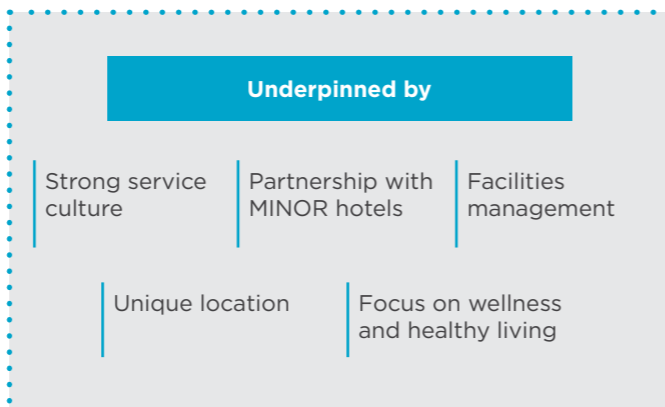


Tourism & Hospitality

business model

Inputs **Our business activities** **Outputs** **Outcomes**

Financial capital	<ul style="list-style-type: none"> MUR 2,119M equity invested \uparrow 9.5% MUR 1,693M net debt \downarrow 6.9% Prudent cash flow management to improve operational efficiency and reduce foreign currency exposure
Human capital	<ul style="list-style-type: none"> 185 employees at the cluster level 9522 hours invested in training A diverse and inclusive workforce Continuous training opportunities
Intellectual capital	<ul style="list-style-type: none"> Our brands - IKO Mauritius, Anantara Resort and Silver Wings Long-term management contract with Minor International PCL Experience in hotel development and management Unique value proposition centred on wellness, sustainability and authentic local experiences Our technology and systems
Relationship capital	<ul style="list-style-type: none"> Our privileged relationships with stakeholders, including our guests, our suppliers and our privileged local & international partners Member of the Global Hotel Alliance (GHA) Program
Manufactured capital	<ul style="list-style-type: none"> A 164-room beachfront resort, Anantara iko Mauritius Resort & Villas with a value of MUR 2.6BN 8 luxury Anantara-branded villas for sale and part of a rental pool agreement Unique location in the Southeast of Mauritius, with a 100-metre setback from La Cambuse beach
Social and Natural capital	<ul style="list-style-type: none"> 30 acres of leasehold land valued at MUR 950M providing access to 800 metres of pristine beachfront 70 acres of freehold adjoining the leasehold land with direct access to the beach



\uparrow % increase vs. 2020 / \downarrow % decrease vs. 2020
% pts = percentage points

- Innovative F&B concepts
- Authentic travel experiences
- Well-maintained and sustainable properties
- A distinct wellness offering
- World-class integrated coastal village
- Sustainable and low-impact stay
- Authentic local experiences
- Promotion of the Mauritian culture and natural heritage
- Empowered communities
- Socioeconomic development of the region

- Financial capital**
- Human capital**
- Intellectual capital**
- Relationship capital**
- Manufactured capital**
- Social and Natural capital**

- MUR 83M interest paid \downarrow 50%
 - Increase in property value \uparrow 1%
 - Gender balance: 58% M and 42% F
 - 51 average training hours per employee
 - Strong service culture
 - Award-winning spa
 - Anantara Customer loyalty programme (For villa owners)
 - Anantara's experience and track record in the implementation of sustainability initiatives
 - Enhanced guest satisfaction
 - Loyal customer base
 - Engaged team members
 - Positive interactions with suppliers, partners, the authorities and our communities
 - Our satisfied and loyal guests and customers (Hotel Trip Advisor score 4.5/5)
 - A 5-star resort with high international standards within an integrated coastal village
 - 8 Anantara world-class villas with all modern amenities
 - Protection and preservation of Blue Bay Marine Park and the endemic flora and fauna in our natural surroundings
 - Educational tools for guests and team members: a Coastal Lagoon Directory and a Flora & Fauna Directory are placed in each room
 - Environmentally and socially conscious workforce
 - 62% of workforce from the South
- Refer to Our Environment & Sustainability strategy on pages 118-133



1961 La révolution mobile

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“Moving into”

... a new role and taking on a new challenge, without having to change jobs or companies, is an incredible opportunity. In a way, it has made me more agile and put me in the driver's seat of my own development and growth. ”

Zahraa Nuckcheddy
Manager - Financial Planning and Analysis
Emtel Limited

Boldly embracing the future
We are building customer-focused, digitally enabled and people-centred businesses, agile and ready for change at every turn.