687,701</u>	<u>1,110,000,000</u>	<u>-</u>	<u>1,752,687,701</u>

Interest bearing loans and borrowings include interest of **Rs 53,022,054** (2024: Rs 51,804,166).

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(v) Capital risk management

The primary objective of the Group in respect of capital management is to maintain a strong credit rating and healthy capital ratios in order to support the business and maximise shareholders' value. The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain and adjust the capital structure, the Group may adjust the dividend payment to shareholders.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus debt. The Group's strategy, which was unchanged from 2023, is to maintain the gearing ratio at the lower end, in order to secure access to finance at a reasonable cost. The Group includes within net debt, interest-bearing loans and borrowings, less cash and short-term deposit. Total capital is calculated as "equity" as shown in the statements of financial position less net unrealised gains reserves.

No changes were made in the objectives, policies or processes for managing capital during the years ended June 30, 2025 and 2024.

	THE GROUP		THE COMPANY	
	2025	2024	2025	2024
	MUR	MUR	MUR	MUR
Lease liabilities	1,040,065,852	1,076,365,279	-	-
Contract liabilities	33,918,652	44,550,471	-	-
Interest-bearing loans and borrowings	2,304,688,932	2,272,694,588	875,000,000	1,110,000,000
Cash	(202,047,989)	(372,457,294)	(3,717,538)	(42,036,114)
Net debt	3,176,625,447	3,021,153,044	871,282,462	1,067,963,886
Total equity	2,742,311,522	2,467,075,055	2,051,020,864	1,947,756,034
Total equity and net debt	5,918,936,969	5,488,228,099	2,922,303,326	3,015,719,920
Gearing ratio	54%	55%	30%	35%

29. ULTIMATE HOLDING COMPANY

The directors regard Jason Limited, incorporated in Mauritius, as the ultimate holding company. The registered office is situated at Office 16, 2nd Floor, Block 1, The Strand, Lakeside District, Beau-Plan 21001, Mauritius.

During the year United Investments Limited ("UIL") has disposed all its shares in the Company.

30. COMMITMENTS

Capital commitments

- (i) *Capital commitments towards property, plant and equipment*

	THE GROUP	
	2025	2024
	MUR	MUR
Approved by directors but not yet contracted for capital expenditure	218,996,182	22,365,945

The following capital commitments stood as at June 30, 2025:

Riviere Citron Ltee: renovations of MUR219million done through Attitude Property Ltd.

31. GUARANTEES

The Group has provided the following guarantees as at June 30, 2025:

- (i) Floating charge by Attitude Hospitality Ltd on all the Company's secured assets to a maximum amount of MUR 1bn with respect to a Bond issued by the Company to Mauritius Commercial Bank Ltd(MCB). The Company has also pledged all its shares in its subsidiaries namely, Marina Village Hotel Limited and Compagnie Marmite des Iles Limitée. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.
- (ii) Touristic United Enterprise Ltd (the 'subsidiary') entered into facility agreements with MCB Ltd comprising of a term loan facility of MUR 70m during the year ended June 30, 2013, a short term loan of MUR 13m during the year ended June 30, 2014 and a long term loan of MUR 37.8m during the year ended June 30, 2015. Given that Attitude Hospitality Ltd is the holding company, it has provided, within its legitimate capacity, guarantee for banking facilities granted to the subsidiary.
- (iii) The Company undertakes to repay all the balance due in capital, interest, costs and commissions and accessories on the bond totalling MUR 910m taken by the subsidiary Attitude Property Ltd with the SBM Fund Services Ltd.

32. DIVIDENDS

Dividends amounting to **MUR 50million** was declared and paid by the Company (2024: MUR nil) and the subsidiaries of the Company **MUR 292.4million** (2024: MUR 306.8million) during the year ended June 30, 2025.

Dividends per share for the Company amounted to **Rs 0.31**(2024:Rs nil).

ATTITUDE HOSPITALITY LTD AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

74

33. ACQUISITION OF SUBSIDIARY COMPANIES

Year ended 30 June 2024

(a) Acquisition of additional interest in Marina Village Hotel Limited

On 14 June 2024, The Group acquired 11.25% interest in the voting shares of Marina Village Hotel Limited, increasing its ownership interest to 100%. Cash consideration of MUR 50Million was paid to the non controlling shareholders and a deferred consideration of MUR 25Million will be payable in 2026. The carrying value of the net assets of Marina Village Hotel Limited (excluding goodwill on the original acquisition) was MUR 37.6Million.

Following is a schedule of additional interest acquired in Marina Village Hotel Limited :

	<u>2024</u>
	MUR
Cash consideration paid to non- controlling shareholders	50,000,000
Deferred consideration	25,000,000
Carrying value of the additional interest in Marina Village Hotel Limited	(112,609,008)
Difference recognised in retained earnings	<u>(37,609,008)</u>

(b) Acquisition of foreign subsidiary Matemwe Bungalows Zaswi (Z) Limited

On 28 February 2024, Attitude Hospitality (Africa) Limited formerly known as Zanzibar Hospitality Ltd, a wholly owned subsidiary of Attitude Hospitality Ltd acquired 100% stake in Matemwe Bungalows Zaswi (Z) Limited, a hotel operating in Zanzibar. The Group acquired Matemwe Bungalows Zaswi (Z) Limited, because it enlarges it hotel operation overseas.

Assets acquired and liabilities assumed

The fair values of the identifiable assets and liabilities of Matemwe Bungalows Zaswi (Z) Limited as at the date of acquisition were:

	Notes	Fair value recognised on acquisition
		MUR
Assets		
Property, plant and equipment	3	775,174
Right-of-use assets	4(b)	18,828,719
Leasehold rights	4(b)	271,800,000
Trade and other receivables		140,385
Cash and cash equivalents		-
		<u>291,544,278</u>
Liabilities		
Trade payables		9,056,240
Lease liabilities	4(c)(i)	20,147,855
Current income tax	16	2,853,900
		<u>32,057,995</u>
Total identifiable net assets at fair value		<u>259,486,283</u>
Bargain purchase arising on acquisition		<u>99,967,032</u>
Purchase consideration transferred (Deferred consideration of MUR 16,522,050)		<u>159,519,250</u>

The consideration paid (MUR 159.5mn) was lower than the fair value of net assets of Matemwe Bungalows Zaswi (Z) (MUR259mn) which has given rise to a bargain purchase on acquisition of MUR 99.9mn.

The bargain purchase arose given that the hotel acquired was non-operating and loss making and hence it was acquired at a discount of its fair value. At acquisition date, the building was fully impaired. Subsequent to year end the actual hotel has been pulled and building works have started. The hotel is expected to begin operation in the next 2 years.

A loss of MUR 2.2Million was suffered by Matemwe Bungalows Zaswi (Z) Limited since acquisition and is not generating any revenue given it is under renovations.

34. SEGMENTAL REPORTING

For management purposes, the Group is organised into business units based on their nature of business and has three reportable segments, as follows:

Year ended 30 June 2025	Hotel Operations	Management company	Non hotel operations	Total segments	Adjustments and eliminations	Consolidated
Revenue						
External customers	2,674,397,439	-	-	2,674,397,439	-	2,674,397,439
Inter-segment	-	307,819,631	460,614,851	768,434,482	(641,458,916)	126,975,566
Total revenue	2,674,397,439	307,819,631	460,614,851	3,442,831,921	(641,458,916)	2,801,373,005
Income/Expenses						
Cost of sales	(1,534,093,498)	-	(124,937)	(1,534,218,435)	77,746,031	(1,456,472,404)
Other income	15,414,393	6,650,201	53,261,590	75,326,184	(52,028,899)	23,297,285
Administrative expenses	(748,707,157)	(224,318,085)	17,250,205	(955,775,037)	155,527,158	(800,247,879)
Impairment	-	(2,500,000)	-	(2,500,000)	-	(2,500,000)
Finance costs	(164,816,525)	(5,328,689)	27,119,994	(143,025,220)	7,536,480	(135,488,740)
Share of profit of an associate	-	-	51,510,218	51,510,218	67,052,772	118,562,990
Segment profit	242,194,652	82,323,058	609,631,921	934,149,631	255,833,542	548,524,257
Total assets	6,773,847,181	315,828,487	8,821,064,410	15,910,740,078	(8,659,366,490)	7,251,373,588
Total liabilities	(6,000,347,997)	(163,699,890)	(3,930,174,666)	(10,094,222,553)	5,585,160,487	(4,509,062,066)
Year ended 30 June 2024	Hotel Operations	Management company	Non hotel operations	Total segments	Adjustments and eliminations	Consolidated
Revenue						
External customers	2,470,478,760	-	-	2,470,478,760	-	2,470,478,760
Inter-segment	-	301,011,976	440,192,371	741,204,347	(613,761,437)	127,442,910
Total revenue	2,470,478,760	301,011,976	440,192,371	3,211,683,107	(613,761,437)	2,597,921,670
Income/Expenses						
Cost of sales	(34,845,010)	-	-	(34,845,010)	(1,317,366,832)	(1,352,211,842)
Other income	52,201,736	3,292,353	20,097,627	75,591,716	(24,248,087)	51,343,629
Administrative expenses	-	(8,766,572)	-	(8,766,572)	(681,804,277)	(690,570,849)
Finance costs	-	-	(328,958,414)	(328,958,414)	137,537,354	(191,421,060)
Share of profit of an associate	-	-	-	-	128,579,651	128,579,651
Segment profit	2,487,835,486	295,537,757	131,331,584	2,914,704,827	(2,271,096,596)	643,608,231
Total assets	5,351,152,578	318,452,625	7,720,843,459	13,390,448,662	(6,437,443,440)	6,953,005,222
Total liabilities	(4,284,196,194)	(183,039,360)	(3,398,194,780)	(7,865,430,334)	3,379,500,167	(4,485,930,167)

Segmental information:

Hotel operations - these relate to hotels within the Group which derive revenues from accommodation and hospitality services.

Management company - This relates to Attitude Hospitality Management Company which derives revenue from centralised management services.

Non - hotel operations - This consist mainly of non - core business operations servicing other entities within the Group. Revenue is mainly derived from rental of properties by APL and training by AHTL.

35. FAIR VALUE HIERARCHY

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities.

Fair value hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3: techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

As at June 30, 2025 and 2024, the Group held the following financial instruments carried at fair value in the statement of financial position:

THE GROUP

		Fair value measurement using			
Date of valuation	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	
	MUR	MUR	MUR	MUR	
Assets:					
Derivative financial instruments (Note 11)	June 30, 2025	(2,279,437)	-	(2,279,437)	-

THE GROUP

		Fair value measurement using			
Date of valuation	Total	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)	
	MUR	MUR	MUR	MUR	
Assets:					
Derivative financial instruments (Note 11)	June 30, 2024	10,140,673	-	10,140,673	-

Management has assessed that the carrying amounts of cash and short-term deposits, trade receivables, trade payables, and other current liabilities are a reasonable approximation of their respective fair values largely due to the short-term maturities of these instruments.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair value of foreign exchange forward contracts are determined by using the foreign exchange spot and forward rates, interest rate curves and forward rate curves of each currency.

The Company enters into derivative financial instruments with various counterparties, principally financial institutions with investment grade credit ratings. Derivatives valued using valuation techniques with market observable inputs are foreign exchange forward contracts and commodity forward contracts. The most frequently applied valuation techniques include forward pricing models, using present value calculations. The models incorporate various inputs including the credit quality of counterparties, foreign exchange spot and forward rates, interest rate curves and forward rate curves of the underlying commodity. All derivative contracts are fully cash collateralised, thereby eliminating both counterparty and the Group's own non-performance risk. As at June 30, 2025 the marked-to-market value of derivative asset positions is net of a credit valuation adjustment attributable to derivative counterparty default risk. The changes in counterparty credit risk had no material effect on the hedge effectiveness assessment for derivatives designated in hedge relationships and other financial instruments recognised at fair value.

35. FAIR VALUE HIERARCHY (CONTINUED))

Accounting classification and fair values

The following table shows the carrying values of financial assets and liabilities, including their levels in the fair value hierarchy. No fair value hierarchy disclosure have been made for financial assets and financial liabilities where carrying amount approximates fair value.

Year ended	Carrying value			Fair value			Total
	Financial assets at amortised cost	Financial assets at fair value through other comprehensive income	Financial liabilities at amortised cost	Level 1	Level 2	Level 3	
	MUR	MUR	MUR	MUR	MUR	MUR	
30 June 2025							MUR
Financial assets							
Other investments	-	-	-	-	-	-	-
Trade receivables	214,754,398	-	-	-	-	-	-
Loans and other receivables	60,747,490	-	-	-	-	-	-
Cash & cash equivalents	202,047,989	-	-	-	-	-	-
	477,549,877	-	-	-	-	-	-
Financial liabilities							
Trade and other payables	-	-	386,997,492	-	-	-	-
Contract liabilities	-	-	33,918,652	-	-	-	-
	-	-	420,916,144	-	-	-	-
Year ended	Carrying value			Fair value			Total
	Financial assets at amortised cost	Financial assets at fair value through other comprehensive income	Financial liabilities at amortised cost	Level 1	Level 2	Level 3	
	MUR	MUR	MUR	MUR	MUR	MUR	
30 June 2024							MUR
Financial assets							
Other investments	-	2,500,000	-	-	-	2,500,000	2,500,000
Trade receivables	221,416,389	-	-	-	-	-	-
Loans and other receivables	119,392,860	-	-	-	-	-	-
Cash & cash equivalents	372,457,294	-	-	-	-	-	-
	713,266,543	2,500,000	-	-	-	2,500,000	2,500,000
Financial liabilities							
Trade and other payables	-	-	383,891,405	-	-	-	-
Contract liabilities	-	-	44,550,471	-	-	-	-
	-	-	428,441,876	-	-	-	-

36. GOING CONCERN

The Group has reported a net current liability position of MUR 353.2million for the year ended 30 June 2025 which mainly explained by the funding of the Matemwe project of USD 25 million by internal generated funds. As at reporting date, there was an amount of undisbursed loan of USD 10 million.

The Group has posted a profitable growth for FY25 while generating a net cash flow from its operating activities of MUR 855 million. Management has prepared its annual plan for the financial year ending June 30, 2026 to assess the ability of the Company to operate as a going concern. Management has performed a going concern assessment for the next 12 months and based on the actual trends, the Group is expected to generate sufficient excess cash flow to be able to service its commitment for the next 12 months.

Furthermore, based on the growth in Revenue stream over the years, Management has reviewed its existing overdraft facilities and same has been increased from MUR 165 million to MUR 285 million. During the FY26, the Board of Directors of AHL has approved the disposal of its Investment in two hotels for a lump sum of MUR 804 million. A Head of Term has been executed on 27th October 2025 and the transaction is expected to reach completion by end of January 2026. Refer to Note 39(iii) for more details.

The operational outlook for the group remains positive, with forward booking trends for the upcoming festive season reportedly ahead of the prior year. The pick up trends of the existing hotels as well as the new Hotel in Zanzibar; Matemwe Attitude, are very encouraging. As planned, the hotel Matemwe Attitude was in operation since 4 November 2025.

37. EARNINGS PER SHARE (EPS)

The following table reflects the income and share data used in the basic and diluted EPS calculations:

	<u>2025</u>	<u>2024</u>
	<u>MUR</u>	<u>MUR</u>
<i>Profit attributable to ordinary equity holders of the parent:</i>		
Profit attributable to ordinary equity holders of the parent for basic earnings	<u>407,068,405</u>	<u>453,428,997</u>
Weighted average number of ordinary shares for basic EPS*	<u>159,969,721</u>	159,969,721
Effects of dilution from:		
Convertible shares	-	-
Weighted average number of ordinary shares adjusted for the effect of dilution*	<u>159,969,721</u>	<u>159,969,721</u>
Diluted EPS	<u>2.54</u>	<u>2.83</u>

* The weighted average number of shares takes into account the weighted average effect of changes in treasury shares during the year.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

38. CONTINGENT LIABILITIES

In the subsidiary Attitude Property Ltd, one of the property's value has been re-assessed by the Registrar General, following this re-assessment, the Registrar has made a claim of Rs. 52.5m for additional registration duty. Under the advice of its legal counsel, the Company has made a formal objection to the Assessment Review Committee ("ARC").

Given that this case is still ongoing, there is no certainty on payment and no reliable estimate can be made. Hence, no provision has been made in the accounts.

39. EVENTS AFTER REPORTING DATE

(i) Repayment of MIC

On 15 July 2025, the convertible bonds with the Mauritius Investment Corporation Ltd(MIC) was fully repaid. A letter dated 17 July 2025 were received from the MIC, whereby they requested the Conservator of Mortgages and Registrar General to initiate proceedings for full erasure of the floating charges created between Attitude Hospitality Ltd on 27 April 2021 for the principal sum of five hundred million mauritian rupees (MUR 500million).

(ii) Amendments to the Income Tax Act

On August 09, 2025, subsequent to the reporting period, the Finance Act 2025 was promulgated into law and introduced significant amendments to the tax legislation, including but not limited to:

Alternative Minimum Tax (AMT):

A 10% minimum tax on adjusted book profits applicable to companies in specific sectors (e.g., hotels; insurance; financial intermediaries; real estate; and telecommunications) where the normal tax payable is less than 10% of adjusted book profit. The AMT will not be applicable to (i) companies holding a Global Business Licence; and (ii) companies exempt from payment of income tax or which have been granted tax holidays. Companies will not be allowed to offset any tax credits such as the foreign tax credit against the AMT payable.

Fair Share Contribution for Companies:

A Fair Share Contribution ranging from 2% to 5% has been introduced under the Value Added Tax Act (VAT) and is applicable to companies with annual supplies exceeding MUR 24 million or those required to be VAT registered and having annual chargeable income exceeding MUR 24 million. This contribution is payable on a quarterly basis under a system similar to the Advance Payment System under corporate tax and is not deductible against other tax credits. Specific caps apply to banks and telecommunication companies to ensure the total tax burden does not exceed 35% of chargeable income. The contribution will be applicable to income derived as from the July 01, 2025 and will be imposed for 3 consecutive years, i.e., up to the June 30, 2028.

These changes were enacted after the reporting period ending June 30, 2025 and therefore represent non-adjusting events in accordance with IAS 10.22(h). As such, the financial effects of these changes have not been reflected in the financial statements for the year ended June 30, 2025.

The Company is currently evaluating the potential impact of these legislative changes on its future financial performance and tax obligations.

(iii) Disposal of shares held in Associates; Zilwa Resorts Ltd and Water Sports Village Ltd

On 27 October 2025, the Company entered into a Head of Terms agreement concerning its investments in Water Sports Village Ltd and Zilwa Resorts Ltd. Under the terms of this agreement, the Company's holdings in both entities will be transferred to the majority shareholder no later than January 2026.

There have been no other events after reporting period, apart from the one disclosed above that require additional disclosure and/or adjustments to the financial statements for the year ended 30 June 2025.