

The CAP26 strategy

CAP26 sets out ER Group's strategic roadmap for 2023/2024 to 2025/2026. Developed through a coordinated process led by the Strategy and Investment department, each business segment including ER Hospitality, formulates its own CAP26, which is then reviewed, consolidated, and approved at Group level.

CAP26 vision at ER Hospitality

This roadmap integrates operational, financial, human and sustainability priorities alike. It is shaped by:

- The assessment of past performance;
- The economic ambitions & growth objectives of ER Hospitality;
- The specific challenges facing the tourism and hospitality sector;
- Key risks and opportunities (energy, resources, market developments, talent attraction and retention, reputation, guest satisfaction, etc.);
- The Group's broader sustainability ambitions.

CAP26 encompasses all key functions within ER Hospitality. From general management to procurement, finance, human resources, sustainability and operations, every department plays its part in serving this strategy and delivering tangible results.

The implementation of this roadmap rests on a cross-functional approach. We ensure that every department, at its own level, contributes to the achievement of our strategic objectives – particularly those relating to sustainability, resource efficiency and human development.

A rigorous review process

To track progress made under CAP26, we use predefined performance indicators. Periodic reviews are conducted to monitor the implementation of our actions, assess their outcomes and, where necessary, adjust our plans accordingly.

Nos progrès, chez ER Hospitality, sont évalués par les personnes ou entités suivantes :



- Internally, by the management team and the relevant business functions;
- By the ER Group Strategy department;
- At board level, by the Group's governance authorities.

Financial year 2024/2025 marks the halfway point of our roadmap. In terms of sustainability, the results reviewed are in line with the objectives set. Certain areas still require further consolidation and maturation, such as our energy impact (see the dedicated section in chapter 03).

The final CAP26 review will take place in July 2026 and will feature in our next sustainability report, alongside CAP29.

The CAP26 roadmap in detail for ER Hospitality


Below is the detail of the CAP26 roadmap as applied to ER Hospitality's operations. Two progress updates are to be noted: achievements recorded as at 30 June 2024, and as at 30 June 2025. It should be noted that certain initiatives presented in this report (such as our partnership with Foodwise, the "Now for Tomorrow" fund, the Club Programmes) are being carried out in parallel with this framework and therefore do not appear in this table.

Strategic priorities	Impacts	Objectives	Progress as at 30 June 2025	Progress as at 30 June 2024	Impact zones
Management of pollutants and waste	Mitigate environmental pollution by managing waste and carbon emissions while promoting sustainable waste treatment, reducing carbon emissions, reducing resource consumption, and contributing to healthy ecosystems.	Reduce electricity consumption by up to 3% per guest night by 2025 compared to 2022 baseline	Electricity consumption rose by 5% per guest night from FY22/23 to FY24/25, representing an absolute increase of 1,412 MWh. The increase reflects higher occupancy and the inclusion of VGB, which was closed in FY22/23.	Electricity consumption increased by 8% from FY22/23 to FY23/24 which reflects an absolute value of 1,313 MWh.	 Energy Transition
			<ul style="list-style-type: none"> Energy management systems implemented at Heritage Le Telfair and Heritage Awali, with initial energy audits completed and priority efficiency measures identified. Energy efficiency requirements are integrated into all new equipment procurement. 	<ul style="list-style-type: none"> Integrated energy saving measures in Standard operating procedures of operations. Conducted awareness training of team members. 	
		Include renewables in the energy mix of Heritage Resorts & Golf by 2025		2 MW solar PV farm at Case Noyale and Ste Marie under construction, commissioning planned in 2026.	 Circular Economy
		Divert up to 80% of our waste from landfill by 2026	Diverted 61% of waste from landfill (Improved internal processes and measurement processes with service contractors who are more diligent)	Diverted 64% of waste from landfill.	
		Reduce plastic consumption by 2025 by eliminating/substituting plastics compared to 2023 baseline as per the GTPI methodology	<ul style="list-style-type: none"> In FY24/25, the scope of the single-use plastics assessment was expanded from guest-facing items to include back-of-house operations. A new survey identified 42 additional items, of which 34 have viable substitution or elimination pathways. Work to phase them out will continue through FY2026, subject to technical and supply-chain constraints. 		


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Working conditions and community	<ul style="list-style-type: none"> Ensure the well-being of our team members, attracting top talent and fostering a culture of inclusivity. 	Ensure work-life balance & provide team members with good working conditions.	Launched the People Experience Program	A number of well-being-focused activities were organised during this period, including initiatives promoting physical health, mental wellbeing and team cohesion.	 Diversity and Inclusion
	<ul style="list-style-type: none"> Contributes to the prosperity and vitality of the local community; All team members enjoy better prospects and quality of life, while local communities benefit from improved integration and social equity 	Invest in Training and Development programmes	To strengthen Sustainability understanding and integration - dedicated sustainability training held including Climate Fresque, Biodiversity Fresque	Training and development programmes strengthened, with increased focus on skills development, leadership and employability.	

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<p>Enhancing the interaction of visitors with the natural and cultural landscape</p>	<p>Enables guests to enjoy a unique and authentic experience immersed in a regenerative and health-focused stay, driven by enrichment of biodiversity, expansion of natural areas, and the preservation and enhancement of cultural heritage.</p>	<p>Create a marine education centre in Bel Ombre</p>	<p>Design of the Centre with the aim of strengthening education and awareness of marine ecosystems</p>	<p>The Centre became operational in December 2024 with two dedicated marine biologists and has welcomed around 4,500 visitors</p>	 Biodiversity
		<p>Develop new visitor experiences centred on ecosystem restoration projects at the Heritage Marine Education Centre</p>		<p>Four guided tours have been designed and offered by the Heritage Marine Education Centre, highlighting ecosystem regeneration initiatives and raising visitors' awareness of issues relating to local biodiversity</p>	
		<p>Establish a coral reef restoration programme in the Bel Ombre lagoon</p>	<p>Start of collaboration with Reef Conservation to protect the coastal zone: restoration of seagrass beds and coral reefs at Bel Ombre</p>	<p>The restoration programme has been temporarily suspended due to external constraints relating to stakeholders; alternative approaches are being explored</p>	
		<p>Develop the concept of the Bel Ombre nature reserve in partnership with recognised organisations</p>	<p>A feasibility study assessed the potential for a voluntary marine conservation area at Bel Ombre; inconclusive results, to be reviewed</p>	<p>An initial assessment has been launched to explore opportunities for terrestrial biodiversity conservation within the Bel Ombre Nature Reserve</p>	
		<p>Have the Bel Ombre nature reserve recognised as a carbon sink</p>	<p>Partnerships identified to develop and implement carbon capture and sequestration projects.</p>	<p>A preliminary assessment of carbon sequestration potential has been carried out with a specialist consultant. A roadmap is currently being developed</p>	

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Moving towards a circular economy and short supply chain	Achieves a resilient value chain, leading to optimised resource management, minimised waste and enhanced resource efficiency.	Engage with local artisans to transform waste generated by our hotels into valuable commercial products	No further development in FY24/25 following the FY23/24 pilot, which highlighted constraints related to material availability, demand consistency and product standards.	'Atelier des Artisans' was launched in 2024 in collaboration with objective to repurpose hotel waste into artisanal products which will be purchased by the hotels. The initiative had limited success due to the irregular availability of waste materials and inconsistent demand from hotels, some of products did not fully adhere to hotel product standards. Ocean basket plates were transformed into decorative plates.	 Circular Economy
		Map and engage suppliers through surveys by 2026	Supplier mapping and engagement were integrated into the Responsible Procurement programme, with 52% of key suppliers engaged through the materiality assessment.	Launch of "L'Atelier des Artisans" – an initiative aimed at transforming "waste" into reusable products.	
		Conduct regular audits and continuous improvement programmes on environmental impacts of the supply chain	This initiative is not pursued separately and is incorporated into the Responsible Procurement programme, launched in Feb 2025. The programme includes the Supplier Code of Conduct, Procurement Policy, and supplier self-assessments, ensuring ongoing oversight and improvements across the supply chain.	Commitment from 17 key suppliers to the initiative, notably through their participation in the surveys	

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Recognition through certification, operational excellence, and transparency	Boost market value by aligning with conscientious consumer preferences, and foster customer loyalty through transparent and sustainable practices. Operational excellence ensures efficiency, cost savings, and seamless service delivery, solidifying our commitment to a sustainable and exceptional stay.	Secure the Top 100 Green Destinations certificate for the Bel Ombre region, in collaboration with the Tourism Authority	Collaboration with the Tourism Authority in engaging the Green Destination Certification for the village of Bel Ombre	Bel Ombre ranked among the Top 100 sustainable tourism destinations at the Green Destination Summit 2023	
		Ensure 11 BUs are Green Key certified by 2025	7 out of 11 sites are Green Key certified	8 out of 11 sites are Green Key certified	
		Obtain GEO Golf Certification for La Réserve Golf Links and Le Château Golf Course	La Réserve Golf Links is GEO-certified Construction phase	Preparations are underway for certification at the operational stage	
		Improve performance reporting mechanism and communication (both internal & external) by optimising data capture across all business units	Adoption of international reporting standards, in line with GRI guidelines	<ul style="list-style-type: none"> Publication of the third annual sustainability report. Transparency and accountability regarding sustainability data: streamlining data collection and integrating all ER Hospitality business units into the internal dashboard 	  

Notre pilier n°6 (diversité et inclusion) n'était pas encore créé lorsque la feuille de route CAP26 a été réfléchi. Par conséquent, il ne figure pas sur ce tableau.