

THE LUX COLLECTIVE

The Lux Collective Ltd and its Subsidiaries.

The group audited results for the year ended 30 June 2026 are as follows:

Profit after Tax

Group profit for the year

Rs 133.0m
FY 24/25: Rs 99.3m

↑ **+34%**

Net Assets per Share

Shareholders' equity per share

Rs 1.23
FY 24/25: Rs 0.98

↑ **+26%**

Gearing

Net debt as % of equity

37%
FY 24/25: 61%

↓ **-24 pts**

GROUP ABRIDGED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Year ended 30th June	
	2026 Rs 000 (Audited)	2025 Rs 000 (Audited)
Continuing Operation		
Revenue		
- Fees from hotel management and other services	1,010,274	890,277
- Revenue from other operations	307,765	260,837
- Others Operating income	32,383	36,321
Total Operating Income	1,350,422	1,187,435
EBITDA before expected credit losses and impairment losses	252,412	219,773
Expected Credit loss provision	(10,403)	(1,571)
Impairment of non-current assets	-	(12,233)
EBITDA	242,009	205,969
Depreciation and amortisation	(61,182)	(51,007)
Operating profit	180,827	154,962
Net finance costs	(30,935)	(31,001)
Profit before tax from continuing operation	149,892	123,961
Income tax charged	(16,488)	(24,749)
Profit for the year from continuing operation	133,404	99,212
Discontinued Operation		
Gain on deemed disposal of subsidiary	-	127
Gain for the year from discontinued operation	-	127
Profit attributable to the group	133,404	99,339
Other comprehensive (loss)/ income		
Movement for the year	(6,031)	4,297
Total recognised profit	127,373	103,636
Earnings per shares (Basic) (Rs.)	Rs. 0.57	0.43

GROUP ABRIDGED STATEMENT OF FINANCIAL POSITION

	30th June 2026 Rs 000 (Audited)	30th June 2025 Rs 000 (Audited)
ASSETS		
Non current assets		
Property, plant & equipment	108,673	118,648
Right of Use Assets	190,398	232,721
Intangible assets	200,704	201,853
Other financial assets	7,818	7,818
Deferred tax assets	41,539	35,369
	549,132	596,409
Current assets	479,596	371,302
TOTAL ASSETS	1,028,728	967,711
EQUITY AND LIABILITIES		
Shareholders' interest	285,075	227,353
Non-current liabilities	359,896	418,937
Current liabilities	383,757	321,421
	-	-
TOTAL EQUITY AND LIABILITIES	1,028,728	967,711
Net Assets per Share	Rs. 1.23	0.98

GROUP ABRIDGED STATEMENT OF CASH FLOWS

	Year ended 30th June	
	2026 Rs 000 (Audited)	2025 Rs 000 (Audited)
Net cash flows from operating activities	269,036	194,640
Net cash flows used in investing activities	(11,469)	(90,899)
Net cash flows used in financing activities	(157,113)	(64,647)
Net increase in cash & cash equivalents	100,454	39,094
Cash and bank balance		
At beginning of year	125,271	86,177
At end of year	225,725	125,271

GROUP ABRIDGED STATEMENT OF CHANGES IN EQUITY

	Year ended 30th June	
	2026 Rs 000 (Audited)	2025 Rs 000 (Audited)
At beginning of year	227,353	123,717
Other movement	(6,031)	4,297
Profit for the year	133,404	99,339
Dividends declared	(69,651)	-
At end of year	285,075	227,353

Industry Background

Mauritius welcomed 1.45 million visitors in FY 25/26, representing growth of 4% compared to the previous year. Air seat capacity increased by 6% to 2.45 million seats and room supply grew by 10% to 12,141 rooms, which weighed slightly on hospitality industry occupancy, down about one percentage point to 76%. The top markets were France (23%), Reunion (10%), UK (10%), Germany (9%) and South Africa (8%), with Germany and South Africa posting strong growth while the UK market contracted.

The Maldives recorded tourist arrivals of 2.18 million, representing growth of 2% on last year, a slower pace than the prior year as the Middle East crisis disrupted long-haul connectivity through the Gulf hubs. Resort capacity expanded to 178 operating resorts (from 173). The top five markets were China (16%), Russia (14%), UK (8%), Germany (7%) and Italy (6%), collectively comprising 52% of total arrivals, with China and Russia growing strongly while the European markets softened.

Zanzibar continued its record-breaking trajectory with 949,000 tourist arrivals, an increase of 21% compared to the previous year and 45% versus FY 23/24. Bed capacity grew by 12% and bed occupancy improved to 64%. The top markets were Italy (12%), Germany (11%), France (8%), UK (6%) and Poland (6%).

China – our managed hotels continue to serve primarily the domestic tourism market, which remained resilient during the year and supported a strong performance from our managed properties, led by LUX* Chongzuo.

Reunion Island does not publish tourist arrival data. Demand remained solid, dominated by the French and local Reunion markets, with LUX* Saint Gilles achieving occupancy of 78%.

Performance Analysis for Managed Hotels

The year was marked by the Middle East crisis, which started in February and triggered flight cancellations from the UAE region, significantly affecting the Maldives and, to a lesser extent, Zanzibar, while marginally benefiting Mauritius as guests diverted from the Middle East. Against this backdrop, and supported by tourist arrivals growth of 4% in Mauritius, 2% in the Maldives and 21% in Zanzibar, the managed portfolio delivered a strong performance. Our hotels in Mauritius grew RevPAR by 7% and revenue by 8%; LUX* Saint Gilles (Reunion) increased RevPAR by 5%; LUX* South Ari Atoll (Maldives) held its ADR but recorded a slight dip in occupancy, with RevPAR up 3%; LUX* Marijani (Zanzibar) posted RevPAR growth of 37% and revenue growth of 16%. Our flagship in China, LUX* Chongzuo, continued to outperform with RevPAR up 39% and revenue up 24%. In aggregate, our managed hotels achieved an occupancy of 87% (last year 72%), with a RevPAR of Rs 13,625, an increase of 15% on last year, and contributed Rs 13.1 billion of revenue (up 10%) and Rs 3.1 billion of EBITDA (up 18%) to our owners, with our strategy of driving more direct business continuing to deliver results.

Group Financial Performance

Revenue: Total revenue for the Group increased by 13.7% to a record Rs 1,350.4 million compared to Rs 1,187.4 million in FY 2024/25, with growth across all fee streams. Fees from hotel management and other services rose by 13% to Rs 1,010.3 million and revenue from other operations, essentially SALT of Palmar, grew by 18% to Rs 307.8 million.

Geographic Revenue Distribution: Mauritius remained our dominant market at 69% of service revenue (from 65% in FY 2024/25), with revenue from the destination up 20%. Maldives contributed 16% of service revenue (from 19%), as lower volumes linked to the Middle East crisis reduced our Maldives fee revenue by 6% despite resilient rates. Reunion contributed 8% and China 5% of service revenue, both growing on the previous year, while Zanzibar and other destinations contributed 2%.

EBITDA and Profitability: EBITDA before expected credit losses and impairment increased by 15% to Rs 252.3 million, with margin maintained at 18.7%, as payroll costs were well contained and other operating costs increased mainly on higher marketing investment and project development. With no impairment charge this year (FY 2024/25: Rs 12.2 million) and a lower tax charge, profit for the year increased by 34% to Rs 133.0 million from Rs 99.3 million.

SALT of Palmar: The hotel we lease and operate returned to profit with a profit after tax of Rs 7.7 million against a loss of Rs 27.6 million in the previous year. RevPAR grew by 12% and turnover by 17%, with operating profit more than tripling to Rs 21 million.

Key Financial Metrics

- EBITDA Margin:** Maintained at 18.7% (FY 2024/25: 18.5%) on EBITDA before ECL and impairment
- Return on Capital Employed (ROCE):** 28% (increased from 24%) as operating profit grew 17%
- Earnings Per Share (EPS):** Increased to Rs 0.57 from Rs 0.43 (+34%)
- Gearing Ratio:** Improved significantly to 37% from 61%
- Net Debt to Equity Ratio:** Reduced to 0.58 from 1.58
- Current Ratio:** Improved to 1.25 from 1.20
- Net Assets per Share:** Increased to Rs 1.23 from Rs 0.98

Balance Sheet and Cash Flow

Strong cash generation was the defining feature of the year. Operating cash flow increased to Rs 269.0 million from Rs 194.6 million, which funded loan repayments of Rs 51.0 million and dividends of Rs 66.1 million with no new borrowings, while cash at bank increased to Rs 225.7 million from Rs 125.3 million. Bank borrowings reduced to Rs 136.0 million and are now lower than the cash held, and shareholders' equity increased by 25% to Rs 284.6 million, bringing gearing down from 61% to 37%. The Group ends the year with a materially stronger balance sheet and the financial flexibility to fund its development pipeline and shareholder returns.

Dividend

Dividends totalling Rs 69.7 million (Rs 0.12 per share in July 2025 and Rs 0.18 per share in June 2026) were declared during the financial year and 73% of shareholder opted to receive the dividend in Euro.

Strategic Developments

Development momentum continued with five new HMAs signed during the year – two in China, one in Bali, one in Oman and, marking a milestone for the EMEA region, two lodges in Rwanda, with three further lodge projects to be developed with the same developer. Development of our signed pipeline projects is progressing well and the wider pipeline continues to grow, with several projects at an advanced stage of negotiation.

Outlook

The first quarter of FY 26/27 has started on a positive note. Actual results for July and August show RevPAR ahead of the same period last year across our managed hotels, and bookings in hand for September are also ahead, with the exception of LUX* South Ari Atoll, which is slightly behind. Overall, we expect first-quarter results to exceed those of last year. The same trend is visible for the second quarter, with bookings in hand ahead of last year, and we are therefore confident that the first semester of FY 26/27 can surpass that of the previous year, notwithstanding the continuing trend of last-minute reservations.

Trading in the Maldives will remain sensitive to developments in the Middle East and their impact on long-haul connectivity, while the strength of the Mauritius, Zanzibar and China portfolios and the recovery of SALT of Palmar provide a solid base for management fee growth. The renovation programme at LUX* Saint Gilles and LUX* Le Morne, phased from March 2027, will be carried out mainly during the low season, which will limit the impact on fee income.

Our pipeline for new HMAs remains promising, with several projects at an advanced stage of negotiation across Africa, the Middle East and Asia, and the projects under development in Oman, the UAE, Bali and China are expected to contribute increasing TSA and pre-opening fees before hotels are operational. With a stronger balance sheet, a net cash position before leases and strong cash generation, the Group is well positioned to fund its expansion while maintaining shareholder returns.

While we remain cautious about global economic and geopolitical uncertainties and their potential impact on travel patterns, the record results achieved this year, the improving operational metrics of our managed portfolio and the strengthened balance sheet give us confidence in our ability to deliver sustainable growth and value creation for shareholders.

By order of the Board,
30 September 2026

Notes to the Financial Highlights

- The Financial Highlights have been prepared in accordance with International Financial Reporting Standards (IFRSs), as issued by the International Accounting Standards Board (IASB).
- The Financial Highlights have been prepared on the same basis as the accounting policies set out in the audited statutory Financial Statements of the Group for the year ended June 30, 2025, except for the adoption of relevant amendments to published Standards, Standards and Interpretations issued and effective for accounting period starting on July 1, 2025.
- The Board of Directors of The Lux Collective Ltd accepts full responsibility for the accuracy of the information contained in the Financial Highlights.