

Les Moulins de la Concorde

Annual Report 2026

About this Report

The impact of one person extends far beyond themselves. Every employee contributes to a positive chain reaction, influencing colleagues, strengthening teams and fostering the conditions for sustainable growth. It is a celebration of the people whose everyday actions create the momentum behind LMLC's success.

Mission and Vision Statement

Vision

To be the reference flour mill in the region for wheat flour and other milling products.

Mission

We ensure a steady supply of fresh quality flour and help the country achieve national food security.

Our vision is based on several fundamentals:

- Our team's commitment,
- Our technical expertise,
- Our innovative spirit,
- Our involvement in sustainable development.



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To shape the way we work

A new perspective can transform the way we approach challenges, bringing fresh energy and inspiration to an entire team.



"Together, we remain committed to building an internationally competitive organisation that continues to serve Mauritius with excellence while creating enduring value for generations to come."

Mushtaq Oosman
Chairman

Message from the Chairman

Dear Shareholders,

The past financial year underscored the importance of resilience, long-term vision, and responsible governance in an increasingly complex global environment. Heightened geopolitical tensions, climate-related challenges and continued volatility in international commodity markets have reinforced the need for businesses to remain agile while staying firmly anchored in their purpose.

For Les Moulins de la Concorde, this purpose remains clear: to contribute to the food security of Mauritius by ensuring a reliable supply of quality flour, while continuously strengthening the capabilities that will enable the Company to thrive over the long term. The Board has remained focused on guiding the Company through this evolving landscape and supporting investments that strengthen the resilience of our business model. These include enhancing supply chain security through long-standing international partnerships, advancing operational excellence, developing our people, and accelerating our sustainability journey. Together, these initiatives position LMLC to respond effectively to future challenges while creating lasting value for all our stakeholders.

Sustainability has become an integral part of our strategic agenda. Climate change is no longer solely an environmental consideration; it is a business imperative that influences sourcing, logistics, operations and long-term competitiveness. During the year, the Board further embedded the oversight of climate-related risks and opportunities within its governance framework and advanced the Company's alignment with internationally recognised sustainability reporting standards. These steps reflect our commitment to transparent governance and informed decision-making.

As part of this evolution, the Audit and Risk Committee has reviewed sustainability matters alongside the other key risks facing the business. This ensures that sustainability considerations are integrated into the Company's broader risk management and decision-making processes.

The Board also completed its biennial evaluation during the year, led by the Corporate Governance Committee. This process provides Directors with an opportunity to assess the effectiveness of the Board and identify areas for continued improvement. The recommendations emerging from this year's exercise are now being implemented to further strengthen the Board's effectiveness and governance practices.

December 2025 marked important changes in the composition of the Board. After 38 years of service, Pierre-Yves Pougnet stepped down, leaving behind a legacy of steady counsel and significant contribution. On behalf of the Board, I extend our sincere appreciation for his dedicated service to the Company.

We also welcomed two new Directors: Cédric Lagesse and Julien Vitry-Audibert. Cédric, Chief Operating Officer of the Eclosia Group, brings extensive strategic and operational experience across a diversified portfolio of activities. Julien, previously General Manager of LMLC, was appointed Managing Director of the Company, reflecting the Board's confidence in his leadership, experience and deep understanding of the business.

While we remain attentive to the uncertainties that continue to shape the global environment, we are confident in the foundations we have built over recent years. Our strategy is centred on creating a stronger, more resilient organization that combines operational excellence, responsible stewardship, and continuous investment in people and technology to deliver sustainable growth and long-term value.

On behalf of the Board, I would like to express my sincere appreciation to my fellow Directors for their guidance and commitment throughout the year. I also extend my heartfelt thanks to our Managing Director, the management team, and all our employees, whose professionalism, dedication and unwavering commitment continue to drive the success of Les Moulins de la Concorde.

Together, we remain committed to building an internationally competitive organisation that continues to serve Mauritius with excellence while creating enduring value for our stakeholders and for generations to come.

Mushtaq Oosman
Chairman



"Building a more resilient future through operational excellence, responsible growth and the development of our people."

Julien Vitry-Audibert
Managing Director

Message from the Managing Director

Dear Shareholders,

Some years are defined by a single transformative event. Others are shaped by several milestones that, together, reveal the direction an organisation is taking.

FY2026 was one such year for Les Moulins de la Concorde. Across our activities, we pursued a common ambition: to contribute to Mauritius's food security, uphold the highest standards of quality, and invest in the expertise that will sustain our role for generations to come.

A Landmark Moment for Supply Security

In November 2025, LMLC renewed its Memorandum of understanding with Soufflet Négoce by InVivo, guaranteeing a minimum annual supply of 130,000 tonnes of French wheat. Signed in the presence of Dr the right Honourable Navinchandra Ramgoolam, Prime Minister of the Republic of Mauritius and Mr Emmanuel Macron, the President of the French Republic, the agreement underscores the reliable and longstanding partnership between the two companies and their shared commitment to strengthening the food security of Mauritius.

This renewal builds on decades of collaboration, supporting LMLC's operations since the earliest days of the mill. The agreement between LMLC and Soufflet Négoce by Invivo is, however, only part of a broader diversified supply strategy. Alongside our strong partnership with France, LMLC has established longstanding relationships with other key players particularly Australia, providing the flexibility to adapt sourcing decisions in response to harvest conditions, global market dynamics, quality requirements, cost competitiveness and supply constraints.The resilience of our business model was further put to test in 2025, as renewed tensions in the Middle East once again highlighted the growing risk of international supply chains. Despite geopolitical uncertainty, LMLC maintained uninterrupted wheat supply during the year - proof of the agility embedded across our end-to-end supply chain.

This strength is the result of years of disciplined planning, trusted supplier partnerships, and sustained investment in our ability to adapt to an evolving environment.

A Resilient Financial Performance

The Turnover reached Rs 3,254 M driven by effective commercial execution across our portfolio and a pricing strategy adapted to evolving market conditions. Operating profit reached Rs 146.5 M, while profit after tax stood at Rs 133.1 M. This performance reflects progress across both our domestic activities and regional expansion. In Mauritius, we secured the full State Trading Corporation tender, while our retail brands Blédor and Les Moulins recorded growth of 3.48% and 9.91% respectively. Export activity gathered further momentum, increasing by 13.3% to reach total volumes of 15,959 tonnes, representing a significant increase from the level achieved three years ago.

Message from the Managing Director (Cont'd)

Product Diversification Strategy

We also took further steps to expand our presence and bring our products closer to consumers. Through our subsidiary Wrap'Eat, the IZIT range of locally manufactured tortillas achieved island-wide distribution as from June 2026, introducing to the Mauritian market a product category that was previously entirely imported. This initiative reflects LMLC's longstanding commitment to developing new products and pursuing import substitution opportunities by creating value locally, an approach that is deeply rooted in our DNA.

The Pursuit of Operational Excellence

Behind these results lies a constant drive to improve the mill's efficiency and operational excellence. While this journey involves investments in technology, equipment and automation, its success ultimately depends on our people.

A key milestone was the appointment of Mr Ian Bester as Operations Manager in November 2025. With extensive experience in the milling industry, Ian has further enhanced the focus on operational rigour, transparency, and accountability. His arrival is contributing to significant evolution in our working culture, with greater emphasis on collaboration, continuous improvement and shared responsibility. Training was a strategic priority during FY2026. Through targeted training programmes and greater mobility across functions, we invested in developing the critical skills required for our operations, while ensuring that vital know-how continues to be transferred within the organisation.

At the heart of this approach is *La Fournée des Moulins,* our dedicated training centre. It not only supports the continuous learning and career progression of LMLC employees but also facilitates the sharing of technical knowledge and good practices across the wider bakery ecosystem. Through this dual role, it serves as a centre of excellence for milling and baking.

In a complex industrial environment like ours, operational performance depends as much on coordination as on individual ability. Training initiatives were therefore designed not only to build technical competence, but also to create a shared understanding of the mill's operations, and how different functions of the organisation interact.

The results of this approach are already visible in practice: forklift operators have developed a sharper awareness of operational risks; planning and maintenance teams have gained a deeper understanding of milling constraints and of each other's working realities; while department heads have been trained in lean management principles. The outcome is a stronger shared understanding of how the mill operates, and teams working with greater coherence.

This same drive for operational excellence is reflected in our quality journey. LMLC is now actively working towards achieving FSSC 22000 Level 2 certification, representing an important step forward in our food safety standards.

Sustainability as a Board Priority

For LMLC, sustainability is closely connected to the resilience of our business model. As a company that imports a global agricultural commodity over long distances to supply an island economy, we are directly exposed to the impacts of climate change on sourcing, logistics and operations.

The investments made in recent years in infrastructure, equipment and digital systems are now delivering value. They have significantly improved the quality and precision of our environmental data, enabling a better understanding of our environmental performance and a more targeted decision-making process.

This year we are also disclosing our climate-related risks and opportunities in view of the upcoming IFRS S1 and S2 frameworks. More than a reporting exercise, it reflects the Board's determination to integrate climate matters with the same discipline and rigour as any other material business consideration.

Our energy transition journey is also progressing. The photovoltaic farm, our most significant environmental investment to date, is nearing completion and is expected to become operational by the end of 2026. Once fully operational, renewable energy will cover 100% of LMLC's electricity requirements, significantly reducing our carbon footprint while also delivering meaningful savings in energy costs. This investment demonstrates how environmental responsibility and operational efficiency can go hand in hand, strengthening the long-term resilience of our business.

Alongside these investments, lasting climate action also requires awareness and engagement across the whole organisation. *La Fresque du Climat* reached a significant milestone: 83% of our employees have completed the workshop, giving the vast majority of our employees a shared grounding in climate science and its implications for our business.

Further details on our climate-related risks, governance approach and transition priorities are provided in the **Strategy and Planet** sections of this report.

Investing in the Sector

A flour mill is only as strong as the industry it serves. Beyond our industrial operations, we have a responsibility to contribute to the vitality of the wider ecosystem by supporting those who shape the profession, from experienced bakers to those taking their first steps into the sector.

In October 2025, LMLC accompanied Mauritius's national bakery team to the 10th *Mondial du Pain – Goût & Nutrition* in Nantes, marking the country's first participation in this international competition. Following a year of intensive preparation, involving our teams and international experts, the team achieved an outstanding result by finishing 9th among 21 participating nations.

This achievement represents more than a competition result. It demonstrates the level of talent that exists in Mauritius when individuals are given access to the right training, preparation and international exposure. We are proud to have contributed to showcasing Mauritian talent on the global stage.

Building on this momentum, we launched the Junior Baking Battle, an inter-school competition designed to introduce Grade 12 students to bakery as a skilled, creative and future-oriented profession. The first edition brought together 23 schools, reflecting strong interest among young people.

This commitment also extends to those who may not naturally have access to training or exposure to the field. Through our CSR programme, we support young people from non-formal education backgrounds by introducing them to the fundamentals of bakery and creating pathways towards employment.

Together, these initiatives reflect our broader ambition: to ensure that the knowledge, passion and craftsmanship that sustain the bakery profession are passed on to future generations.

Looking Ahead

The investments made over recent years are now beginning to bring results. Our renewable energy projects, revamped management structure, quality certifications and focus on upskilling are not isolated initiatives, but part of a long-term strategy designed to build a more resilient and an internationally competitive organisation.

Looking ahead, our priority is to consolidate the foundations that will sustain LMLC over time: operational excellence, responsible resource management, and the development of the know-how needed to carry our business forward.

I would also like to express my sincere appreciation for the confidence placed in me through my appointment as Managing Director of LMLC. I am grateful to the Board for its trust and guidance as I take on this responsibility.

Above all, I would like to recognise the dedication of our management team and every member of LMLC. Their expertise, teamwork and commitment are at the heart of our progress, turning our ambitions into action and enabling us to deliver on our responsibilities every day.

As we look to the year ahead, we remain focused on what lies at the heart of LMLC's mission: ensuring a reliable supply of quality flour for Mauritius, while continuing to invest in our people, strengthen our partnerships and build a more resilient business for the future.

Julien Vitry-Audibert
Managing Director

It takes one person to spark something

The conviction to aim higher, the passion to give our best, and the commitment to create a meaningful impact.

Business Strategy.

LMLC's business strategy is organised around four pillars that define how the Company creates and sustains value for its shareholders, customers, employees and the communities it serves.

Product Quality and Food Safety

Maintain the highest food safety and quality standards

Deliver safe, compliant products that meet regulatory and customer specifications

Pursue and uphold relevant food safety certifications

People

Provide a safe and healthy workplace

Retain and develop talents and expertise

Foster a culture of high performance, continuous improvement and learning and open communication

Refer to Woman and Man, our Foundation, page 64.

Operational Effectiveness

Run efficient, reliable milling operations

Innovate continuously across products, processes and technology

Invest in infrastructure, equipment and training to improve performance

Comply with legal and regulatory requirements

Responsible Growth

Operate with integrity and transparency

Reduce our environmental footprint across energy, water and waste

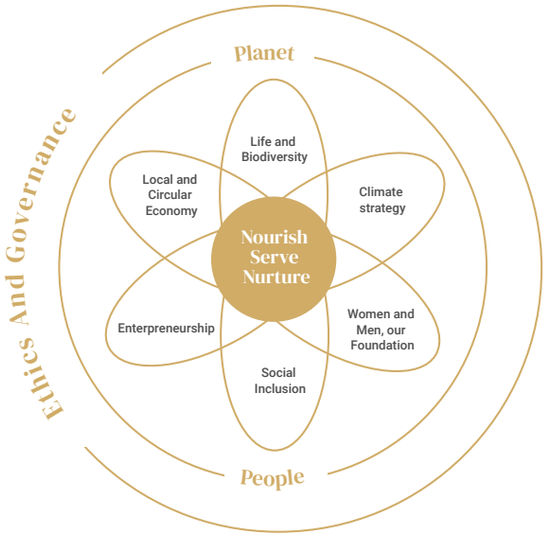
Invest in our local communities and contribute to national food security

Pursue new markets and product development in a responsible and sustainable way

Refer to Our Governance, page 26.

For data on our water, waste and energy, refer to Planet page 90.

Sustainability Strategy, grounded in the Eclosia Way



A profound sense of societal responsibility has been embedded in the company's DNA since its inception. This responsibility stems from 'The Eclosia Way' — the inclusive model developed by the Eclosia Group — which guides our actions in Mauritius and abroad.

LMLC's sustainability strategy is structured around six strategic areas, all interconnected, interdependent, and fully aligned with one another.

Since 2017, we have adopted *The Eclosia Way*, a holistic performance and impact framework that goes beyond financial metrics. It is built around a shared *Core*, which reflects the Group's culture and human-centred values, and four key pillars: People, Planet, Process and Profit. More than just a guiding principle, *The Eclosia Way* helps us translate our values into action, from being environmentally conscious to fostering inclusion and community development. Together, these pillars underpin the resilience of our business, and form the basis of this report's structure, guiding how we evaluate our performance and communicate our progress.

Our Sustainability Commitment

Mauritius faces unique structural challenges in securing a stable food supply, due to its remote geographical location, limited maritime connections, and scarcity of cultivable land. Since its founding in 1989, Les Moulins de La Concorde has been at the forefront of national efforts to strengthen food security and resilience, working to reduce the island's vulnerability to supply shocks and food crises.

Our mission is clear: to ensure a steady, reliable supply of fresh high-quality flour, and contribute meaningfully to food security in Mauritius. Our sustainability efforts have been rooted in responsible infrastructure, stakeholder engagement, and a firm commitment to UN Sustainability Development Goal (SDG) 2: Zero Hunger.

Having built a long-standing reputation for excellence in wheat flour production, LMLC has established itself as a trusted regional partner. Over the years, we have developed strong partnerships with neighbouring countries to produce and distribute high-quality wheat flour. This collaborative approach reflects the confidence placed in our expertise and reinforces our contribution to regional food security.

Addressing climate change is more urgent than ever, particularly as increasingly unpredictable weather patterns affect both global systems and local conditions in Mauritius. Recognising this, we have stepped up our efforts to embed climate action more deeply into our long-term strategy, shifting from mere awareness to concrete measures. (For a full account of our climate action initiatives, refer to the Planet section, page 90.

Last year, through the CarbonAct project, we carried out in-depth assessments of our environmental footprint and set ambitious targets to reduce our impact. Our action plan so far has focused on minimising waste, optimising resource use, and investing in clean energy, including setting up a photovoltaic farm.

To guide our efforts more effectively, we conducted a materiality assessment exercise during the 2023/2024 financial year, engaging key stakeholders to identify - and rate from 1 to 5 - the most pressing priorities across Environmental, Social, Societal, and Governance dimensions. The insights gained from this exercise have shaped the strategic direction of our sustainability agenda.

Several projects have emerged from this materiality assessment, including the installation of advanced flour reprocessing systems to reduce waste, enhanced recycling practices, and expanding stakeholder engagement through training programmes and partnerships.

Level of importance of the aspects for both internal and external parties



Our Material Matters

This report represents LMLC's first exercise in disclosing its climate-related risks and opportunities in view of the upcoming IFRS S1 and S2 frameworks. Certain disclosures, including comparative data, financial exposures, and detailed quantitative scenario analysis - will be developed in subsequent reporting cycles as our data collection and reporting processes mature.

Compared to previous years' assessment, which was a stakeholder-based materiality approach, LMLC has rather focused on the IFRS S1/S2 test based on a single question: could this topic reasonably affect LMLC's revenues, costs, or access to financing?

Thirteen sustainability topics were assessed based on their financial impact on LMLC. Of those, ten were determined to be material. One topic is designated for monitoring as conditions evolve. Three topics were assessed and determined not to be financially material at this stage; the exclusion rationale for each is outlined below. Financially material risks, opportunities and management responses are disclosed in Managing our sustainability matters, page 19.

Standards and Frameworks used to Assess Material Topics

LMLC's material topics were identified through a structured assessment drawing on three sources:

SASB Materiality Finder for Agricultural Products [SASB]

Mauritius Nationally Determined Contribution for physical climate risks [Mauritius NDC]

LMLC's 2025 materiality assessment conducted with internal stakeholders [LMLC's 2024 Materiality Grid]

TOPIC **01** **GHG Emissions & Climate Change**
What it covers: LMLC's carbon footprint across Scope 1, 2 and 3, and exposure to carbon-related regulatory or market pressures.
Material: **Yes**

TOPIC **02** **Physical Impacts of Climate Change**
What it covers: How extreme weather events and long-term climate shifts could affect LMLC's operations and wheat supply chain.
Material: **Yes**

TOPIC **03** **Energy Management**
What it covers: Electricity dependency and cost in milling operations, and the transition to renewable energy.
Material: **Yes**

TOPIC **04** **Water & Wastewater Management**
What it covers: Water use in milling operations and exposure to supply restrictions as Mauritius faces increasing drought risk.
Material: **Yes**

TOPIC **05** **Product Quality & Safety**
What it covers: Risk of product recalls, food safety incidents, and certification requirements for market access.
Material: **Yes**

TOPIC **06** **Employee Health & Safety**
What it covers: Workplace incident costs, production downtime, and retention of specialist technical expertise.
Material: **Yes**

TOPIC **07** **Supply Chain Management**
What it covers: Management of wheat supplier relationships, geographic concentration, and supplier sustainability practices.
Material: **Yes**

TOPIC **08** **Materials Sourcing & Efficiency**
What it covers: Raw material concentration risk, stock cover, and the STC contract as LMLC's primary revenue anchor.
Material: **Yes**

TOPIC **09** **Food Security & Self-Sufficiency**

What it covers: LMLC's role as Mauritius's primary flour miller, the STC contract as principal revenue anchor, and the financial implications of government food security policy.

Material: **Yes**

TOPIC **10** **Attraction, Retention & Development of Key Employees**

What it covers: Ability to recruit, retain and develop specialist milling talent in a market with very limited local expertise.

Exclusion rationale: Specialist milling expertise is critical to LMLC's operations, but current retention levels and workforce stability do not meet the financial materiality threshold at this stage. This topic will be reassessed annually as labour market conditions evolve.

Material: **Monitor**

TOPIC **11** **Ethics & Integrity in Business**

What it covers: Standards of business conduct, regulatory compliance, and integrity across LMLC's operations and procurement.

Exclusion rationale: Ethics and governance standards are addressed under the Governance pillar of this report and do not require a separate standalone sustainability disclosure.

Material: **No**

TOPIC **12** **Community Engagement**

What it covers: LMLC's CSR programs and social investment in local communities through training, education and food donations.

Exclusion rationale: LMLC's community investment is philanthropic in nature and has no direct link to revenues, costs, or access to financing. LMLC's social licence to operate is anchored in its national food security role, rather than community programs. Reducing or ceasing CSR activities would not create a plausible financial impact.

Material: **No**

TOPIC **13** **Biodiversity & Ecosystems**

What it covers: Environmental stewardship of marine and terrestrial ecosystems through LMLC's operational practices and initiatives.

Exclusion rationale: LMLC has a limited direct biodiversity footprint. Coastal clean-ups and Plastic Odyssey participation are reputational and awareness activities with no regulatory obligation attached. Upstream biodiversity risk sits with wheat suppliers, not with LMLC.

Material: **No**

Managing our Sustainability Matters

The table below sets out the key risks, opportunities and management responses for each of LMLC's ten material sustainability topics. Climate-related topics are presented first, in line with the disclosure requirements.

For information on how LMLC's Board oversees sustainability risks and opportunities, refer to Our Governance, page 26.

Material Topic	Key Risk	Opportunity	Management Response
Climate-Related Topics			
01 - GHG Emissions & Climate Change **(Transition risk)** For data on our GHG emissions, refer to Planet section, page 92.	LMLC's Scope 3 emissions represent approximately 95% of its total GHG footprint, spanning the full value chain from raw material sourcing to the downstream use of flour by customers. As Mauritius produces no wheat domestically, this dependency on imported grain is structural and cannot be eliminated in the short term. A carbon levy on freight could therefore increase input costs significantly, with limited ability to offset this exposure.	LMLC's proactive investment in renewable energy positions the Company ahead of potential regulatory requirements and demonstrates climate leadership to stakeholders, strengthening its reputation as a responsible supplier.	The Rs 315M photovoltaic farm, expected to cover 100% of LMLC's electricity needs by June 2027, materially reduces Scope 1 and 2 emissions. Wheat shipping is optimised to maximise cargo efficiency. Awareness campaigns are underway, targeting bakers, supermarkets and consumers at large to encourage responsible flour use across the value chain.
02 (a) - Physical Impacts of Climate Change **(Physical — Acute risk)**	LMLC's flour mill and grain storage are located on the Port Louis waterfront, in direct exposure to cyclones and storm surge. A major cyclone could cause significant damage to infrastructure, disrupt production for an extended period, and affect LMLC's ability to fulfil its national supply obligations. Severe weather events could also disrupt wheat shipping routes and port access, threatening LMLC's ability to receive raw materials.	Being known as a resilient national supplier, even under severe weather conditions, strengthens LMLC's position as an essential partner to the STC and government, reinforcing its food security role.	A Business Continuity Plan is in place and tested regularly. Comprehensive insurance cover is reviewed annually. Port access protocols are coordinated with the Mauritius Ports Authority (MPA), with defined response levels for severe weather events.
02 (b) - Physical Impacts of Climate Change **(Physical — Chronic risk)** For information on our climate strategy, refer to Planet section 114.	Rising sea levels pose a gradual but material long-term risk to LMLC's coastal mill and port infrastructure over a 50-80-year horizon. Flooding could damage electrical systems, machinery, silos, and stored materials. The port becoming inaccessible would halt all wheat intake and flour dispatch, cutting off LMLC's entire supply chain.	No near-term commercial opportunity has been identified for this risk. LMLC's focus is on long-term adaptation and infrastructure protection.	The Quay D site has been identified as a long-term climate risk priority. Rising sea levels and coastal flood risks are being factored into LMLC's long-term infrastructure and investment planning.

Material Topic	Key Risk	Opportunity	Management Response
Other Material Topics			
03 - Energy Management Energy management in Planet section, page 90.	LMLC's milling operations are dependent on grid electricity supplied by the CEB. A power failure or significant tariff increase would raise production costs and reduce operational efficiency.	The transition to renewable energy through the PV farm locks in long-term cost stability and reduces LMLC's exposure to grid tariff increases.	A Rs 315M photovoltaic farm is under construction and expected to cover 100% of LMLC's electricity needs by June 2027. Energy-efficient equipment upgrades are ongoing across the production facility.
04 - Water & Wastewater Management **Refer to Water and Waste Management on Planet, pages 96-100.**	LMLC's milling operations depend on a reliable water supply for production hygiene, cleaning and steam generation. A CWA supply restriction or disruption (increasingly likely as Mauritius faces greater drought pressure and climate-related freshwater constraints) would halt production until supply is restored.	Investment in water recycling reduces dependency on the municipal supply and positions LMLC as a responsible operator in an increasingly water-scarce environment.	A water recycling project for specific cleaning and gardening use is targeted for completion by June 2026. Seawater use is under consideration as a contingency measure for extreme supply disruption scenarios for specific cleaning purposes.
05 - Product Quality & Safety	A product recall or traceability failure could expose LMLC to financial, legal and reputational damage. As producer of staple food consumed daily by most Mauritians, any food safety incident carries direct consequences for consumer safety, regulatory compliance and client relationships.	Maintaining the highest food safety standards positions LMLC as a trusted, premium supplier - a meaningful differentiator in securing future tenders and developing export markets.	FSSC 22000 certification is in progress, building on existing HACCP certification. Quality control procedures and traceability systems are operational across the production process.
06 - Employee Health & Safety **Refer to Health and Safety initiatives in Man and Woman, our Foundation, page 79.**	A serious workplace accident at LMLC's industrial milling facility could result in human loss, production shutdown, compensation costs, and regulatory suspension of operations. The loss of specialist technical expertise following a serious incident would compound the operational impact.	A strong safety culture and consistently low incident rate supports retention of specialist technical staff, reduces insurance costs, and reinforces LMLC's reputation as a responsible employer.	ISO 45001 certified with a full occupational health and safety management system in place. Insurance cover is maintained for workplace liability. Emergency preparedness and response procedures are regularly tested and updated.
07 - Supply Chain Management	LMLC is entirely dependent on imported wheat sourced from international markets. A geopolitical disruption, adverse climate event, export restriction, shipwreck, or major shipping incident affecting a key region could halt production and prevent LMLC from fulfilling its supply obligations. Packaging materials and other critical inputs face similar exposure to global supply chain disruptions.	Proactive supplier diversification across multiple sourcing regions reduces geographic concentration risk over time and strengthens LMLC's long-term resilience as Mauritius's sole flour miller.	LMLC sources wheat from a range of major exporting regions to manage geographic concentration risk. Long-standing supplier relationships and strategic inventory management provide a degree of supply assurance. Responsible sourcing practices and supplier track records are factored into all procurement decisions.
08 - Materials Sourcing & Efficiency	LMLC is exposed to commodity price volatility, with significant movements in global wheat prices directly compressing margins. Currency fluctuations on foreign-denominated purchases add a further layer of financial exposure. The availability of packaging materials and key production additives represents an additional input supply risk.	The STC tender structure locks in both wheat and freight pricing from the outset of each contract period, providing a degree of margin predictability that most commodity-exposed businesses do not have.	Strategic wheat inventory levels are maintained to buffer against supply and price disruptions. Currency exposure on foreign-denominated wheat purchases is actively monitored. Material efficiency and loss reduction across the production process are ongoing priorities to control input costs.
09 - Food Security & Self-Sufficiency	LMLC's revenue is highly concentrated in a single government customer. The STC supply arrangement is subject to an annual tender process, and changes in tender requirements, pricing, or government procurement policy could have a material impact on revenue and production volumes. Market liberalisation, including the potential entry of competing importers or millers, presents a longer-term structural risk to LMLC's position as the country's primary flour supplier.	LMLC's role as Mauritius's sole flour miller positions the Company as a critical national asset. This strategic importance provides a degree of regulatory recognition and supports constructive dialogue with the government on food security planning, strengthening LMLC's long-term licence to operate.	The STC relationship is managed at Board level, with senior leadership maintaining direct engagement with government stakeholders. LMLC maintains contingency plans to manage supply continuity in the event of procurement disruption. The Company is actively developing export markets and diversifying its product range to reduce concentration risk over time.

Climate Scenario Analysis

LMLC has assessed its climate-related risks and opportunities against two warming scenarios, FY2025 being the baseline year for this analysis.

Scenario	What it means for LMLC
Scenario 1 Orderly transition (~2°C)	Under an orderly transition scenario, governments act early to limit warming to approximately 2°C through coordinated policy action. The primary risk for LMLC under this scenario is transitional: carbon pricing on international shipping, expected to be introduced within the next five to ten years, would increase the cost of importing wheat. This is directly material given that Scope 3 emissions represent approximately 95% of LMLC's total GHG footprint. Physical climate risks under this scenario remain broadly at current levels, though with a trend toward more frequent and intense cyclone events in the Indian Ocean. LMLC's existing insurance arrangements and business continuity framework provide adequate resilience at these levels. LMLC's Rs 315M photovoltaic installation, expected to be operational from June 2027, reduces Scope 1 and 2 emissions materially and demonstrates proactive decarbonisation, positioning the Company well relative to emerging carbon cost pressures.
Scenario 2 High warming (~4°C)	Under a high warming scenario, limited global policy action allows physical climate risks to intensify significantly over a 20–30-year horizon. For LMLC, this presents risks across two fronts: its physical site and its wheat supply chain. At the Port Louis waterfront mill, rising sea levels and intensifying storm surges increase the probability of flooding, infrastructure damage, and port access disruption. Prolonged exposure to elevated moisture and coastal flooding also poses a risk to wheat quality in storage - a direct operational concern for a food-grade product. In the supply chain, heat stress and drought in key wheat-growing regions, including the Black Sea and Eastern Europe, intensifies under this scenario, reducing yields, affecting grain quality at origin, and increasing price volatility. LMLC's concentration in these sourcing geographies amplifies this exposure. The Company's response priorities under this scenario are diversifying wheat sourcing across multiple origin regions to reduce dependence on any single growing area; maintaining strategic buffer stocks to absorb short-term supply disruption; and incorporating sea level rise and intensified storm risk into long-term site planning, including review of drainage infrastructure, building standards, and flood protection at the Port Louis mill.

People make the difference

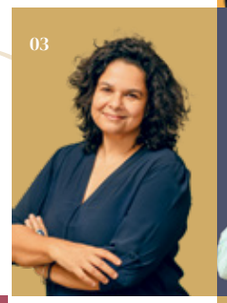
To bring out the best in others

Helping others discover their strengths, grow with confidence and realise their full potential.

The Directors



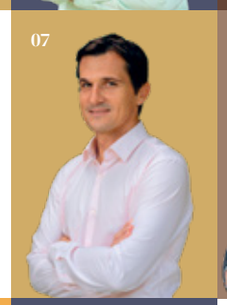










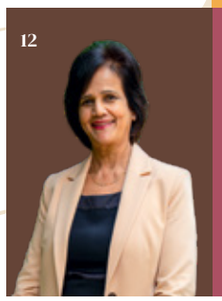


















Directors' Duties

Directors are aware of their legal duties, which have been communicated to them through the induction pack provided upon their appointment. The duties of Directors are also clearly outlined in their letter of appointment as well as in the Board Charter.

Upon appointment, each Director receives the relevant legislations pertaining to their legal duties as a Director through the induction pack.

The Board Charter, which sets out all the Directors' duties and responsibilities with respect to Board governance, has been formally adopted by the Board and is available for consultation on the Company's website.

Directors' Profiles

Except for Messrs Petrus van Niekerk and Sybrand van Niekerk, who are residents of South Africa, all the other Directors of the Company are residents of Mauritius.

The profiles of the Directors of the Company as at June 30, 2026, are:

1. Mushtaq Oosman
(Chairman)

Fellow of the Institute of Chartered Accountants in England and Wales, Mushtaq Oosman has over 30 years professional experience in audit and financial advice, serving a diversified portfolio of clients in sectors such as banking, insurance, manufacturing, sugar companies, the hospitality industry, betting operator, textiles, and trading. He trained and qualified as a Chartered Accountant with Sinclairs in the UK and joined Roger de Chazal & Partners (then part of Price Waterhouse) in 1988 in Mauritius, serving as a partner from 1991. Primarily an Assurance Partner, he also led Business Recovery Services and served as the Chief Operating Partner for Mauritius. He has served on the Africa Central Governance Board and is well-versed in Board-level governance responsibilities. He retired from PwC in 2015 and formed his own Insolvency Practice.

Directorships in listed companies: The Mauritius Union Assurance CY Ltd, Automatic Systems Ltd, United Docks Ltd, PIM Ltd, Sun Ltd, Happy World Properties Ltd.

2. Tehseen Aboobakar

A Fellow of the Chartered Association of Certified Accountants (FCCA), has built, over the years a strong track record in Accounting, Finance and Corporate Governance.

She holds a BSc (Hons) in Finance with Law from the University of Mauritius, is a member of the Mauritius Institute of Professional Accountants (MIPA) and the Mauritius Institute of Directors (MIoD). She is currently enrolled in the INSEAD International Directors Programme (IDP).

As the CEO and Founder of Quintessence Corporate Solutions Ltd, specializing in providing comprehensive outsourcing services with end-to-end solutions. She started her career in the Corporate Banking Unit of the MCB and then gained solid auditing experience with KPMG Mauritius as part of her professional qualifications. Previously, she acted as the CFO at La City Trianon Shopping Centre. She is currently Director of Helm Services Ltd, a financial services company duly licensed by the FSC.

Directorship in listed company: Quality Beverages Ltd, Swan General Ltd, Swan Life Ltd.

Directors' Profiles (Cont'd)

3. Gita Angeli

Gita Angeli is the Chief Communications Officer at Eclosia, and a member of the Executive Committee of the Group. She brings a unique blend of strategic thinking and creativity, shaped by her dual Mauritian and Italian heritage. With a 25-year career spanning diverse roles, she was one of the youngest woman CEOs in a French agency and has consulted on projects ranging from corporate strategy to the acquisition of a Sicilian family-run pastry shop. A former General Manager of "FleishmanHillard" in Paris and in Milan, part of Omnicom Group, she has advised more than 100 clients in American and European communication agencies and has built a strong track record in crisis management and reputation-building. She holds a master's degree in political science, combined with History from La Sorbonne in France, followed by an Advanced Management Program from "Harvard Business School". Gita's leadership style combines strategic acumen and mentorship, creating an environment that fosters growth and innovation.

4. Gérard Boullé

Holder of a "Maîtrise de Gestion" from the University of Paris IX Dauphine in France, Gérard Boullé is presently the Chief Operating Officer (C.O.O) of the Eclosia Group of Companies. A former President of the Association of Mauritian Manufacturers, he sits on the Board of several companies of the Eclosia Group, and serves as the Chairperson of the Livestock Feed Ltd. He was appointed to the Board of LMLC on 14 December 2022.

Directorships in other listed companies: Oceanarium (Mauritius) Ltd, Livestock Feed Limited.

5. Radhakrishna Chellapermal

Mr Radhakrishna Chellapermal is a Fellow of the Chartered Association of Certified Accountants. He started his career in a private accounting firm, before moving to the Ministry of Finance in 1983, where he served until July 2020 and retired as Deputy Financial Secretary.

During his 37 years of service, he was involved in advising and formulating major policy reforms.

Mr Chellapermal has previously served on various Boards and Committees, including Mauritius Africa Fund, NPF Investment Committee, Airports of Mauritius, State Investment Corporation Ltd, the Financial Services Commission and the Board of Investment.

He was Chairperson of the Central Electricity Board and was a director of Velogic Holding Co Ltd up to February 2026.

6. Géraldine de Spéville Darpoux

Géraldine Darpoux is a graduate of the Institut d'études Politiques de Toulouse and holds a master's degree in the management of cultural institutions from the Université de Dauphine in Paris. After a first career as a senior consultant in change management with BPI Group in Paris, Géraldine Darpoux specialised in cultural and social entrepreneurship, developing projects in Cambodia ("Institut Français du Cambodge", "Phare Cambodian Circus"), Mozambique ("16NetO") and France ("Le Cloitre"). She also advises Swiss embassies in East Africa on cultural policy and cultural entrepreneurship. Based in Mauritius since August 2023, Geraldine Darpoux is a consultant in charge of the development of cultural projects for the Eclosia Group. She is also a Board member of Management and Development Co. Ltd.

7. Cédric de Spéville

Born in 1979, Cédric de Spéville holds a master's degree in economics from the Sorbonne University in Paris (2001), an MSc in Accounting and Finance from the London School of Economics (2003) and obtained an MBA from Columbia Business School (New York) in 2007. He worked as a Consultant for COFINTER in Paris from 2002 to 2003, before joining Eclosia Group in 2003. In February 2009, he was appointed Group Chief Operating Officer, and Chief Executive Officer in January 2013. He is a director of various companies of the Eclosia Group, as well as a former President of the Mauritius Chamber of Commerce and Industry (2011-2013) and of Business Mauritius (2017-2019). He was appointed to the Board of Les Moulins de la Concorde Ltée on April 22, 2009.

Directorships in listed companies: Livestock Feed Limited, Tropical Paradise Co. Ltd, Oceanarium (Mauritius) Ltd and Mauritius Freeport Development Co Ltd.

8. Eric Espitalier-Noël

Eric Espitalier-Noël holds a Bachelor's degree in social sciences and an MBA. He previously worked with De Chazal du Mée & Co, Chartered Accountants in Mauritius. He joined the ER Group in 1986 and was the Chief Executive Officer of ER Commercial Limited. Mr Espitalier-Noël has extensive experience in the commercial and hospitality sectors, being a Board member of various companies in those industries. He was first appointed to the Board of Les Moulins de la Concorde Ltée in 2006.

Directorships in listed companies: Almarys Limited, Commercial Investment Property Fund Limited, ER Group Limited, Livestock Feed Limited, Swan Life Ltd, Swan General Ltd and Tropical Paradise Co. Ltd.

9. Deonanan Makoond

Holder of an MSc in Tourism Planning and a B.A (Hons) in Economics. Mr Raj Makoond is the Programme Director of Eclosia Group. He formerly served as the Chief Executive Officer of Business Mauritius (2016-2018), the coordinating body of the Mauritius private sector, Director of the Joint Economic Council (1994-2015), Deputy Secretary-General of the Mauritius Chamber of Commerce & Industry (1991-1994) and Senior Economist at the Ministry of Economic Planning & Development (1975-1991).

Mr Makoond currently Board Member of C-Care International Ltd.

He served as President of the University of Technology of Mauritius (UTM) from 2018 to 2024.

He co-chaired a number of joint Government/Private Sector Committees, Task Force and Working Groups, namely the joint Public Private Business Facilitation Task Force, the Steering Committee on Global Financial Crisis, the Textile Emergency Support Team, the National Computer Proficiency Programme, the Collaborative Research and Innovative Grant Scheme and the National Skills Development Programme.

Mr. Makoond was a Director of the European Centre for Development Policy Management (ECDPM), a Member of the Board of Investment (2001-2014), Statistics Mauritius (2014-2018), Mauritius Africa Fund (2014-2018) and Financial Services Commission (2001-2015).

He was appointed to the Board of Les Moulins de la Concorde Ltée on May 3, 2007.

Directorship in listed companies: C-Care (Mauritius) Ltd

10. Su Lin Ong

Mrs Su Lin Ong is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW), Fellow of the Mauritius Institute of Directors and holds a BA (Hons) Economics degree from UK. Su Lin has over 30 years of professional experience in auditing, risk management, compliance and IT. In London, she has worked with Deloitte Haskins & Sells (now PwC) for 8 years. In Mauritius, she was a Partner in Coopers & Lybrand (now PwC), Partner in DCDM Consulting (local partner of Accenture) and Director in KPMG Advisory Services. She has experience in working on projects in countries in Africa and the Indian Ocean region, such as Madagascar, Seychelles, Reunion, Kenya, Zambia and South Africa.

She is a past President of the Society of Chartered Accountants in Mauritius and since 2025 she has been elected to the Council of ICAEW in London, representing Africa. She is an Independent Non-Executive Director on several Boards in Mauritius in various sectors such as banking, insurance and hospitality. She is the Chairperson of the Audit Committee at LMLC and at the other companies where she is a Board Director.

Directorships in listed companies: Tropical Paradise Co Ltd and Mauritius Oil Refineries Ltd.

11. Pierre-Yves Pougnet

(up to 10.12.2025)

Pierre Yves Pougnet, an accountant by profession, was appointed to the Board of Les Moulins de la Concorde Ltée in 1987 and served as director until 10 December 2025. He was also a member of both the Corporate Governance Committee and the Audit and Risk Committee. Pierre-Yves Pougnet started his career at an audit firm. In 1975, he joined the Eclosia Group, where he held executive functions, including Managing Director of Panagora Marketing, and subsequently Managing Director of Avipro Ltd (ex-Food and Allied Industries Ltd). He was the Vice Chairman of the Eclosia Group when he retired in 2015.

12. Aruna Devi Bunwaree Ramsaha

Mrs. Aruna Bunwaree Ramsaha reckons over 30 years of working experience in the ports sector. She is a Fellow of both the Association of Chartered Certified Accountants (FCCA) and the Chartered Institute of Logistics and Transport (FCILT) and holds a master's degree in business administration (MBA).

After a brief career in the banking sector, she took employment with accounting firms both in the United Kingdom and Mauritius.

She subsequently joined the Mauritius Marine Authority as Accountant in 1993 and was promoted as Finance Manager some four years later. Since 2008, she occupied the post of Deputy Director-General of the Mauritius Ports Authority and as from 04 February 2022 up to 23 December 2022, she was acting as Director-General of the Authority. As from 04 January 2025, she was re-appointed as Ag. Director-General of the Authority.

Mrs. Aruna Bunwaree Ramsaha is also a founding member of the Women in the Maritime Sector in Eastern and Southern Africa (WOMESA).

Directors' Profiles (Cont'd)

13. Petrus Johannes van Niekerk

Founder and Director of a Group of grain milling and feed manufacturing companies operating in southern Africa. Petrus van Niekerk was appointed to the Board of Les Moulins de La Concorde Ltée on December 2, 1987.

14. Cédric Lagesse

Born in 1970, Mr Cédric Lagesse is the Chief Operating Officer of the Eclosia Group, where he oversees a diverse portfolio of subsidiaries across multiple industries. Since joining the Group in 1996, he has played a pivotal role in driving operational excellence, strategic growth and organisational performance.

With over two decades of executive leadership experience, Cédric brings extensive experience in logistics, distribution and corporate strategy, with a strong focus on aligning business objectives with sustainable value creation.

Prior to his current role, he served as Managing Director of Panagora, a leading FMCG distribution company in Mauritius with over 600 employees and a portfolio of more than 60 brands. He previously held senior executive positions at Freight & Transit Ltd and GML Logistique.

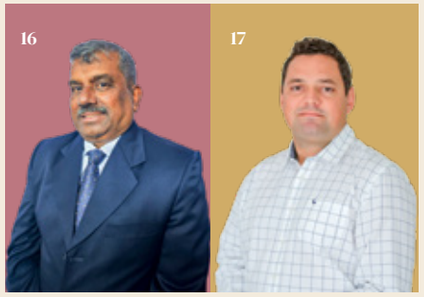
Cédric holds a degree in Law from Aix-Marseille University and a postgraduate qualification in International Business. He has also undertaken executive education at ESSEC Business School, where he completed the General Management Program.

He currently serves on several boards within the Eclosia Group and remains active in industry associations.

15. Julien Vitry-Audibert

His profile is disclosed on page 36.

Alternate Directors



16. Shakeel Goburdhone
(Alternate to Mrs Aruna D. Bunwaree-Ramsaha)

A graduate in Civil Engineering in 1987 from the University of Mauritius, Mr. Goburdhone read for a master's in business administration in 1996. He was employed as Civil Engineer by Sir Alexander Gibb and Partners from 1987 to 1990. He joined the Authority as Civil Engineer in 1990 and was promoted Port Engineer in 1999. In May 2015, he was appointed Deputy Director-General. He reckons some 39 years' experience in the port sector. Since December 2022 to January 2025, he occupied the post of Ag. Director General In January 2025, he resumed his role as Deputy Director-General, Port Development, and Technical Services.

17. Sybrand van Niekerk
(Alternate to Mr Petrus van Niekerk)

A holder of a B. Com (Honours) in accounting and a qualified Chartered Accountant since 1999, Sybrand van Niekerk has extensive experience spanning commodity procurement, general management, business development, and corporate finance at various grain milling and feed manufacturing companies in Southern Africa. His current responsibilities include investment management and evaluating new business opportunities. He holds directorships in several Group companies in Southern Africa.

The Group Structure

As at 30 June 2026, the Group Structure of Les Moulins de la Concorde Ltée was as follows:



Concordia Investments Ltd and Wrap'Eat Ltd are wholly owned subsidiaries of LMLC. Each has its own governance structure and Board, with operations reported to the LMLC Board.

Constitution of the Company

The Constitution of the Company complies with the Mauritian Companies Act 2001.

Shareholders have a pre-emptive right on all new shares issued by the Company, up to the extent of their respective holding in the shares of the Company.

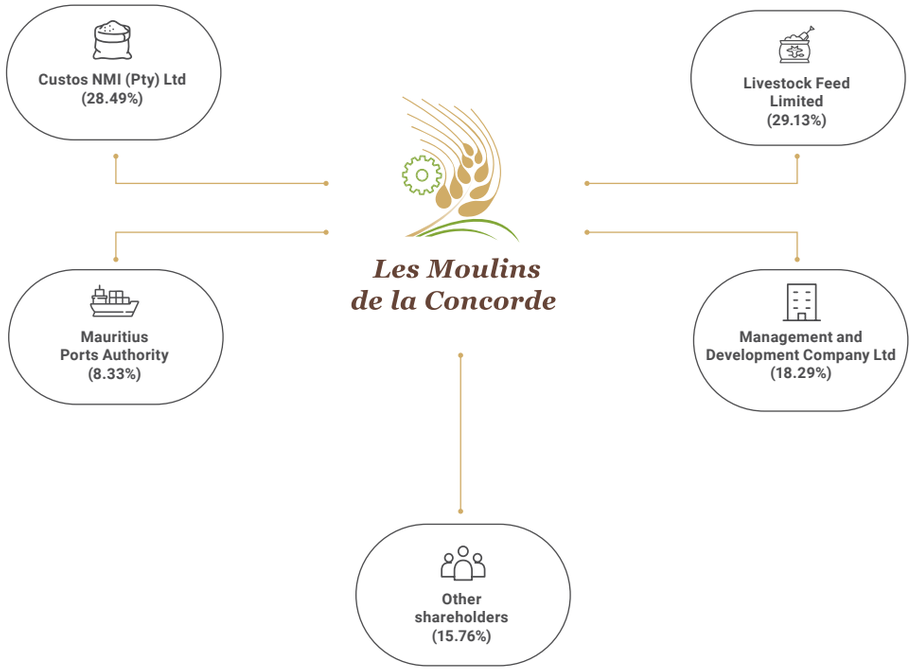
Preference shareholders have the right to "a fixed cumulative preferential dividend at the rate of 13% per annum on the capital for the time being paid up on the said preference shares held by them respectively, and all balance, if any, left over out of the profits of each year available for dividend and which the Board may have decided to distribute by way of dividend shall be distributed amongst the holders of both the ordinary and preference shares 'pari passu' per share, the holders of the preference shares being entitled to a maximum dividend of 20%".

In the event of a winding-up, the holders of the said preference shares shall be entitled to repayment of capital, in priority to the ordinary shares, but shall no other rights to dividend or capital beyond this.

The shares of the Company are traded on the Development and Enterprise Market, with no restrictions on ownership. There is no share option plan in place at the Company.

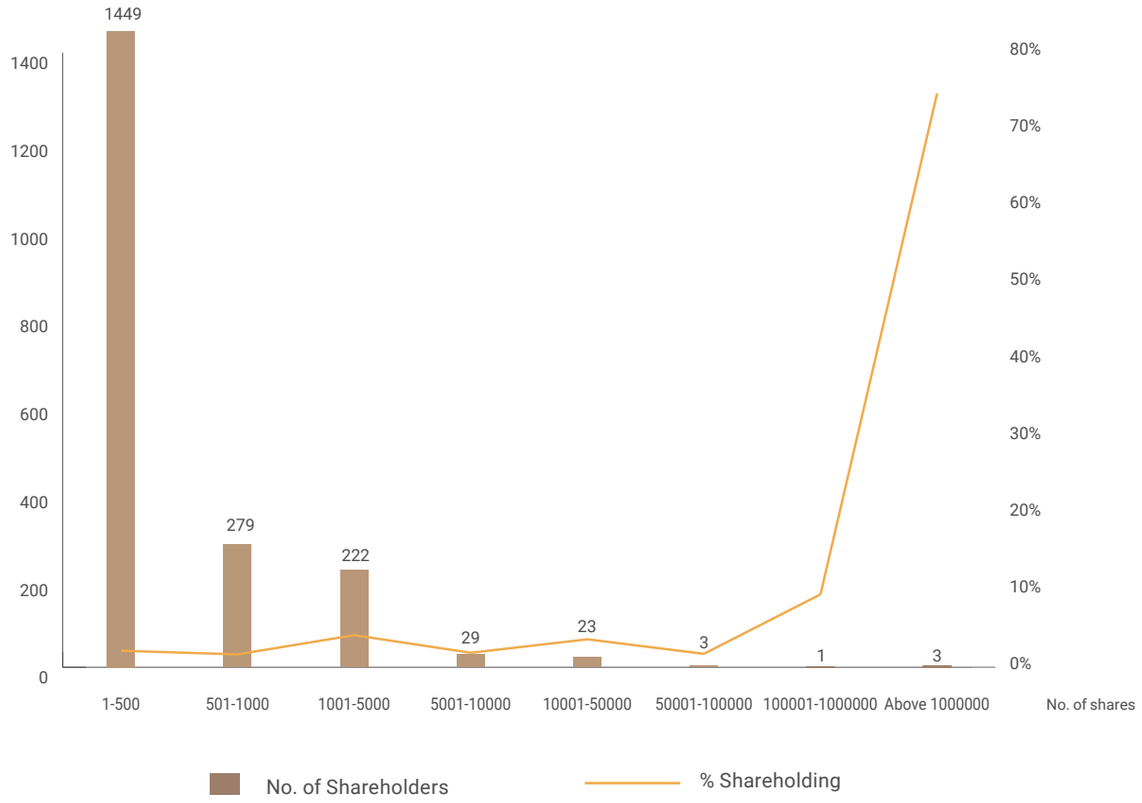
The Shareholding Structure

Les Moulins de la Concorde Ltée (“LMLC”) is a Public Interest Entity listed on the Development Enterprise Market (DEM) of the Stock Exchange of Mauritius.



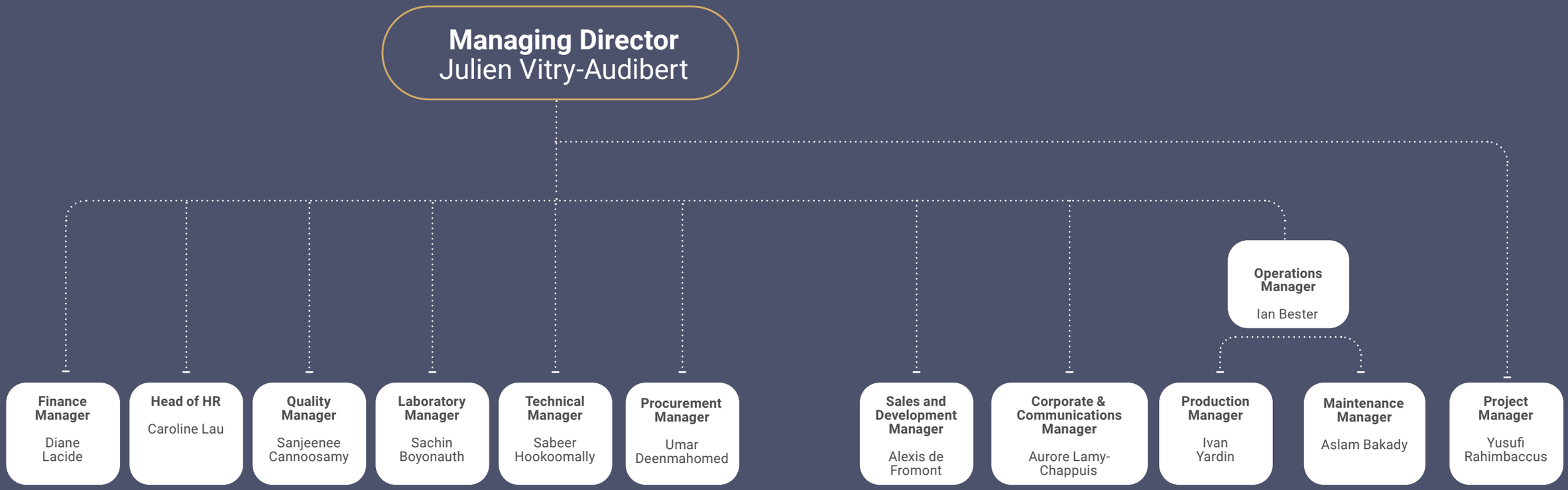
Distribution of Shareholding at June 30, 2026

At 30 June 2026, the Company had 2,009 ordinary shareholders, distributed as follows:



The Organisational Structure

The organisational structure of Les Moulins de la Concorde Ltée at 30 June 2026 is as follows:



The members of the Senior Management team are neither entitled to, nor granted any special rights to subscribe to shares of the Company.

Senior Management Team

Julien Vitry-Audibert
Managing Director

Mr. Julien Vitry-Audibert is holder of a "DUT - Techniques de Commercialisation" obtained from the IUT of Aix-en-Provence and a Master of Science from Ecole Supérieure de Commerce (CERAM) of Sophia Antipolis, France. He served as the Chief Executive Officer of Freight and Transit Company Limited (FTL) from 2011 to 2020, when he joined LMLC as General Manager. He was appointed as Managing Director of LMLC in December 2025. Mr Vitry-Audibert also holds office as director on the Board of Freight and Transit Co Ltd and is Vice-President of the Association of Mauritian Manufacturers.

Ian Bester
Operations Manager

Mr Ian Bester holds a National Milling Diploma from the Grain Milling Federation of South Africa in Wheat and Maize Milling. With 29 years of experience in the milling industry, he built a strong foundation at Tiger Brands, where he progressed through various operational and leadership roles. He then developed extensive expertise with Bühler, holding several senior positions across customer service, business development, process engineering, and sales, gaining broad international exposure in milling technology and customer support. He also holds advanced milling, mechanical, and electrical training qualifications from Bühler, as well as certification as an internal FSSC22000 auditor. In November 2025, he joined LMLC as Operations Manager.

Diane Lacide
Finance Manager

Mrs Diane Lacide joined the Eclosia Group in September 1987, holding positions at Panagora Marketing Co Ltd, Tropical Paradise Co Ltd, and Indigo Hotels & Resorts. She has been employed by Les Moulins de la Concorde Ltée since April 2009. An accountant by profession and partially qualified ACCA, she was promoted to the position of Finance Manager in January 2023.

Ivan Yardin
Production Manager

Mr. Ivan Yardin has been with LMLC since the start of its operations in 1989. Throughout his tenure, he acquired the technical knowledge through various overseas courses delivered by Bühler and has had the opportunity to visit other flour mills abroad.

Caroline Lau
Head of Human Resources

Mrs. Caroline Lau has been employed by the Company since June 2014. She holds a BCom degree and an MBA in Human Resources Management. Prior to joining LMLC, Mrs. Lau was the HR Manager at Chantier Naval de l'Océan Indien Ltée.

Alexis de Fromont
Sales and Development Manager

Mr Alexis de Fromont joined LMLC in April 2023. His mission is to develop exports and expand the product range across the Indian Ocean (IO) region and Africa. Before joining LMLC, Alexis spent 10 years in the IO region working as a development manager for Eastbourne Maritime Trading, a DAL subsidiary specialising in foodstuff and construction materials trading. Alexis started his career as a metal-scrap trader for GDE Group, the second-largest recycler in France, from 2006 to 2013.

Aurore Lamy-Chappuis
Corporate and Communications Manager

Aurore Lamy-Chappuis holds a master's degree in journalism from the École Supérieure de Journalisme de Paris, along with a specialisation in multimedia journalism from Lausanne's Centre de Formation au Journalisme et aux Médias. She began her career in Switzerland, where she gained extensive experience in journalism. In 2019, she returned to Mauritius to join the Eclosia Group as Corporate Content Manager. Aurore joined LMLC in October 2024 and was appointed as Corporate and Communications Manager in April 2025.

A comprehensive succession planning process is in place for senior management positions. The plan safeguards the continuity and sustainability of the enterprise.

Implemented through the Eclosia Group's "Talent Management" programme, the succession planning process systematically identifies and develops future leaders across the organisation.

Governance Structure

Board Governance

As the governing body, the Board, fully understands its role, responsibility, and authority in setting the direction, management and control of the Company. It also takes seriously its responsibility in meeting all legal and regulatory requirements.

LMLC has a unitary board chaired by an independent non-executive Director, Mr Mushtaq Oosman.

The Board has adopted governance structures and procedures that conform with the Company's internal policies and current legislation. The Board has also adopted a Board Charter aligned with the provisions of the National Code of Corporate Governance, which is published on the Company's website.

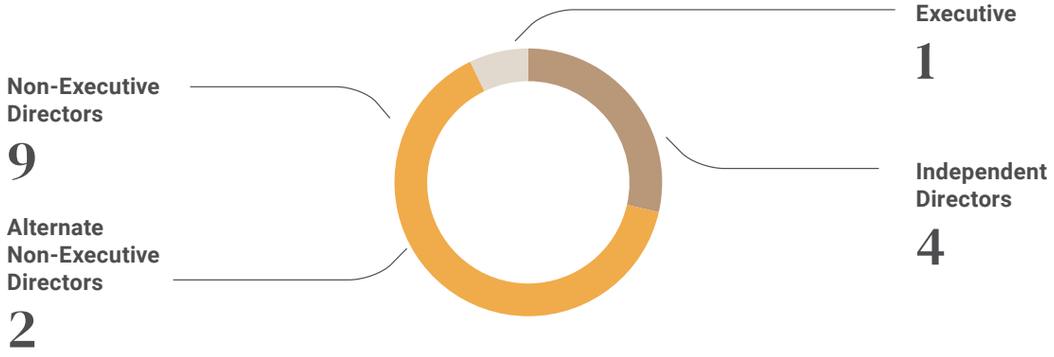
Following the recommendation of the Corporate Governance Committee, the Board nominated Mr Cédric Lagesse and Mr Julien Vitry-Audibert for appointment as Directors. They were subsequently appointed by the shareholders at the Annual Meeting held on 10 December 2025.

Sustainability Governance

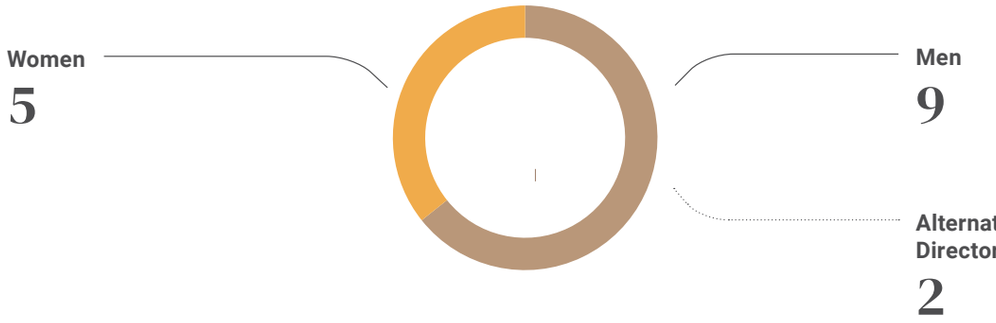
The Board of Les Moulins de la Concorde Ltée holds ultimate responsibility for the oversight of sustainability-related risks and opportunities. The Board confirms that oversight of sustainability-related matters is embedded within the Company's existing governance framework, and not through a separate structure. The Board has delegated the review of sustainability-related matters to the Audit and Risk Committee. Management, under the leadership of the Managing Director, is responsible for identifying, assessing, and managing sustainability-related risks and opportunities on an ongoing basis, and for ensuring that material matters are reported to the ARC and escalated to the Board where appropriate.

A full disclosure of the Company's material sustainability-related risks and opportunities, including strategic responses, is set out in the Sustainability section on page 15.

Board Composition



Gender Composition



The actual size and composition of the Board are commensurate and appropriate with the nature and scale of the Company's activities.

The Board is satisfied that the current proportion of independent, executive and non-executive Directors allows for open and constructive deliberations, enabling informed and levelled decision-making. The Directors have the requisite skills, experience, and knowledge to contribute effectively to the Company.

The Board's composition is within the limit set out in the Company's Constitution, which requires at least seven (7) directors and a maximum of fifteen (15) directors.

The Board is committed to fostering gender and diversity in its composition, in line with the Code's recommendations, while also ensuring that Directors bring the necessary industry knowledge and expertise to fulfil their responsibilities effectively. LMLC's board composition has, to date, maintained the right combination of skills to lead the Company towards a sustainable and resilient future.

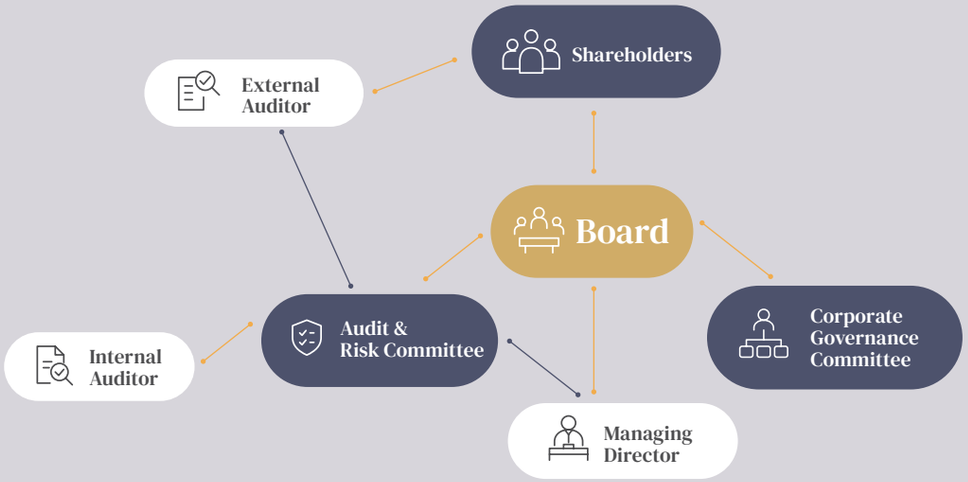
The Chairperson of the Board is an independent director who is not involved in the day-to-day management of the Company. The Chairperson meets Mr Julien Vitry Audibert, the Managing Director of the Company, on a regular basis to discuss matters pertaining to the Company and its operations and devotes sufficient time to his duties towards the Company.

The job descriptions of the Chairperson of the Board and the Secretary are also available on the Company's website. The responsibilities of each committee Chairperson are detailed in the terms of reference, which are also published on the Company's website.

Statement of Accountabilities

The Board has approved the statement of accountabilities. The Chairpersons of the Audit and Risk Committee and Corporate Governance Committee report to the Board on their respective Committees' deliberations and, as necessary, make recommendations to the Board.

The Managing Director reports to the Board on the operations and management of the Company.



Statement of Remuneration Philosophy

The Company's remuneration philosophy is to offer a competitive package that will attract, retain, and motivate directors and employees of the highest calibre, while recognising value-added performance and considering its own financial position.

In that respect, the remuneration offered for each job category is benchmarked and aligned with the current market rate.

The Directors' fees are also benchmarked against market norms and reviewed regularly by the Board, upon recommendation of the Corporate Governance Committee.

Board Evaluation

As part of LMLC's commitment to rigorous governance, the directors have evaluated the effectiveness of the Company's board governance processes and procedures during the financial year 2025/2026.The evaluation exercise is carried out every two years through a process led by the Corporate Governance Committee and the Company Secretary. The evaluation was conducted through a questionnaire structured on the following areas: board composition, board effectiveness, board papers, board dynamics, strategy insight, risk management, board committees, corporate governance, succession planning, sustainability, ESG and diversity and inclusion.

The evaluation has been designed to enable the Board to gain an insight into how each of the directors believes, in their individual opinion, the Board is meeting its objectives. The recommendations and suggestions made by the board members will be examined by the Corporate Governance Committee and the Board in September 2026.

Directors are not evaluated on an individual basis given that the directors forming part of the Board have been appointed in light of their wide range of skills and competencies acquired through their several years of working experience and professional background.

Common Directors on Shareholder Companies and Subsidiaries

The table below indicates the Directors common to the shareholder companies having more than 5% holding in Les Moulins de la Concorde Ltée and Directors common to the subsidiaries of the Company:

At 30 June 2026	Shareholders having More Than 5%					Subsidiaries of LMLC	
DIRECTORS	LMLC	LFL	MADCO	CUSTOS	MPA	CIL	WRAP'EAT LTD
Mushtaq Oosman (Chairman)	✓	-	-	-	-	-	-
Tehseen Aboobakar	✓	-	-	-	-	-	-
Gita Angeli	✓	-	-	-	-	-	-
Gérard Boullé	✓	✓	✓	-	-	✓	✓
Radhakrishna Chellapermal	✓	-	-	-	-	-	-
Géraldine de Spéville Darpoux	✓	-	✓	-	-	-	-
Cédric de Spéville	✓	✓	✓	-	-	✓	-
Eric Espitalier-Noël	✓	✓	✓	-	-	-	-
Cédric Lagesse (as from 10.12.2025)	✓	-	-	-	-	-	-
Deonanan Makoond	✓	-	-	-	-	-	-
Su Lin Ong	✓	-	-	-	-	-	-
Aruna Devi Bunwaree Ramsaha	✓	-	-	-	-	-	-
Pierre-Yves Pougnet (up to 10.12.2025)	✓	-	✓	-	-	✓	-
Petrus van Niekerk	✓	-	-	✓	-	✓	-
Julien Vitry-Audibert (as from 10.12.2025)	✓	-	-	-	-	-	✓
Alternate Directors							
Shakeel Goburdhone (Alternate to Mrs. Aruna Devi Bunwaree Ramsaha)	✓	-	-	-	-	-	-
Sybrand van Niekerk (Alternate to Mr Petrus van Niekerk)	✓	-	-	✓	-	✓	-

LMLC: Les Moulins de la Concorde Ltée
LFL: Livestock Feed Limited
MADCO: Management and Development Company Limited
CUSTOS: Custos NMI (Pty) Ltd
MPA: Mauritius Ports Authority
CIL: Concordia Investments Ltd

Every talent matters

Directors' Interests

At June 30, 2026, the composition of the Board and the interests of the Directors in the Company were as follows:

No	Directors	Executive	Non-Executive	Independent	Direct Shareholding in LMLC %		Indirect Shareholding in LMLC %		Number of other Directorships in Listed Companies
					Ord	Pref	Ord	Pref	
1	Mushtaq Oosman (Chairman)	-	-	✓	-	-	-	-	7
2	Tehseen Aboobakar	-	-	✓	-	-	-	-	3
3	Gita Angeli	-	✓		-	-	-	-	-
4	Gérard Boullé	-	✓	-	-	-	-	-	2
5	Radhakrishna Chellapermal	-	-	✓	-	-	-	-	1
6	Géraldine de Spéville Darpoux	-	✓	-	-	-	0.273	-	-
7	Cédric de Spéville	-	✓	-	-	-	0.273	-	4
8	Eric Espitalier-Noël	-	✓	-	-	-	1.406	-	7
9	Cédric Lagesse	-	✓	-	-	-	-	-	
10	Deonanan Makoond	-	✓	-	-	-	-	-	1
11	Su Lin Ong	-	-	✓	-	-	-	-	2
12	Aruna Devi Bunwaree Ramsaha	-	✓	-	-	-	-	-	-
13	Petrus van Niekerk	-	✓	-	-	-	28.490	0.781	-
14	Julien Vitry-Audibert	✓	-	-	-	-	-	-	-
	Alternate Directors								
1	Shakeel Goburdhone	-	✓	-	-	-	-	-	-
2	Sybrand van Niekerk	-	✓	-	-	-	5.69	0.16	-

Directors' Dealings in Securities of the Company

The Directors confirm that they have followed the principles set out in the DEM Rules on restrictions on dealings by the Directors.

None of the Directors have traded in the shares of the Company during the year under review.

Directors' Appointment Procedures

Directors are elected to serve on the Board at the Annual Meeting of Shareholders. However, should a casual vacancy arise, the Board has the authority to appoint a director to hold office until the next Annual Meeting.

The Corporate Governance Committee, which also acts as the Nomination and Remuneration Committee, has established, with the approval of the Board, a policy outlining the procedure for the nomination and appointment of Directors. The Corporate Governance Committee, in its role as Nomination Committee, leads the process of selection and screens of candidates based on the requirements of the position, and the skills and expertise needed. Once a candidate is selected, the Corporate Governance Committee makes its recommendation to the Board, which then decides whether to propose the appointment of the selected candidate to the shareholders.

The Constitution of the Company provides an annual rotation of Directors, whereby one-third of the longest-serving Directors shall retire and offer themselves for re-election at the Annual Meeting of Shareholders. This ensures that every Director serves a three-year term on the Board and provides shareholders with the opportunity each year to decide on the re-appointment of one-third of the board members.

The Directors to be appointed at the Annual Meeting are disclosed on the agenda and published on the website of the Company.

An appointment letter is remitted to all Directors appointed at the Annual Meeting, and they signify their acceptance to serve on the Board by signing their appointment letter. The terms of the appointment are outlined in the letter. Directors are required to allocate adequate time to their responsibility towards the Company and to notify the Chairperson and the Company Secretary when accepting additional directorships, to ensure there is no over boarding.

Directors' Induction and Orientation

A formal induction plan is in place, and an induction pack is remitted to a newly appointed Director. It comprises, among others, the Board Charter, Directors' Code of Ethics, minutes of last three board meetings prior to the Director's appointment, the financial statements, the mission statement of the Company, and relevant legislations to enable them to understand the duties and obligations of being a director.

The responsibility for the induction process lies with the Chairperson, who delegates to the Managing Director and the Management staff the task of guiding newly appointed Directors in their introduction to the Company and its business operations. A site visit of LMLC and the mills, as well as a meeting with key members of Management, is organised for newly appointed Directors.

Site visits are organised on a regular basis for Directors to gain first-hand knowledge of the developments at the mill, as well as in other areas of operations such as the packaging section, warehouse, laboratory, and the bakery centre.

Directors' Remuneration

The remuneration entitled to be paid to Directors at June 30, 2026, was as follows:

Type of meeting	Chairman		Directors	
	Annual Retainer Rs	Meeting Fee Rs	Annual Retainer Rs	Meeting Fee Rs
Board meeting	300,000	25,000	150,000	25,000
Audit and Risk	200,000	10,000	100,000	10,000
Corporate Governance	100,000	10,000	50,000	10,000

The retainer is paid monthly, and the meeting fee is paid at end of each financial year based on the attendance of Directors at meetings.

Directors' Remuneration (Cont'd)

The attendance of the Directors and Committee Members, as well as their remuneration for the financial year ended June 30, 2026, were as follows:

No	Directors	Board Attendance	Board Fees	ARC Attendance	ARC Fees	CGC Attendance	CGC Fees	TOTAL REMUNERATION
		5 Meetings	Rs.	5 Meetings	Rs.	3 Meetings	Rs.	Rs.
1	Mushtaq Oosman (Chairman)	5/5	425,000	-	-	3/3	80,000	505,000
2	Tehseen Aboobakar	5/5	275,000	5/5	150,000	-	-	425,000
3	Gita Angeli	5/5	275,000	-	-	-	-	275,000
4	Gérard Boullé	5/5	275,000	-	-	-	-	275,000
5	Aruna Devi Bunwaree Ramsaha	5/5	275,000	-	-	-	-	275,000
6	Radhakrishna Chellapermal	4/5	250,000	4/5	140,000	-	-	390,000
7	Géraldine de Spéville Darpoux	4/5	250,000	-	-	-	-	250,000
8	Cédric de Spéville	5/5	275,000	-	-	-	-	275,000
9	Eric Espitalier-Noël	2/5	200,000	-	-	-	-	200,000
10	Cédric Lagesse (as from 10.12.2025)	3/5	162,500	-	-	1/3	35,000	197,500
11	Deonanan Makoond	5/5	275,000	-	-	3/3	130,000	405,000
12	Su Lin Ong	5/5	275,000	5/5	250,000	-	-	525,000
13	Pierre-Yves Pougnet (up to 10.12.2025)	2/5	125,000	3/5	80,000	2/3	45,000	250,000
14	Petrus van Niekerk	4/5	250,000	-	-	-	-	250,000
15	Julien Vitry-Audibert (as from 10.12.2025)	3/5	-	-	-	-	-	9,280,491
	Alternate Directors							
1	Shakeel Goburdhone	0/5	-	-	-	-	-	-
2	Sybrand van Niekerk	1/5	20,000	5/5	100,000	-	-	120,000

ARC – Audit & Risk Committee
CGC – Corporate Governance Committee

No fee was paid to the Directors sitting on the subsidiary companies Concordia Investments Ltd and Wrap'Eat Ltd.

The Directors have not received remuneration in the form of share options or bonuses associated with the Company's performance.

Directors' Conflicts of Interest

The Company Secretary maintains an interest register for the Members of the Board and senior officers of the Company, which is available for consultation by shareholders upon written request to the Company Secretary.

All Directors are aware of their duty to make a formal declaration of their interests to the Company, as required under the Securities Act, and they notify the Company in the event of any change in their interests.

At the start of the financial year, each Director is invited to submit their interest declaration, and the Company keeps a record of these annual declarations. Directors are required to notify the Company of any change to their interest declaration during the financial year. For the year 2025-2026, the Company has not been signified of any change in the interest declared by the Directors.

A calendar of closed periods is communicated to the Directors at the start of every financial year, and Directors are kept updated on the closed periods throughout the year during which they are not allowed to trade in the Company's shares.

Senior officers of the Company are also required to notify of any change in their declaration of interests to the Company Secretary, who keeps the interest register updated.

Prior to Board deliberation on agenda items, any Director who becomes aware of a potential conflict or a close or a related interest is required to declare their interest to the Chairperson and Company Secretary. Such declarations are recorded in the minutes of the meeting.

The Company's Constitution provides that a Director with an interest in a transaction shall declare to the Company their interest and must not participate in any vote on the proposed transaction or relating matters.

Directors' Code of Ethics

The Directors are guided by the Director's Code of Ethics adopted by the Board and published on the Company's website.

It provides guidance for Directors to discharge their fiduciary responsibilities with honesty, integrity, and fairness and in the best interest of the Company. The Board regularly monitors and evaluates compliance with its Code of Ethics.

Directors' Professional Development

The Company provides Directors with the opportunity to develop their knowledge and skills through workshops and development programmes. The Head of Governance, Risk and Compliance of the Eclosia Group, in coordination with the Company Secretary, screens the workshops and training programs, and recommends those deemed most relevant and beneficial for the Directors to attend.

Directors' Succession Planning

A succession plan is in place for senior management positions, whose expertise in milling operations is fundamental to the running of the mill. The succession plan has been set up to maintain continuity and sustainability of the enterprise.

The Corporate Governance Committee is responsible for selecting appropriate candidates with the required qualifications, skills, and expertise to be recommended for appointment as Director on the Board. The composition of the Board is reviewed on a regular basis to ensure that the balance of expertise and skills is maintained.

Board Committees

The Corporate Governance Committee

The Corporate Governance Committee for the financial year ended 30 June 2026 comprised the following members:

Position	Name	Status
Chairperson	Mr Deonanan Makoond	Non-Executive
Member	Mr Pierre-Yves Pougnet (up to 10.12.2025)	Non-Executive
Member	Mr Mushtaq Oosman	Independent
Member	Mr Cédric Lagesse (as from 10.02.2026)	Non-Executive
Secretary	Eclosia Secretarial Services Ltd	

During the year, the Managing Director was invited to attend the meetings of the Corporate Governance Committee.

The terms of reference of the Committee are summarised as follows:

- To make recommendations to the Board on all corporate governance provisions to be adopted so that the Board remains effective and complies with prevailing corporate principles and practices.
- To ensure that the disclosure requirements regarding corporate governance, whether in the annual report or other reports on an ongoing basis, are in accordance with the principles of the Code of Corporate Governance.
- To make recommendations on the nomination and remuneration of Directors of the Company.
- To review the Board structure, size and composition, and make recommendations to the Board whenever appropriate.
- To review, whenever necessary, and make recommendations on:
  - (i) the induction programmes for new Directors.
  - (ii) the process for the performance appraisal of the Board.

The Board initially approved the Terms of Reference for the Corporate Governance Committee in 2011, with a review scheduled every five years. The most recent review was approved by the Board in 2026.

The Committee met three times during the year and continued its established programme of monitoring governance performance within the Company, leading the board evaluation exercise, addressing the composition of the Board and the nomination of new Directors, reviewing the Director's remuneration, and ensuring the Company's compliance with existing legislations and policies.

All matters discussed at the Corporate Governance Committee and recommendations made are reported by the Chairperson of the Committee to the Board, which then decides on the actions to be taken.

Remuneration and Nomination

The Corporate Governance Committee assumes the tasks of the remuneration and nomination committee and makes recommendations to the Board on: (a) Directors and Committee Members' fees and (b) the nomination of Directors.

A procedure led by the Corporate Governance Committee is in place for the nomination of Directors to the Board and its Committees.

The Audit and Risk Committee

The members of the Audit and Risk Committee, as at June 30, 2026, were:

Position	Name	Status
Chairperson	Mrs Su Lin Ong	Independent
Member	Mr Pierre-Yves Pougnet (up to 10.12.2025)	Non-Executive
Member	Mrs Tehseen Aboobakar	Independent
Member	Mr Radhakrishna Chellapermal	Independent
Member	Mr Sybrand van Niekerk	Non-Executive
Secretary	Eclosia Secretarial Services Ltd	

The composition of the Audit and Risk Committee at June 30, 2026, is constituted of three independent Directors and one non-executive Director. The Board considers that the composition of this Committee strikes the right balance of knowledge and expertise and that, as a collective body, it can rigorously scrutinise the relevant areas under its responsibility. The Board is satisfied that under the Chairmanship of an independent member; the Audit and Risk Committee is discharging its responsibilities effectively and efficiently.

The Committee met five times during the year. Careful consideration was devoted to the reports of internal auditors and the external auditor, as well as to the risk management framework.

The terms of reference of the Audit and Risk Committee, which encompassed the fully owned subsidiaries of LMLC, were approved by the Board on 19 September 2023. The terms of reference are published on the Company's website.

The Company's results after each quarter were meticulously analysed, and the performance of the enterprise scrutinised by the Committee.

Audit findings from both the external auditor and the internal audit team were received by the Committee, and Management's actions towards implementing the recommendations made were closely followed and monitored to ensure satisfactory closure.

The Committee fulfilled the following duties during the year:

(i) Reviewed the abridged unaudited quarterly statements and the audited financial statements.

(ii) Received the report of the findings from the internal auditors on IT, Finance and administration, and ensured that the risks outlined have been addressed by Management.

(iii) Received the report of the Head of Governance, Risk and Compliance on the different audits carried out at LMLC and obtained assurance that the audit findings have been addressed by Management.

(iv) Reviewed the Company's risk register and received assurance from Management that adequate controls were in place to monitor the risks.

(v) Met with the external auditors and Management to discuss the findings raised in the Management Letter.

The Company Secretary

Eclosia Secretarial Services Ltd (ESS) is a corporate body that holds the functions of Company Secretary and forms part of the Eclosia Group. The Head of Secretarial Services holds a Bachelor of Laws (LLB Hons) from the University of Manchester, UK, and is a Fellow of the Chartered Governance Institute, (CGI, UK). ESS's team consists of two Company Secretaries, who are members of the CGI, UK, and a member of CGI Mauritius, and two support staff.

As part of their continuous professional development, the Company Secretaries of Eclosia Secretarial Services Ltd undertake a minimum of twenty-one hours of training and skill development annually, as required by the Chartered Governance Institute. The Company Secretaries are also members of the Mauritius Institute of Directors.

Board members have access to the Company Secretaries of Eclosia Secretarial Services Ltd, who assist the Board in its governance processes and guide the Board in the application and implementation of the principles of the Code of Corporate Governance. They also ensure that the Board is aware of the statutory and regulatory requirements. The Board is satisfied that Eclosia Secretarial Services Ltd, through its representatives, satisfactorily fulfils its responsibilities towards the Board and the Company.

The duties of the Company Secretary are set out in terms of reference adopted by the Board. These terms of reference are available for consultation on the Company's website.

Board Information

The information policy of LMLC is embedded in the Directors' Code of Ethics and guides Directors on the treatment, storage, and use of information, which is the property of the Company and must be treated as strictly confidential.

Directors are aware of their duty relating to the use of information made available to them and understand that such information should not be divulged to third parties without the proper authority of the Board.

As per the requirements of the Data Protection Act, newly appointed Directors are required to consent to the use of their personal information and authorise the Company to share such information as may be required by relevant authorities and financial institutions for the purpose of satisfying the requirements of the anti-money laundering regulations.

Where necessary, Directors may have access to independent professional advice at the Company's expense, subject to the formal approval of the Chairperson.

Relevant Board information is provided to Board members in a timely manner to enable them to have sufficient time to study matters that will be discussed at the meetings and make informed decisions. Board documents are sent to the Directors at least seven days before the Board meeting.

Where necessary, Directors may have access to management or to independent professional advice at the Company's expense, subject to the formal approval of the Chairperson, to enable them to discharge their responsibilities.

A Directors' and Officers' Liability cover is in place for Directors and senior officers of the Company.

Information Technology and Information Security Governance

The Eclosia Group IT Executive Council ("the GIT"), supported by three sub-committees, is responsible for providing the necessary direction with regards to strategy, infrastructure, and operations management related to information, communications and technology systems within the Eclosia Group, including LMLC.

An Information Technology Policies and Procedures ("ITPP") manual has been mandated by the GIT to provide guiding principles applicable to the management of IT-related processes across Group Companies in order to:

a. Establish responsibility and accountability for the use and maintenance of IT resources within Eclosia.

b. Encourage management and staff to maintain an appropriate level of awareness, knowledge and skill to leverage IT resources in delivering quality service to the clients.

c. Minimise the impact of IT incidents on service delivery.

d. Protect business and client information within its custody by safeguarding their confidentiality, integrity and availability.

The ITPP manual is reviewed annually by a sub-committee to accommodate process changes and adapt to new technologies. New IT policies and procedures were introduced to adapt to emerging technologies, specifically Web Application, Collaboration Tools, Data Classification & Handling, and Generative Artificial Intelligence.

Independently, the Group IT Auditor reports to the Audit and Risk Committee of each Group Company on the level of compliance to the ITPP.

An End User IT Security Policy is remitted to all new recruits and must be adhered to by all employees, together with the cybersecurity awareness and eLearning programme. Periodic cybersecurity awareness sessions are conducted for employees to foster a cybersecurity-conscious culture. These initiatives included information security best practices, phishing campaigns, and safe online behaviours.

Collaboration has been established with a cyber incident response and forensic specialist, along with a well-defined incident response plan. Our aim is to facilitate incident response through prompt detection, containment, eradication, and recovery from cybersecurity incidents.

Since its implementation in 2020, Microsoft D365 Enterprise Resource Planning (ERP) System has been improving business operations and decision-making processes, while providing enhanced financial controls. It is managed through a strong governance structure, ensuring sustained benefits over time, and full redundancy with back-ups to ensure full availability for operations.

Access rights are centrally managed allowing management and restriction of access to applications, transactions, and data, for ERP and business systems, as well as folders and documents in the document management system. It also classifies documents by sensitivity and confidentiality.

This robust IT Governance Framework and initiatives demonstrate that Information Management, Information Technology, and Information Security is an important component of LMLC's operations. Management, in collaboration with Eclosia Technology Services Ltd (ETS), ensures that the IT environment of LMLC is secure and protected from unauthorised external intrusion.

All significant IT expenditure is approved by the Board.

Related Party Transactions

Related party transactions are conducted at arm's length and in the normal course of business.

Related party transactions between the Company or any of its subsidiaries/associates and a director, controlling shareholder, or companies owned or controlled by a director or controlling shareholder, are disclosed in the note 30 to the financial statements.

The Company has a related party transaction policy detailed in its Code of Ethics and published on website of the Company.

Management Agreements and Contracts of Significance

Contract of significance with substantial shareholders

The Company has contracts of significance with the following substantial shareholders:

i. A Trademark Licence and Management Agreement with Management and Development Company Limited (MADCO).

ii. A technical management contract with NMI Group Services (Pty) Ltd.

Service Contracts

Except for the Executive Director, none of the directors of the Company and of the subsidiaries has service contracts with the Company and with any of its subsidiaries.

The Company has a service contract for IT services with Eclosia Technology Services Ltd ("ETS"). The Company also has a distribution contract with Panagora Marketing Company Limited for the distribution of flour in small packs. Both ETS and Panagora Marketing Company Limited form part of the Eclosia Group.

In addition, flour mixes and improvers are sold to Cascadelle Distribution et Cie Ltée through a service agreement for retail distribution.

The Company has contracted Eclosia Secretarial Services Ltd to provide corporate secretarial services to the Company and its subsidiaries.

The Company contracts out several operational activities such as security, machinery and electrical maintenance, transport, and pest control to local service providers.

All transactions carried out in terms of the above contracts are in normal course of business and at arm's length.

Contract of significance with Directors

There are no contracts of significance with the Directors.

Management agreements

LMLC has no management contracts with its subsidiary companies.

During the financial year, LMLC entered into a Trademark Licence and Management Agreement with Management and Development Company Limited (MADCO), replacing the previous management agreement. Three Directors of LMLC have an indirect interest in MADCO.

Under the new agreement, LMLC is granted the right to use the "Eclosia" trademark and to adopt the Eclosia Group's management framework, known as the "Eclosia Way". This framework is grounded in the Eclosia Group's Core Values and evaluates performance across four key pillars — Profit, Process, People, and Planet (4Ps).

The revised agreement reflects the nature, extent and scope of the services provided by MADCO to LMLC.

MADCO is actively involved in the monitoring of the performance and strategic development of the companies of the Eclosia Group through the "Eclosia Way" management system. As a result, LMLC benefits from a cohesive sharing of enterprise management culture, values, and ethics. MADCO also participates in important exercises of raw material procurement, personnel recruitment and management and determining major capital expenditure.

LMLC has a technical management agreement with NMI Group Services (Pty) Ltd, an associate Company of Credo LM (Pty) Ltd. Under this contract, the Company benefits from the NMI Group's vast technical experience in the domain of milling in the Southern African region. Annual audits of mass reconciliation for the entire wheat milling process are conducted, as well as monitoring of the plant and machinery maintenance process and the mill upkeep. The Company also provides technical and strategic input and support for development projects at LMLC.

Risk Governance

The Board is ultimately responsible for the governance of risks and has delegated to the Audit and Risk Committee the responsibility to ensure that Management identifies and manages all inherent risks on a regular basis, including through the continual updating of the Risk Register.

During the year, Management conducted reviews of the risk register across the domains of finance, production, operations, human resources, food quality, information technology, environment, security, reputational, compliance, health & safety, and communication risks. Mitigating actions were evaluated and new measures were proposed, where appropriate. The risk appetite fixed by the Board was maintained at the level of Rs 20 million.

Risks are evaluated according to their likelihood of occurrence and the potential impact on the corporate goals. This methodology helps to prioritise our responses to risks. The key risks identified were as follows:

Strategic and Business Risks

Strategic risks inherent to the Company in the flour market are twofold: a single large client, the State Trading Corporation, which has an annual flour requirement representing some two-thirds of the production output of the enterprise. The tender process by which the STC procures is continually assessed, as any change may increase the risks in a number of critical ways. In addition, the export market is subject to fierce international competition. Both factors are mitigated in various ways but remain a constant preoccupation of Management.

Legal & Commercial Risks

Dumped flour by foreign suppliers on all markets is a reality. The existing legislation in Mauritius against dumping is no guarantor of an environment free of dumping. Nonetheless, the Company monitors competition continuously and takes action to counter this phenomenon when it occurs.

Information Technology Risks

Access via internet or direct physical intervention creates a certain vulnerability of the mill operating system. The Company now has more stability and safety with the Mercury Scada system, as well as additional points of control. LMLC maintains and closely monitors service contracts with service providers inside and outside of Mauritius to ensure the smooth running of the IT system.

The risks of unauthorised access to Eclosia's information asset and internal/external hackers' attacks, with the increased use of virtual private networks by employees working from home, have been reviewed and are effectively managed.

In view of increasing the employees' IT Security knowledge to mitigate the risk of security breach via users, E-learning on IT and cybersecurity topics has been initiated at Group level. Regular online training with exercises, questions and answers with a minimum pass level is provided by the supplier KnowBe4 to all employees using an IT device. Best practices are shared with them to explain the concept of employees' firewall and how to avoid any risk to the Company.

Human Resource Risks

The scarcity of technical staff in milling in Mauritius has led to the implementation of training procedures of key milling personnel, to ensure sustained technical performance. A succession plan has been prepared for key positions, and the talents were identified. They will be trained over the years to become future leaders in their field. High-level training at flour mills in Switzerland allows technicians to keep abreast of developments in milling. A management contract with NMI Group Services (Pty) Ltd, which regularly performed audits during the past year, also mitigates this risk.

Black Swan Risks

Unforeseen risks can arise that cannot be anticipated. In the years following the Coronavirus pandemic, we experienced more stable prices for both commodities and freight. However, in recent months, freight issues have resurfaced due to ongoing conflicts and political instability in key regions, disrupting shipping routes and logistics, causing shortages of containers and fewer vessels available. There are inherent safety risks in LMLC's industrial activity, but these are mitigated by the highly automated process and the Mercury Scada system, as well as a proactive risk assessment approach based on the ISO 45001 international standard, which reduces such risks to the minimum.

Being a flour mill, the risk of fire and dust explosion is inherent to operations and is reviewed regularly. The emergency preparedness and response procedures to mitigate this risk are regularly tested and updated.

Financial Risks

Time-lapse differences between the purchase of raw materials and the sale of products give rise to risks of exchange rate fluctuations in the financials of the Company.

However, trading in the same currency for purchases and sales in either euros, or dollars or rupees creates a natural hedging and minimises those risks.

Sustainability Risks

Sustainability-related risks have been identified through LMLC's annual materiality assessment and are assessed using the same likelihood-impact methodology and risk appetite threshold (Rs 20 million) applied to all enterprise risks. For a full breakdown of sustainability risks by material topic, refer to the Sustainability Strategy section of this report, on page 19.

Risk Management

The risk assessment was reviewed with a risk matrix aligned with the Group risk framework. This enabled a clearer assessment of the impact and severity of each individual risk. The top ten risks and their corresponding measures were reassessed and updated accordingly.

The Audit and Risk Committee was satisfied with the identified measures to effectively mitigate or counter risks and that appropriate action plans were in place. With the advice of its insurance broker, the Company has contracted insurance covers to protect it against several risks.

Every year, a special Audit and Risk Committee meeting is held to assess the risks of the Company and evaluate the Company's risks management process to ensure that it is monitored and effective. This exercise was again carried out during the past year with the support of the Governance, Risk and Compliance (GRC) section of Eclosia Corporate Services Ltd. All financial and non-financial risks were analysed, and the conclusion was that the risk management process was appropriate and well conducted. Sustainability-related risks identified through LMLC's materiality assessment are incorporated into this same process and reviewed as part of the annual ARC risk meeting.

Business Continuity

The Business Continuity Plan (BCP) to recover business operations in the aftermath of a materialised risk, and to ensure the sustainability of operations, was in place at LMLC. Disaster simulations were conducted during the past years to test the effectiveness of the BCP, and the results were satisfactory.

Insurance cover

Management annually adjusts its insurance cover to meet the changes in plant and equipment values, and prices of materials and services. Competitive rates are negotiated through the services of a broker with many years of experience, and satisfactory cover was maintained for the year.

Fraud Policy

Clear guidelines on financial policies and procedures are in place to minimise the risk of fraud. These procedures are closely monitored by the internal audit services of the Company.

Whistleblowing

At LMLC, all attempts are made to promote an environment of honesty and transparency. Employees are empowered to whistle-blow in case of need. They are, at all levels of the organisation, sensitised on the procedures for whistleblowing through a clear and confidential communication system.

All employees are also granted access to bypass LMLC's Management and directly approach the Chairman of the Board or Eclosia Head Office. No issues in this regard were reported during the year.

Financial risks, defined and identified as being those with the potential to materially impact the financial performance of the Company, are listed in note 3 to the financial statements.

The Audit & Risk Committee is responsible for monitoring their application and reliability.

Data Protection

LMLC complies with the Data Protection Act and the GDPR and is committed to protecting the privacy of its stakeholders, including clients, suppliers and employees. In this context, LMLC has outsourced the role of Data Protection Officer to a specialist who has been assisting the Company in setting up and implementing its Data Protection Framework.

Since June 2023, LMLC has renewed its registration with the Data Protection Office as Controller. The Certificate of Registration is valid from 01 August 2023 to 31 July 2026.

The following data protection policies and procedures were reviewed, updated and approved by the Data Protection Committee during the financial year:

- Employee Privacy Notice,
- Candidate Privacy Notice,
- Website Privacy Notice,
- Privacy Policy,
- Data Breach Response Plan,
- Records Management Policy and
- Data Subject Access Request Policy and Procedure.

Moreover, the Record of Processing Operations for all departments was completed, as required by Section 33 of the Data Protection Act 2017 (DPA). The following email address was set up to enable data subjects to contact the Data Protection Officer or the Data Protection Committee: LMLC_DPC@ eclosia com.

It is noted that during the financial year under review, LMLC did not encounter any data breach incidents.

Finally, in view of LMLC's commitment to protecting the privacy of individuals whose personal data are processed, the Data Protection Officer carried out data protection awareness trainings to ensure that employees:

i. understand the applicability of the European Union General Data Protection Regulation 2016 (GDPR) and the DPA.

ii. are aware of penalties applicable for non-compliance.

iii. gain a broad knowledge of the GDPR and DPA requirements; and

iv. understand privacy policies and procedures necessary to comply with the requirements of GDPR and the DPA.

Internal Control

In addition to reviewing the Company's risks, the Audit and Risk Committee also reviews the internal control system in place at the Company and suggests improvements where necessary.

The Board has entrusted the responsibility to report on the effectiveness of internal control to the Audit and Risk Committee.

The risk register was reviewed during the year. The weightage of certain risks was changed, but no additional high risk was identified. The Management of the Company follows a formalised set of policies and procedures in the fields of Human Resources, Finance, IT, and industrial production, with the principle of continual improvement as the foundation of all procedures. Compliance is ensured through a comprehensive series of audits performed by auditors external to the Company, which include:

- Internal audits of all operations,
- External audits of infrastructure, operational and financial aspects,
- Information technology audits,
- Client audits from a limited number of long-standing clients to assure them of process and product quality standards,
- Food safety, quality, environment, and health & safety management systems audits (as detailed below),
- Technical audits by milling engineers and millers concerning yields, efficiencies, and machine performance.

The "Eclosia Way" is a series of audits that compare the Company Management to norms established by the Eclosia Group. This system encourages adherence to core values, as well as initiatives for evaluation and improvement against operational benchmarks.

Throughout the year, LMLC effectively upheld its commitment to five globally recognised management systems. These systems, including Quality Management (ISO 9001:2015), Environmental Management (ISO 14001:2015), Food Safety (HACCP), Occupational Health and Safety (ISO 45001:2018), and Testing and Calibration (ISO/IEC 17025:2017), undergo rigorous annual audits conducted by both local and international auditors.

These systems are pivotal in shaping our policies, ensuring food safety, enhancing customer satisfaction, maintaining consistency in production, promoting environmentally sustainable practices, fostering a safe workplace, and conducting thorough laboratory analyses of our materials and products. They underscore our dedication to teamwork and employee engagement.

Over the year, LMLC successfully retained certifications for all its management systems, reinforcing its commitment to operational excellence and compliance with international standards.

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Audit

Internal Audit

The Company outsources the internal audit functions to Eclosia Corporate Services Ltd ("ECS"). ECS's Internal Audit Department comprises staff members with the necessary qualifications (including FCCA, CGI, CIA, CFE, CISA, CRISC, CISM, CDPSE, Certified Compliance professional, among others), as well as the relevant expertise and years of experience to fulfil their role effectively. They are supported by a well-structured Enterprise Risk Management and Governance framework that ensures their independence, objectivity, competence, and free access to books and records for a comprehensive evaluation of risks and controls. The staffing level, together with continuous learning & development, enables sufficient coverage of emerging risks and various audit areas such as financial, accounting, operational, data privacy, and information technology. We adopt and apply international auditing standards prescribed by the IIA and ISACA, risk-based audit methodologies, and automated tools with data analytics to conduct thorough audits and report to Audit and Risk Committees.
The Board, with the assistance of the Audit and Risk Committee and the Internal Auditor, monitors the effectiveness of internal controls.

The Internal Auditors follow an established system of internal control and policies that ensure that the control objectives are attained.

The Internal Audit team has an independent appraisal function which reviews the adequacy and effectiveness of internal controls and the systems that support them. This includes controls at both the operational and financial levels, as well as offering guidance to Management in relation to the evaluation of overall business risks and actions taken to mitigate such risks.

Weaknesses identified by the Internal Auditors during their reviews are brought to the attention of Management and the Audit and Risk Committee formally by way of risk-rated, structured reports. These include the results of the current review together with updates on the corrective actions taken by Management to improve control systems and procedures.

The Internal Audit Manager attends and reports on his findings at the Audit and Risk Committee. Thereafter, the Chairman of the Audit and Risk Committee presents any material issues requiring the special attention of the Directors.

The purpose, authority and responsibility of the Internal Auditors are formally defined in their Charter.

The Internal Audit team has the authority to access and examine all information, both paper-based and electronic documents, as well as to inspect physical assets. No complaints were received from the Internal Auditor during the year under review with respect to restrictions on access to records, Management or employees of the organisation.

The reviews performed by the Internal Audit function aim to assure the adequacy and effectiveness of internal controls, compliance with applicable laws and regulations, and the reliability of financial reporting.

During the year under review, areas covered by the internal audit function include fixed assets, stock, debtors, cost control management, weighbridge, quarterly reporting, and compliance with the DEM rules.

All significant areas are covered in a three-year plan by the internal audit department.
The Group Internal Audit Manager and the Group IT Auditor meet with the Chairperson of the Audit and Risk Committee once a year without the presence of Management.

Audit reviews and consultancy services were also carried out in specific areas of expertise, such as the security of the premises and Company assets by the Eclosia Group Head of Security, and food safety by the

Eclosia Group Quality Systems Business Partner.

External Audit

Following a tender process, the audit firm BDO & Co. was appointed in 2022. BDO & Co was reappointed as auditor at the annual meeting held on 10 December 2025, during which the annual financial audit was led in a serious and stringent manner.

Upon recommendation of the Audit and Risk Committee, BDO & Co will be proposed for reappointment at the next Annual Meeting.

The Audit and Risk Committee reviews the external auditor's audit plan and fees before the yearly audits.

The Audit and Risk Committee meets once a year with the external auditor to review the Company's financial statements, management and representation letters, and to assess the effectiveness of the external audit process. The external auditor can also meet the members of the Audit and Risk Committee without Management's presence. The Audit & Risk Committee discussed critical policies, judgements and estimates with the external auditor during the year under review.

Both Management and the Audit and Risk Committee recognise that the services provided by BDO & Co during the year have been satisfactory.

The Audit and Risk Committee ensures that the external auditors apply appropriate safeguards, such as different engagement partners and segregated teams, when non-audit services are provided by the external auditors.

Relationship with stakeholders

All our stakeholders are involved and/or made aware of the Company's organisational strategy and performance. Management ensures that their input is taken into consideration and their expectations and interests are met as far as possible. In that respect, the following steps are taken:

Shareholders

The Management and Board of Directors of the Company are committed to ensuring that shareholders benefit from their investment in the Company and earn the shareholders a return through the payment of a yearly dividend.

Shareholders are encouraged to attend the Company's Annual Meeting, where they can interact with members of the Board, Management, and the external auditor.

The next Annual Meeting of the Company will be held on December 10, 2026.

The Company's annual reports are published on the website. The notice and agenda, along with all the resolutions to be proposed for approval at Annual Meeting, and proxy forms, should a shareholder wish to be represented at the said Meeting, are made available on the Company's website at least 21 days before the date of the meeting, in line with the requirements of the Companies Act. These documents are also made available in printed form to shareholders who request them.

Suppliers

The Company maintains a list of all its approved suppliers for procured products and services. The said suppliers are regularly evaluated on the quality of products and their standard of services. This evaluation exercise allows the Company to choose the best product and service provider.

With the exception of freight, wheat and specific machinery from Bühler, for all other products and services costing more than Rs 1 million per annum, the Company initiates a bidding exercise among its registered suppliers. To ensure competitiveness in terms of quality and price, suppliers outside the approved list are also invited to participate in the bidding exercise.

Employees

An employee engagement survey is carried out every two years to measure employee satisfaction. The results of the survey are then communicated to all employees, and focus groups are organised to discuss and address areas of weaknesses and potential improvements, and an action plan is then proposed for implementation.

Through regular management and departmental meetings, monthly company briefings, and our "Conseil d'Entreprise", our employees are given the opportunity to interact, exchange ideas, and share feedback/concerns with management.

Union

The Collective Agreement with the Union, which took effect on January 1, 2022, and will remain valid for a four-year duration. Its provisions were implemented immediately upon signing, representing a pivotal achievement in our ongoing efforts to strengthen labour relations and promote shared value and cooperation between the parties involved.

Clients

Monthly meetings are held with the State Trading Corporation and with other major distributors of LMLC's products, both locally and overseas. These client-supplier meetings allow the Company to review any concerns, including product quality service levels, and operational challenges. Additional meetings with all stakeholders, whether daily or weekly, are held as needed to resolve specific concerns.

Flour Consumers

The Company maintains a structured programme of regular customer visits as part of its market intelligence and customer engagement strategy. These visits provide first-hand insights into customer requirements, evolving market trends, consumption patterns and volume expectations, while allowing us to identify potential issues at an early stage and respond proactively. The information gathered enables us to forecast demand more accurately, optimise production planning, and align our manufacturing schedules with market requirements. This close collaboration allows us to continuously adapt our products and services to evolving market needs and customers, including bakers, confectioners, chefs, and manufacturers of flour-based products such as faratha, dhal puri, and other local staple foods.

Statement of Compliance

In compliance with Section 75 (3) of the Financial Reporting Act

Reporting Period: JULY 1, 2025, TO JUNE 30, 2026

We, the Directors of LES MOULINS DE LA CONCORDE LTEE, confirm that to the best of our knowledge, throughout the financial year ended June 30, 2026, LES MOULINS DE LA CONCORDE LTEE has complied with all the principles set out in the Corporate Governance Code for Mauritius of 2016.

LES MOULINS DE LA CONCORDE LTEE has applied all the principles set out in the Corporate Governance Code for Mauritius except for the following:

- Composition of the Board

Although there is only one Executive Director on the Board, the Board believes that the attendance of senior executives at the board and the committees meetings fulfils the spirit of the Code.

Mushtaq Oosman
Chairperson

Su Lin Ong
Director

23 September 2026

Secretary's Certificate

JUNE 30, 2026

We certify that, to the best of our knowledge and belief, the Company has filed with the Registrar of Companies all such returns as are required of the Company under Section 166 (d) of the Mauritian Companies Act 2001.

Eclosia Secretarial Services Ltd

Company Secretary

Date: 23 September 2026

To create momentum

A shared energy creates a natural rhythm, allowing us to progress together with clarity, confidence and ease.

People: Woman and Man, our Foundation

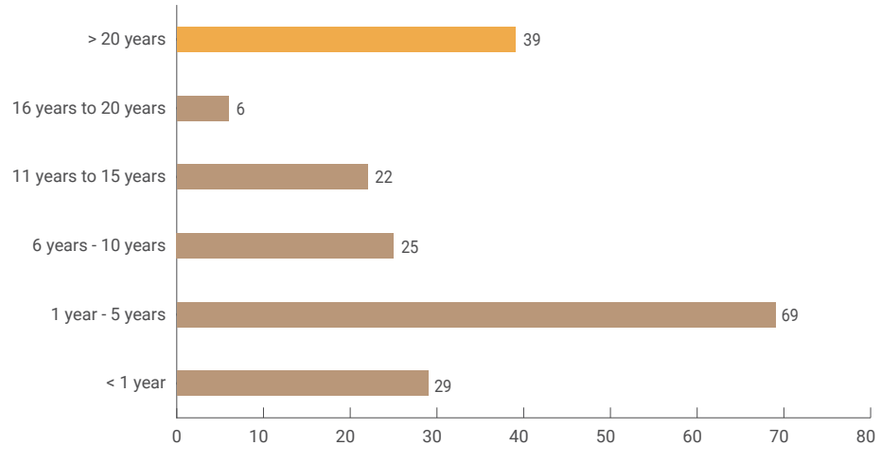
People are at the heart of LMLC's performance and long-term resilience. In a context shaped by operational demands, evolving skills requirements and continuous transformation, our focus remains on building an engaged, capable and inclusive workforce.

Across recruitment, integration and development, we aim to create an environment where individuals can grow, contribute meaningfully, and strengthen both their expertise and their sense of belonging within the organisation.

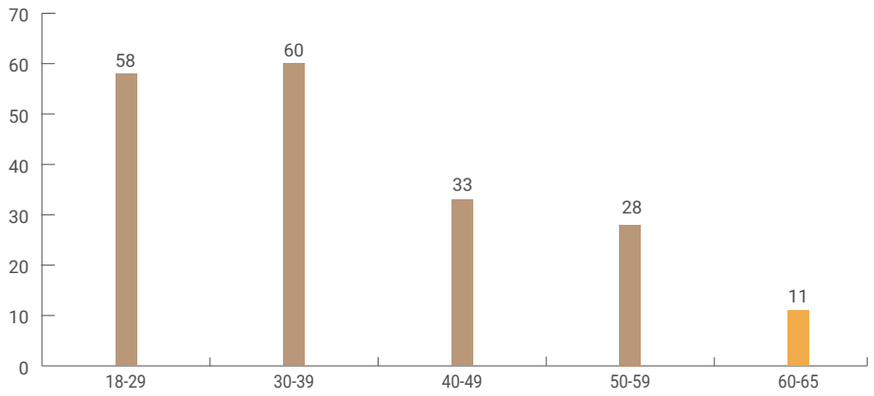
Our People in Numbers

With a workforce of 190 employees, LMLC benefits from a dedicated and experienced team, comprising 84% men and 16% women. Our employees have an average length of service of 11 years, reflecting a strong culture of loyalty and retention, while the average age of 39 years combines experience with a dynamic and productive workforce. Together, our people remain at the heart of our success, driving operational excellence and supporting the Company's long-term growth.

Length of service



Age distribution



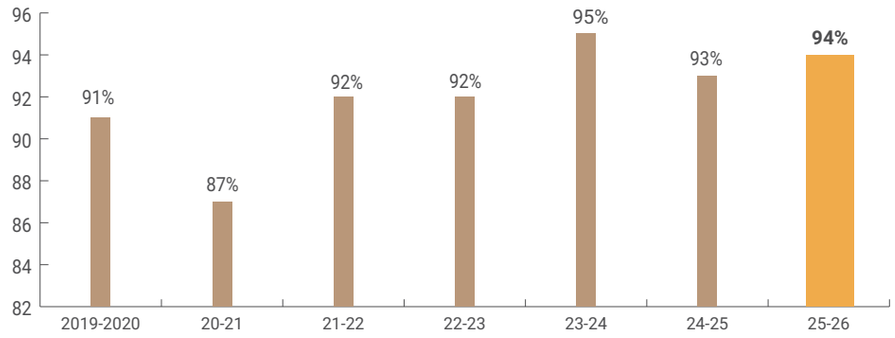
Attracting and Integrating Talent

Securing the right people, and integrating them effectively, is fundamental to operational continuity and performance at LMLC. The way we select, onboard and welcome new colleagues shapes not just individual performance, but team cohesion and the organisation's ability to deliver consistently.

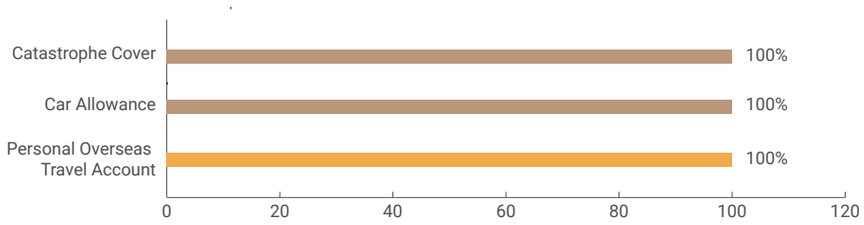
Remuneration and benefits

LMLC's remuneration approach is aligned with the Eclosia Group's strategy and policy. Fair and competitive compensation is fundamental to attracting and retaining the right people, ensuring that employees feel valued for their contribution and that LMLC remains an employer of choice in the market.

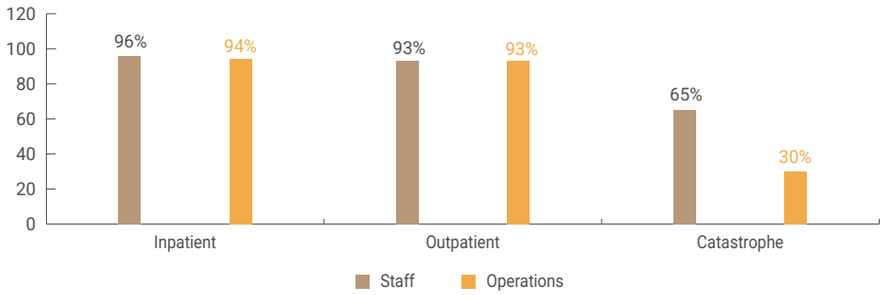
Remuneration and benefits



Compliance with fringe benefits



Medical insurance coverage



Recruitment

Attracting the right people begins with how we treat every candidate: fairly, transparently, and with genuine respect. As part of the Eclosia Group, all recruitment communications reflect our Group affiliation, giving prospective employees a clear picture of the values, stability and opportunities associated with joining a larger organisation.

All vacancies are first shared internally before being opened externally, giving employees priority access to new opportunities and supporting development from within. External recruitment is then guided by a structured evaluation of competencies, experience and potential, ensuring that decisions are based on objective criteria. Relevant managers are involved in the interview process to assess both technical capabilities and cultural fit at an early stage.

The candidate experience is designed to remain clear and respectful at every stage, with consistent communication from first contact to final decision. All applicants receive a response, regardless of outcome, and interview participants are invited to share feedback through a post-interview survey, which is then used to continuously refine the recruitment process.

Our recruitment objectives

- Ensure a fair, transparent and objective hiring process
- Strengthen internal mobility and career development
- Identify talent based on skills, experience, potential, and alignment with our values
- Reinforce our position as an employer of choice
- Align hiring decisions with both current and future business needs

Onboarding

Our onboarding process supports new employees as they settle into their roles and become familiar with the organisation. From their first day, employees receive a welcome pack containing key administrative information, alongside a company-wide welcome message. Where appropriate, a mentor or buddy is also assigned to provide guidance and support during the initial integration period.

The induction journey typically covers:

- **Role familiarisation** – An overview of key responsibilities, performance expectations, and the skills required for the role.
- **Company culture** – An introduction to LMLC's values, ways of working and organisational culture.
- **Stakeholder introduction** – Connecting new employees with key colleagues and relevant internal stakeholders, depending on the role.
- **Policies and procedures** – Awareness of key policies, including IT, health and safety, and security requirements.
- **Health screening** – A baseline medical assessment carried out under the Medical Surveillance Programme, where applicable.
- **Eclosia Group awareness** – An introduction to the wider Eclosia Group and its Employee Value Proposition (EVP).

Leadership Spotlight



Welcoming our new Operations Manager

Having joined LMLC in November 2025, Ian Bester brings more than 25 years of experience in the milling industry, with a strong background in operations management and continuous improvement.

Already familiar with the site and its operations, Ian was able to integrate quickly and gain a clear understanding of operational priorities. His practical, people-focused approach enables him to contribute effectively from the outset.

In his new role, he is committed to strengthening operational performance, while fostering a culture built on collaboration, accountability and continuous learning. His emphasis on people development reflects a broader priority at LMLC: building engaged teams as a foundation for sustainable performance.

Over the coming months, he will focus on deepening cross-functional collaboration, sharing expertise and identifying opportunities for improvement, while maintaining high standards of safety, quality and efficiency.

Talent Development

Learning in Numbers

71
formal training sessions delivered

23
on-the-job training and awareness sessions conducted across the organisation

95
employees participated in structured training programmes

Developing people is central to how LMLC builds for the long term and is formalised through our Employee Development Policy. In an industry where technical expertise is highly specialised and experienced professionals are scarce, growing capability from within is both a strategic priority and a practical necessity.

Learning goes beyond technical requirements. It is embedded in everyday work as part of a broader learning culture that supports both organisational performance and individual growth. Our approach combines technical, operational, and leadership development with opportunities that help employees broaden their skills, strengthen their confidence, and grow professionally in their roles.

Training priorities are reviewed annually by Heads of Department together with the HR Officer, based on performance appraisal outcomes. These are then translated into learning plans supported by a dedicated training budget.

Succession Planning

Preparing employees for future responsibilities is an important part of building long-term organisational capability. By identifying potential early on and supporting employees in their development, LMLC builds continuity in critical roles, while creating opportunities for internal career progression.

Throughout the year, talent reviews were conducted to assess future capability needs and identify employees with the potential to succeed in key positions. Through the Organisational People Review process, these employees received structured feedback on their strengths, development priorities, and career opportunities, helping them prepare for future responsibilities.



Developing Specialist Expertise

Building Milling Expertise at Bühler, Switzerland

Given the technical nature of the milling industry and the limited availability of local expertise, strong emphasis is placed on developing talent internally. Employees interested in becoming millers are supported through structured learning pathways, including correspondence courses with the University of Kansas, as well as hands-on exposure through international programmes at Bühler in Switzerland.

Two members of the team enhanced their milling expertise through specialised programmes in Switzerland, gaining direct access to best practices in a leading milling environment.

Maintenance Manager, Aslam Bakady, also completed a two-week Wheat Milling for Head Millers programme. The training focused on advanced milling operations, equipment design and plant performance, providing valuable insight into how maintenance decisions can affect overall operational efficiency.

In September 2025, Production Planner Guillaume Oudin completed a two-week milling course at Bühler. The training provided first-hand exposure to operational realities, helping him better integrate production constraints into planning decisions, and improve coordination with the production floor.



Swiss Milling School: Becoming a Milling Technologist

As part of our succession planning, Assistant Head Miller Thierry Rety has embarked on a one-year Diploma in Milling with the Swiss Milling School. The programme combines a blended approach: six months of correspondence learning with six months of practical training in Switzerland. Upon successful completion of the course in February 2027, Thierry will be a certified ‘Milling Technologist SMS’.

Deepening Bakery Expertise



Developing specialist knowledge extends beyond milling into bakery disciplines, where technical precision and creativity play a key role in product excellence. As part of her professional development, Umme Auleear attended a specialised bread-making programme in Morocco, deepening her technical expertise in bakery production.

Technical Manager Sabeer Hookoomally strengthened his bakery expertise through two international training programmes. In France, he attended a specialised programme delivered by Fournil des Ambassadeurs on the design and creation of bakery artistic pieces, a key feature in bakery competitions requiring creativity, precision and technical control. The training covered decorative design principles and hands-on practice in dough preparation, colour usage, baking techniques, and textural effects. He also completed a viennoiserie training programme delivered by INBP in Réunion Island, focusing on laminated dough processes and production efficiency.





Career advancement and pathways to growth

Public Speaking

Aurore Lamy-Chappuis, LMLC's Corporate and Communications Manager, completed a public speaking programme designed to sharpen her presentation and communication skills. The training covered voice projection, articulation, audience engagement, stress management, and presentation delivery. She later applied these techniques at the Eclosia Next event, gaining confidence and communicating with greater clarity in a live setting.

Exploring Generative Artificial Intelligence

Recognising the growing role of digital technologies, several employees also participated in training on Generative Artificial Intelligence (AI). The programme introduced practical applications of AI in the workplace, helping employees identify opportunities to improve efficiency, support innovation, and drive continuous improvement.



Operational excellence

Yellow Belt: Driving Continuous Improvement

To build a stronger continuous improvement culture, seven employees completed Yellow Belt training in Lean and Six Sigma methodologies. The programme equipped participants with practical tools to identify inefficiencies, solve problems systematically, and contribute to operational excellence within their teams.

"The Yellow Belt training was really insightful. It helped me understand how techniques like LEAN and Six Sigma can be used to improve processes. It focused on how reducing waste, and variation can increase efficiency and cost control. What I found most valuable was the Kaizen table, which involves employees at all levels in identifying and solving problems, rather than limiting ownership to one level of the organisation."

Sachin Boyonauth





Reach truck training

Following the introduction of the new warehouse racking system, eleven warehouse employees completed Reach Truck training delivered on site by ISOI. The programme provided the knowledge and practical skills required to operate the equipment safely, while reinforcing operational efficiency and workplace safety.

The programme provided the knowledge and practical skills required to operate the equipment safely.

Employee Experience

Employee experience is shaped by the moments, opportunities, and relationships that connect people to the organisation. Through employee engagement initiatives, diversity and inclusion efforts, family support programmes and opportunities for connection across teams, we continue to nurture the sense of community that underpins life at LMLC.

LMLC for Life

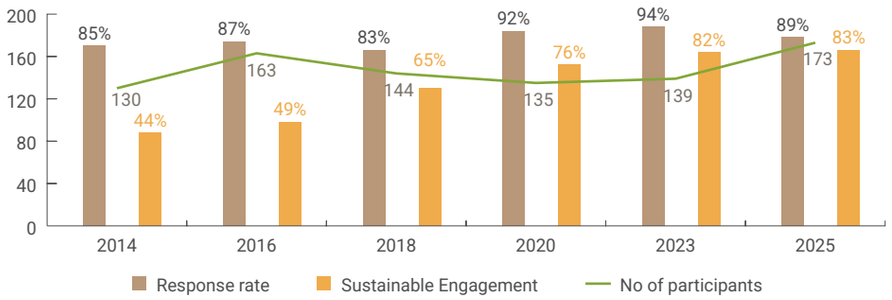
The relationships built at LMLC do not end when employees retire. Staying connected with former colleagues is part of preserving the knowledge and sense of community that have shaped the organisation over the years. Retirees continue to receive our internal magazine and the Eclosia Group publication, keeping them informed of life at LMLC. Each year, we also organise a dedicated outing in their honour, while employees retiring during the year are invited to join our year-end celebration as they mark this milestone.

Employee Engagement

Listening to our People: Engagement Survey

Understanding how employees experience the workplace is essential to creating an environment where people can thrive. Conducted every two years, our Employee Engagement Survey provides valuable insights into how colleagues perceive their work, their wellbeing and the organisation more broadly. The last engagement survey, conducted in 2025, recorded a participation rate of 89%, compared with 94% in the previous survey. Despite the lower participation rate, the overall engagement score increased by 1 percentage point, from 82% to 83% between the two exercises.

Evolution of Engagement Survey



These insights highlight both strengths and areas for improvement, providing a practical foundation for actions that enhance employee experience. By listening to employee feedback and responding to it, we continue to foster a workplace where people feel heard, valued, and supported.

The most recent survey results were shared with employees in October 2025, followed by focus group discussions to explore the feedback in greater depth and better understand the underlying themes. An action plan is now being developed based on the key findings and recommendations.

Shared Moments: Cupcake Challenge

The HR Department, in collaboration with the Training Centre team, launched a creative baking challenge for employees in April 2026.

The initiative encouraged participants to express creativity and teamwork through original cupcake creations. Employees from different departments took part, each represented by a nominated colleague who first attended a short training session focused on preparation techniques and recipe development. Eight employees went on to compete in the final challenge, held on 7 and 8 May 2026 at the Training Centre. The activity brought together employees in a light and informal setting, where creativity, teamwork and shared curiosity shaped the experience as much as the final creations.





Learning Beyond the Workplace: Visit to WeCycle



Employees visited WeCycle's operational site in Jin Fei on 24 April 2026, spending time observing day-to-day operations and engaging directly with the teams on site.

The visit included informal exchanges around processes, roles, and working methods, with employees sharing perspectives drawn from their own operational experience. It offered a closer look at how industrial operations function in practice, and how different working environments approach similar challenges.

FIFA World Cup 2026: Prediction Challenge

The FIFA World Cup has long been a moment that unites people beyond their day-to-day work. During the 2026 edition, we introduced an internal prediction challenge to share in that collective excitement across teams.

Employees were invited to predict match scores for each game, with points awarded based on accuracy and a live leaderboard tracking progress as results unfolded. As the competition progressed, the challenge became a familiar point of interaction across departments. At the end of the World Cup, the two highest-scoring participants were awarded prizes following the final match.



Educational Support for our People's Families

Fondation Chantecler is an internal social support initiative created by the Eclosia Group in Mauritius to support employees and their families. It provides educational scholarships for employees' children across secondary, technical, and tertiary studies, helping to ease the financial burden of education and support longer-term opportunities for young people.

Since its creation, the Foundation has awarded more than 2,000 scholarships, reflecting our long-term commitment to the wellbeing of our people and their families.

41%

of our employees are members of Fondation Chantecler.

Diversity, Equity and Inclusion (DEI)

DEI Numbers

90%

Women across the total workforce

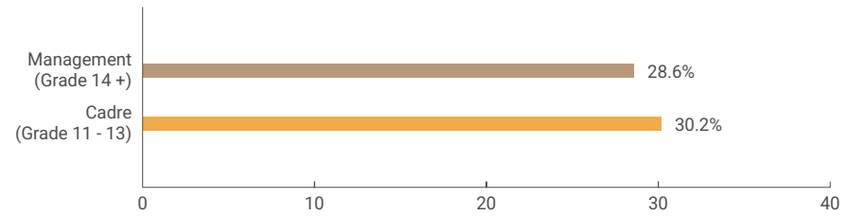
Learning in Numbers

30%
Women in cadre positions (Grades 11-13)

5%
Women serve in operative roles

29%
Women in management roles (Grades 14+)

3%
Employees from underrepresented groups, including persons with disabilities



Breaking Barriers: Welcoming Women in Production

Women now form part of LMLC's production department, an area traditionally dominated by male roles, opening access to operational careers that were previously less visible to them.

One employee has already attended forklift driving training and is currently gaining on-the-job experience alongside her colleagues while awaiting formal licensing. The integration is being supported directly within the workplace as part of day-to-day operations.

International Women's Day Session

To mark International Women's Day celebrated on 8 March 2026, a session was organised in collaboration with City Clinic and held on 9 March 2026. The session focused on awareness around women's health, particularly the importance of a healthy lifestyle, regular medical check-ups, and a better understanding of one's body in supporting long-term health and quality of life.



Cultural Diversity Workshop

Understanding cultural diversity is part of supporting collaboration in a workplace shaped by a multicultural society.

Mauritius' history of migration has shaped a national identity built on coexistence, respect and shared cultural influences. In this context, an awareness workshop on Mauritian cultural diversity was conducted in November 2025 within the company and facilitated by Maya de Salle.

The session explored cultural identity, intercultural understanding and social cohesion, with participants reflecting on how language, beliefs, traditions and social environment shape individual perspectives. It also addressed stereotypes and misconceptions, using open discussion and examples from daily life in Mauritius, including languages spoken, religious celebrations, cuisine and family traditions.



Health, Safety, and Wellbeing

For a production site like LMLC, where risks are inherent and precision matters daily, Health and Safety (H&S) is not a compliance exercise; it is the foundation of how we operate. Protecting our people and supporting their wellbeing is inseparable from delivering stable, consistent output.

Health and Safety

Hazard Hunting

An Early Alert Form was introduced to encourage the proactive reporting of potential hazards and incidents. To mark World Day for Safety and Health at Work, employees took part in a Hazard Hunting campaign focused on identifying and eliminating risks directly within operational areas.

Awareness and capacity-building activities were also rolled out during the year, including a workshop and specialised training on ATEX Dust Explosion prevention.

Operational safety was further supported through targeted infrastructure and preparedness measures, including the installation of a turnstile system to improve pedestrian movement within the yard, and a fire drill carried out in collaboration with the Fire and Rescue Services.





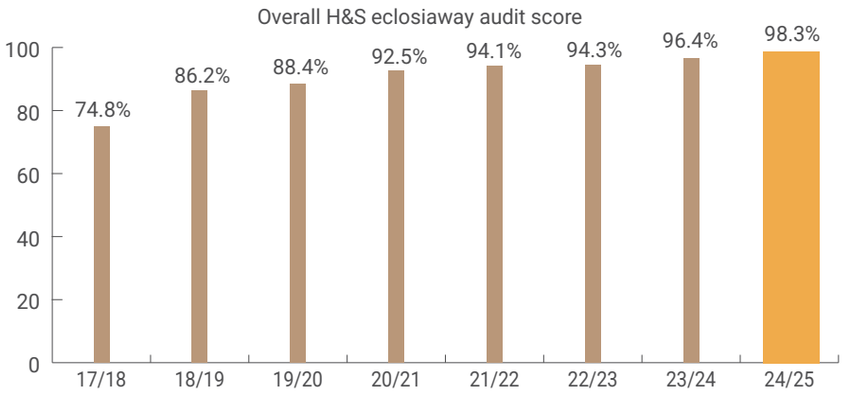
Accident Investigation and Analysis

A key objective for FY26 was to reduce Lost Time Injuries (LTIs) by 10% compared to the previous financial year, with a target of no more than four cases. At year-end, six LTIs had been recorded versus five in FY25, meaning we fell short of our target.

Investigations showed that all six incidents were preventable and linked primarily to unsafe behaviours, non-compliance with procedures and lapses in vigilance during operations.

In response, the organisation will reinforce supervision across production and warehousing areas, tighten monitoring of compliance with safety procedures, and continue targeted awareness and training actions to reduce recurrence.

Health & Safety in Numbers



98.3% overall H&S audit score in FY25, up from 96.4% in 2024, and reaching an all-time high since tracking began.

H&S has been on a consistent upward trend since 2017/2018 (74.8%).

The next H&S audit is scheduled on 10th August 2026.

Accident rates	"Target (Average over 5 past years)"	2022-2023	2023-2024	2024-2025	2025-2026	Trend Analysis
Incident Rate - The number of reportable accidents per 1,000 employees in a given period. It measures the extent of accident occurrence relative to workforce size.	141.5	135.8	70.59	50.12	58.82	135.8 70.59 50.12 58.82
Frequency Rate - The number of accidents that occur per 100,000 man-hours worked. It measures the likelihood of accidents relative to exposure hours.	7.13	6.6	4.08	2.82	3.34	6.6 4.08 2.82 3.34
Severity Rate - The number of lost workdays per 1,000 man-hours worked. It reflects the seriousness of accidents in terms of time lost.	0.15	0.23	0.23	0.04	0.08	0.23 0.23 0.04 0.08
Mean Duration Rate - The average number of days lost per accident. It indicates how long, on average, each accident keeps an employee away from work.	2.59	3.5	5.58	1.56	2.54	3.5 5.58 1.56 2.54
Lost Time Injury Freqency Rate: The number of lost time injuries per one million hours worked	28.9	51.0	34.0	12.5	18.2	51.0 34.0 12.5 18.2

Type	2024-25	2025-26	% Change
Incidents	10	11	10
Lost time Injury	5	6	20
Serious Incidents	0	0	
Lost days	42	28	33.3

The data have been compiled using the payroll calendar, with each payroll month beginning on the 16th and ending on the 15th of the following month

Row Labels	2022-2023	2023-2024	2024-2025	2025-2026
No of Lost time injuries	17	10	4	6
Total manhours	333,539.00	293,779.65	319,488.00	328,904.88
LTIFR	51.0	34.0	12.5	18.2

An increase in accident rates has been noted. A detailed review of the lost time of injury incidents indicates that each case was preventable, with contributing factors primarily linked to unsafe behaviours, non-compliance with established procedures, and lack of cautiousness.

On-site Security

- The site achieved an overall security audit score of 93% for June 26, reflecting sustained monitoring and control measures.
- Security performance is supported by regular follow-up of findings raised through monthly Group Security audits. During the year, 121 cameras were installed across production areas to strengthen surveillance coverage. A security supervisor was also recruited to improve coordination of security personnel and support traffic management within the yard.
- Achieved an overall security score of **95%** for FY25. The overall security score for FY26 will be available in August 2026.
- Priority remains on tracking and closing actions identified through the monthly Group Security audits.

Rating (% Weightage)	Risk Assessment	Update SOPs	Preventive security quality evaluation	Oursource security quality evaluation report-8	Security action meetings-min 8	Group security forum - min 4	Security initiatives	Bonus	Total
	10	10	50	5	10	5	5	5	100
LMLC scores	10	10	45	5	10	5	5	5	95

David Bangaleea – Security Supervisor

During the year, the Company created the position of Security Supervisor to strengthen its health and safety culture through a greater on-site presence. The Security Supervisor's primary role is to ensure that all employees and contractors consistently comply with the applicable procedures, with particular emphasis on the systematic use of personal protective equipment (PPE). The Security Supervisor also provides additional support to the Security Officers at the main gate and Warehouse 2, two areas identified as having a higher risk of incidents. This enhanced field supervision has significantly improved compliance with health and safety procedures, reinforced safe working practices across the site, and contributed to a marked reduction in workplace accidents.



Employee Wellbeing

Mental Health and Artificial Intelligence Workshop

LMLC organised a workshop on "Mental Health and AI", delivered by Mind Matters, in line with World Day for Safety and Health at Work and World Mental Health Day themes.

Held on 7 November 2025, the session explored how artificial intelligence is reshaping the workplace and the implications this has for employee mental health. Participants examined the intersection between digital tools and psychological wellbeing, along with practical approaches to managing stress in changing work environments. The workshop created space for discussion on how employees experience digital transformation and its impact on day-to-day working life.

Workshop on Work-Life Balance

A workshop was organised in collaboration with the Regional Training Centre on 20 March 2026, focusing on practical approaches to work–life balance. The session covered time management, productivity approaches, stress awareness and management techniques, as well as broader discussions on balancing professional responsibilities with personal wellbeing. It also shared practical methods to help employees manage workload demands within their daily routines.

Corporate Social Responsibility (CSR)

At LMLC, our role in society extends beyond the production and distribution of flour. Our CSR approach is rooted in proximity, focusing on the communities closest to our operations and on initiatives that strengthen the wider baking and food value chain.

During the year, five CSR initiatives were delivered through Fondation Solidarité, supporting youth, vulnerable communities, and the development of the baking sector. Total CSR contributions amounted to Rs 3,951,836, with 50% remitted to the MRA in accordance with statutory requirements and the remaining 50% allocated to projects led by Fondation Eclosia. Of this amount, Rs 987,673 was invested directly in initiatives led and managed by LMLC.

CSR in Numbers

Total CSR Contribution for 2025/2026:

Rs 3,951,836

Beneficiaries reached (training & programmes)

103

individuals / groups

LMLC-led-initiatives:

Rs 987,673

Skills & Youth Development

Become a Baker

The *Devenir Boulanger (Become a Baker)* programme resumed this year in partnership with Adolescent Non-Formal Education Network (ANFEN), following a two-year pause during the rollout of the NC3 Bakery training course.

The current cohort brings together 13 students aged 18 to 22, enrolled in the second year of NC3 at the Aline Leal Culinary School. Training sessions held between June and October are designed to strengthen core bakery skills and improve employability through hands-on learning at La Fournée des Moulins, under the guidance of LMLC's expert bakers.

The programme builds on the success of the previous NC3 Bakery cohort, which completed its training in April 2025. All six students passed their examinations with distinction and are now employed in supermarkets and hotels across Mauritius and Rodrigues. One graduate was also selected as a 'reserve commis baker' for the Mauritian team at the Mondial du Pain international competition held in Nantes in October 2025.



Building Skills: Solidarity Trainings

Seven women from Mangalkhan took part in a solidarity bakery training at La Fournée des Moulins, organised with Nu Baz Solider, a solidarity shop by Eclosia Solidarité supporting vulnerable families daily.

The programme introduced basic bakery techniques using simple, practical methods designed to be replicated at home. Over a 10-day training period in June 2026, participants learned to prepare breads, baguettes, rolls, viennoiseries and cakes.

The training focused on building practical skills that allow participants to earn an income, either by improving their employability, or helping them create small-scale micro-business.

Permaculture and Agri-Learning Programme
Roches Bois

The “Permaculture – Zenes Lalimier” project continued to progress at Mouvement pour le Progrès de Roches Bois (MPRB), reaching 20 to 25 young people from vulnerable backgrounds, aged 11 to 18, with balanced participation between girls and boys.

The programme introduced participants to the importance of our ecosystems, with older students also exploring agroecological production and the basics of agri-preneurship. Through the activities, participants developed a stronger understanding of environmental regeneration, local food systems, and the natural environment, alongside greater confidence, teamwork, and self-esteem.

Learning was reinforced through field visits and immersive experiences, including two permaculture camps at Green Village in Coteau Raffin, helping participants connect theory with real-life practice.

In collaboration with LFL, a fellow Eclosia Group company, LMLC also supported complementary workshops on emotional and sexual education for MPRB students. Delivered by LespriSexy, the programme ran from March to October 2025.



“One of the most rewarding moments this year has been seeing three young people who joined the programme in 2022, now aged 16, choosing permaculture and agroecology as a vocational path. They are gradually being introduced to entrepreneurship and even spend part of their school holidays at MPRB caring for their plantations. Their commitment, growing confidence, and practical skills speakw volumes about the impact of the programme.”

Stéphane Denidal,
Manager, MPRB

Community & Social Inclusion

Supporting Educational Inclusion:
Future Hope

Young people who leave the formal education system often face significant barriers to continuing their learning journey. Future Hope operates in several centres across Port Louis, helping 130 children daily through a combination of academic support, personal development, and structured care. Through its *École du Jour* programme in Sainte-Croix, the NGO also provides an alternative pathway for young people no longer included in formal schooling, combining academic support with a more flexible, structured environment suited to their needs.



LMLC has supported Future Hope’s *École du Jour* programme for several years. This past year, our contribution helped cover key operational costs, including the salaries of a Project Coordinator and a Music Teacher, as well as the provision of school materials, uniforms, food and learning activities.

As enrolment increased from 19 children in 2024 to 34 in 2025, the Project Coordinator played an important role in strengthening fundraising efforts and relationships with sponsors. The Music Teacher supported students through music-based activities designed to encourage expression, confidence and engagement, including the development of their second musical single. Students also participated in a range of educational and experiential activities, including visits to Gravity Max, the Environmental Expo 2025, the Musée de l’Esclavage and Aapravasi Ghat, along with workshops focused on self-esteem, creativity, wellbeing, prevention and drug awareness.





Building Employability with KINOUETE

Through its partnership with NGO Kinouété, LMLC supported the “ZeNext” programme, which brings together 31 young people focused on personal development and employability.

The programme combines training, mentoring, internships, life skills development, and exposure to professional environments. This year’s sessions covered goal setting, teamwork, drug prevention, art therapy, bullying and resilience to peer pressure. Participants also gained exposure to the working world through visits to the Mauritius Ports Authority, ECOSUD and Sofap, helping them better understand career pathways across different sectors.

In parallel, several community-based interventions were carried out in collaboration with partners including NGO Sa Nou Vize, Islamic Cultural College, MITD Goodlands and the Mauritius Sports Council. As part of the “Projet Employabilité Jeunes”, nine participants attended internship interviews, with five progressing to placements in hotels.



Learning Beyond the Classroom with École St François Xavier RCA

LMLC has maintained a longstanding partnership with École St François Xavier RCA, supporting initiatives that help create a better learning environment for students. At the start of the academic year, we provided breakfast essentials to help ensure that pupils begin the school day nourished and ready to learn, while continuing to assist the school through the provision of educational materials and employee-led food donation campaigns.

During the year, we broadened this partnership to include environmental education. Thirty-two students visited the Odysseo Oceanarium, where marine educators introduced them to biodiversity, marine conservation and scientific research through interactive learning experiences, helping raise awareness of the importance of protecting Mauritius’ marine environment.



Industry & Sector Development

Training Centre as a Hub for Baking Excellence

Strengthening the baking sector is a core part of our role within the value chain. Beyond our operational activities, we contribute to the development of industry capabilities through technical expertise, skills development, and knowledge sharing across the profession.

Through La Fournée des Moulins, our specialists work directly with bakery professionals on-site, providing practical guidance aimed at improving production processes, product quality and operational efficiency.

During the year, 210 traditional bakeries and supermarkets (GMS) benefited from technical visits and process improvement support delivered by our team. The Training Centre also plays an ongoing role in skills development: welcoming trainees, professionals looking to refine specific techniques, and young bakers building the practical experience needed to enter the profession.

Showcasing Mauritian Expertise: Mondial du Pain



“Participating in such a competition is a unique experience. Meeting and exchanging with bakers from around the world is already a way to grow, learn, and draw inspiration from peers. The team proudly represented Mauritius by sharing our culinary identity and the richness of our local products. This is an important milestone for the bakery sector, paving the way for further ambitions.”

Julien Audibert,
Managing Director, LMLC

Mauritius’ first participation in the *Mondial du Pain* marked an important milestone for the local bakery sector. The initiative was the result of a structured, long-term process led by LMLC to identify, train, and prepare local bakery talent for one of the world’s most prestigious baking competitions.

Over several months, the candidate, commis and reserve team trained intensively at La Fournée des Moulins under the guidance of coach Sabeer Hookoomally, Technical Manager at LMLC. Preparation centred on technical precision, organisation, timing, hygiene and consistency, alongside the development of the full range of products required for the competition, including classic breads, creative breads, health breads, sandwiches, viennoiseries and an artistic bread piece.

The competition took place in Nantes, France, from 19 to 22 October 2025. Beyond the technical challenge, this first participation provided an opportunity to showcase Mauritius’ culinary identity on an international stage. The team developed a concept inspired by local flavours, reinterpreting street-food elements such as *gato pima*, *dipin vinday* and *macatia coco* through contemporary creations.

Mauritius ranked 9th out of 21 nations in its debut participation, reflecting a promising entry on the international bakery scene. Beyond the result, the project reinforced our commitment to training, knowledge transfer, and the development of bakery as a skilled and evolving profession.

Inspiring Future Bakers: La Fête du Pain

LMLC reimagined the Fête du Pain in 2024, after 25 years, with a dual focus on industry professionals and the wider public. While the public-facing event is held every two years, the professional programme is developed annually through targeted formats and initiatives.

As part of this professional strand, LMLC introduced the *Junior Baking Battle*, a competition designed for Grade 12 students in Food Science who are exploring potential career pathways in the culinary field. The inaugural edition brought together 23 participating schools.

The competition is held in teams of two and aligned with the school curriculum, unfolding across three stages. The first stage took place in April 2026 and consisted of a full-day training session at La Fournée des Moulins. Each team was accompanied by their classmates, allowing a broader group of students to be exposed to the learning experience. A total of 126 students took part in this phase.

The second stage, held from 21 to 29 May, involved a five-hour practical assessment during which teams prepared a set of bakery products evaluated by professionals. The eight highest-performing teams will advance to the final in October, where they will compete in a Mystery Box Challenge.











“This experience was truly outstanding. The training session was highly enriching, offering students valuable hands-on learning opportunities. It was both engaging and educational, and I could clearly see how much the students learned throughout the programme. They also gained valuable insight into career opportunities within the industry.

The spirit of sharing, collaboration and teamwork throughout the training was equally commendable and contributed greatly to the success of the experience.”

Mrs Peerbuccs,
Universal College Teacher

Community Support beyond CSR

Trainings

Beyond our structured CSR programmes, we regularly welcome school groups to La Fournée des Moulins, providing practical training in a professional bakery environment. These sessions are tailored to complement students’ academic curriculum while giving them hands-on exposure to bakery techniques and industry practices.

During the year, the Training Centre hosted five sessions for educational institutions, reaching 92 students:

Doha Secondary School	10 participants
Dukebridge North	15 participants
Jardin d’Éveil Bagatelle	20 participants
Les Petits Loups Pre-Primary	32 participants
Ecole du Nord	22 participants

Donations

LMLC contributes to community initiatives through structured flour donations supporting cultural, religious and social events, as well as CSR partner organisations working with vulnerable groups. During FY26, total flour donations reached 13,8 tonnes, distributed across the initiatives below.

Occasion	Beneficiaries	Kilos
Schools, fancy fairs and community activities	Food & Nutrition classes, school festivals, Scouts, cultural associations	**742**
Ganesh Chaturthi festival	Religious and cultural associations/federations, Ministers, PPS Members of Parliament	**1170**
Père Laval pilgrimage	Religious and cultural associations	**160**
Others	Small cultural festivals, fund raisings and food distribution	**562**
Maha Shivaratree festival	Religious and cultural associations/federations, Ministers, PPS Members of Parliament	**7710**
“40 Heures”	Religious and cultural associations	**300**
Durga Puja festival	Religious and cultural associations	**790**
Monthly Donations to NGOs	Centre Chrysalide	**396**
	Mon Carmel	**230**
	Centre de Solidarité	**80**
	Les Restos du Cœur	**150**
	Employee Donation	**1897**

In addition to these donations, LMLC supported community events through sponsorship contributions comprising 638.25 kg of flour, wheat bran and germ, together with 500 kg of coarse bran for animal feed.

Planet

LMLC's approach to environmental stewardship is organised around the three Planet pillars of the Eclosia Way: **Climate Strategy**, **Local and Circular Economy**, and **Life and Biodiversity**. Together, these pillars translate our sustainability commitment into concrete action - from reducing our carbon footprint and investing in renewable energy, to sourcing locally, managing waste responsibly, and protecting the natural systems on which our operations and supply chains depend.

Building a culture of sustainability underpins this approach. Employee-focused initiatives helped strengthen awareness, engagement and ownership of sustainable practices across the organisation, reinforcing the role of our people in driving environmental performance alongside operational improvements.

Climate Strategy

Local and Circular Economy

Life and Biodiversity

Planet in Numbers

91%

of suppliers are local

83%

of employees trained through La Fresque du Climat

100%

renewable electricity target by 2027 (PV farm)

Climate Strategy

Addressing climate change is a strategic priority for LMLC. As a flour miller operating from a coastal site in Mauritius - a small island with acute exposure to the physical risks of climate change - we recognise that climate resilience is directly relevant to our operations and must be embedded in our long-term planning. Our climate strategy is built around three priorities:

Measuring our carbon footprint

Energy Efficiency & Transition

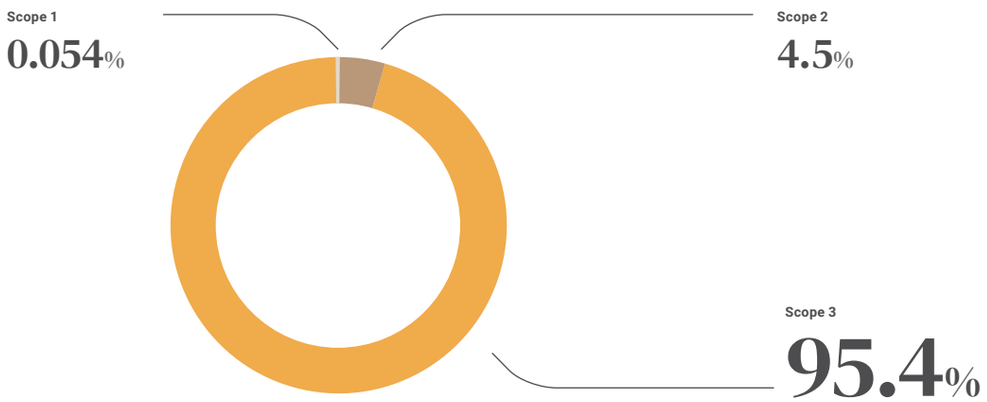
Engaging our value chain

Measuring Our Carbon Footprint

LMLC measures and tracks its greenhouse gas emissions through the CarbonAct programme, developed with EcoAct and launched in FY2022. The programme covers Scope 1, 2 and 3 emissions in line with the GHG Protocol and Science Based Targets initiative (SBTi), providing a structured and consistent basis for measurement and decision-making.

A full carbon footprint assessment is conducted every two years to ensure data remains current and comparable. A recalculation was completed in 2024, refining the emissions baseline to reflect operational changes. This data has informed a carbon reduction roadmap which is currently being implemented across operations. The next full assessment is scheduled for September 2026.

Emissions par Scope FY24



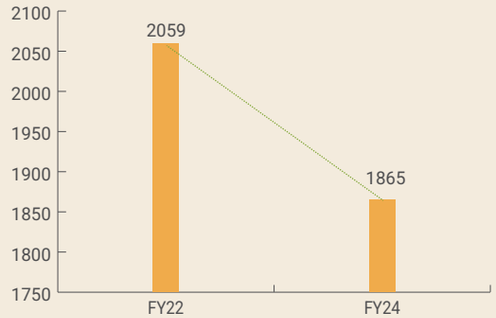
Key findings

Scope 3 emissions account for **~95% of our total emissions**, driven by our dependency on imported wheat.

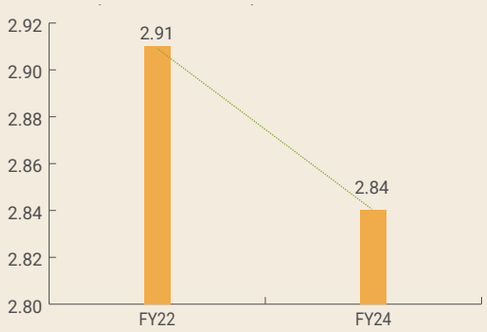
Scope 1 emissions decreased following the shift to electric forklifts, while improved data quality contributed to lower reported fugitive emissions.

Scope 2 emissions increased with higher production volumes, but electricity and water consumption per tonne declined, indicating improved efficiency.

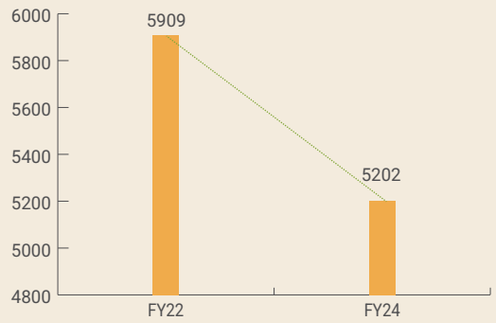
Evolution de l'emissions GES par ETP en tCO2e/ETP



Evolution de l'emissions GES par tonne de farine produite en tCO2e/t



Evolution de l'emissions GES par € de CA en tCO2e/M€



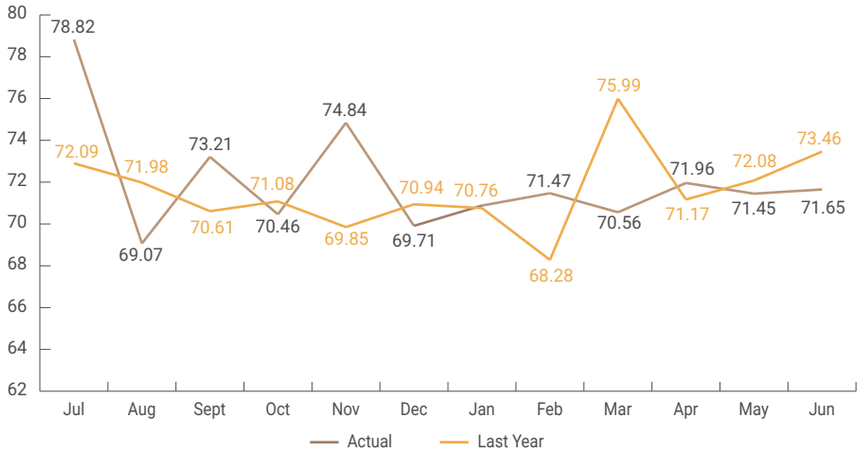
Key findings

Emissions intensity continued to decline across all indicators (per tonne sold, per employee, and per unit of revenue), reflecting lower environmental impact per unit of activity.

Energy Efficiency & Transition

We continued investing in energy-efficiency technologies and process improvements aimed at enhancing both operational efficiency and product quality.

Electricity consumption per ton of flour packed



Key findings

- Despite some increases towards the end of the period, the average annual consumption decreased to 71.71 kWh per tonne of packed flour, compared to 71.90 kWh last year.
- The average electricity consumption per ton of flour packed was 71.71 kilowatt-hour per tonne of flour packed which is below the target of 72 kilowatt-hour per tonne of flour packed.

Our flagship commitment in this area is a Rs 315 million photovoltaic farm, expected to be fully operational by June 2027. When complete, it will cover 100% of LMLC's electricity needs from renewable sources, significantly reducing our dependence on the grid.



Engaging our value chain

We engage closely with employees, suppliers and partners to extend climate action beyond our operations, working to drive behavioural change across our value chain. This includes climate awareness programmes across teams, supplier engagement on responsible practices, and clear environmental expectations for contractors.

Internally, La Fresque du Climat remains central to building climate literacy. As at June 2026, 83% of employees had completed this workshop, reinforcing a shared understanding of environmental responsibility across the organisation.

External awareness initiatives included an educational video for bakers and customers on efficient energy use during baking, as well as support for the Mauritian Wildlife Foundation.



Local and Circular Economy

Our circular economy approach focuses on using resources responsibly throughout their lifecycle, from responsible sourcing and efficient production to waste reduction, material recovery, and more sustainable packaging solutions. Together, these initiatives reduce resource use, while also creating value for the business, communities, and the wider economy. Our focus areas are:

Responsible Procurement

Responsible Production

Responsible Food

Waste Reduction

Sustainable Packaging

Responsible Procurement



Our Responsible Procurement Policy ensures that our sourcing decisions are ethical, transparent, and aligned with high standards of quality, traceability, and environmental responsibility. Suppliers are assessed against these criteria and selected accordingly. Regular supplier evaluations and annual self-assessments help us drive continuous improvement and accountability across the supply chain.

Wherever practical, we prioritise local sourcing. Although importing wheat remains necessary due to the absence of local alternatives, we procure a broad range of goods and services from Mauritian suppliers to shorten supply chains, reduce transport-related emissions, and support the local economy. As a founding member of *Made in Moris,* we continue to champion local production and value creation.

Key findings

91% of LMLC's suppliers are local, up from 88% in FY2022/2023.

Local supplier numbers have grown steadily since FY2022/2023, reflecting a consistent and deliberate shift towards local sourcing.

Responsible Production

How we produce matters as much as what we produce. By optimising resource use, minimising waste and maintaining rigorous health and safety standards, we reduce the environmental footprint of our operations, limiting the pressure our production activity places on natural systems and resources.

Responsible Food

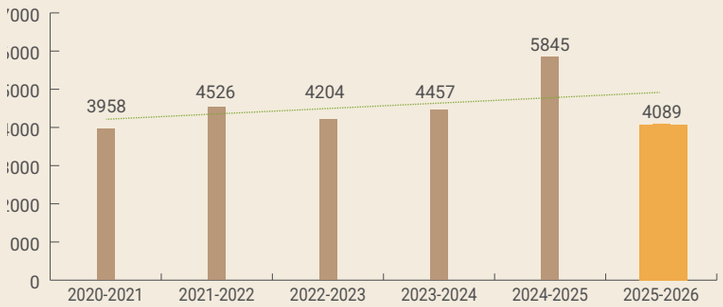
In line with our commitment to quality and transparency, we continue to improve product nutritional information and labelling. Nutritional values are clearly displayed, and we introduced the Nutri-Score labelling on key brands including Blédor and Les Moulins to support more informed consumer choices. Products that do not meet customer requirements are repurposed and redirected as animal feed, reducing food waste, and supporting the circular use of resources.

Waste Reduction

We apply the principles of the 3 Rs - Reduce, Reuse and Recycle - to improve resource efficiency and progress towards our objective of zero waste to landfill. Waste prevention begins at source through segregation, improved recovery processes and collaboration with local recycling partners.



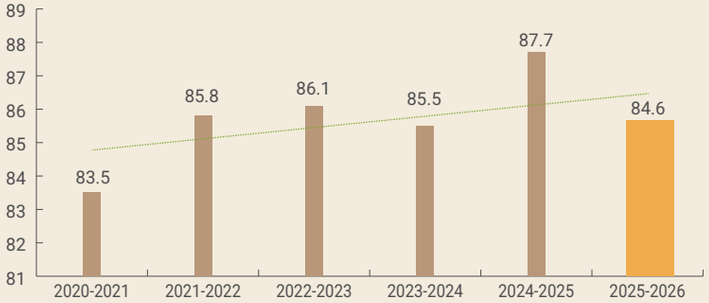
Total quantity of solid waste in gram generated per ton produced



Key findings

Total waste generated decreased to 4,089 g per tonne of flour produced, compared to 5,845 g in the previous year.

% of wastes diverted from Landfil



Key findings

Of our total waste generated, only 631 g per tonne of flour produced, was sent to landfill, reflecting a higher proportion of waste being diverted for reuse, recycling and recovery rather than disposal.

Waste recovery efforts were strengthened during the year, particularly through improved recycling and reuse of wooden materials. However, progress remains constrained by the limited availability of suitable recycling partners.

During the year, a total of 5.5 tonnes of wooden pallets and crates were diverted from waste streams and donated to Mouvman Progrès Roche Bois and Oasis de Paix, where they were repurposed into furniture, extending the useful life of these materials and creating social value.

Circularity also extends to the management of our production by-products. As mentioned earlier, flour that does not meet customer requirements is reclassified and repurposed as animal feed, reducing food waste while creating value through alternative supply chains. During FY2026, a significant increase in local demand for wheat bran led the Company to discontinue exports to South Africa, Madagascar and Mayotte, ensuring that this valuable by-product is fully utilised within the local market and contributes to supporting the domestic livestock sector.Our long-term progress hinges on employee engagement. Initiatives such as quiz competitions, reselling unused items for reuse and plant giveaways help embed sustainability as a shared core value across the organisation.





Sustainable Packaging

Following our investment in a high-capacity packing machine, we have continued our transition from plastic to more sustainable paper packaging. A dedicated conversion kit was installed to optimise the handling and sealing of paper bags. During FY2026, successful trials were conducted to replace the 2 kg plastic bags used for the Les Moulins range with paper alternatives. Following the positive outcome of these tests, discussions are now under way with Panagora to determine the most appropriate timing for the full transition.



Life and Biodiversity

Our approach to life and biodiversity focuses on the responsible management of natural resources. While our direct biodiversity footprint is limited, we recognise that our most material impacts relate to water use, production processes and upstream sourcing activities.

Ecosystems and Biodiversity

Water Management

Ecosystems and Biodiversity

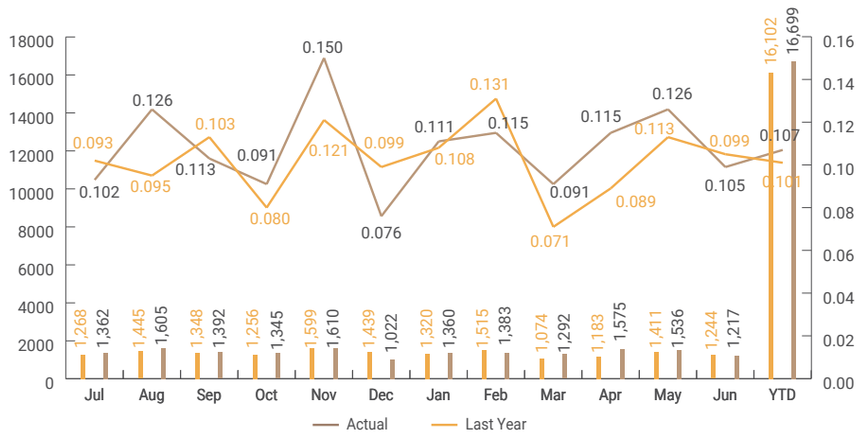
LMLC's direct impact on biodiversity is limited, as the most significant biodiversity-related risks associated with our business arise upstream during wheat cultivation rather than within our own operations. These impacts include land use, soil health, water management, and agricultural practices, which are largely outside the Company's direct control.

Nevertheless, we recognise our responsibility to contribute to the preservation of biodiversity across our value chain. We seek to minimise our environmental footprint through responsible sourcing, optimised transport logistics, and the progressive adoption of more sustainable packaging solutions. We also engage with our suppliers and business partners, encouraging them to adopt responsible agricultural and environmental practices that support the protection of natural ecosystems, efficient resource use and the long-term resilience of the wheat supply chain.

Water Management

Water is carefully managed across our operations through continuous monitoring and efficiency measures. Multiple meters installed throughout the facility provide real-time consumption data, allowing us to promptly identify and resolve issues such as leaks.

Water consumption per ton of flour packed



Key findings

Water consumption per tonne of flour packed showed a slight increase.

The increase is primarily due to higher water usage in the messroom and administrative building.

However, consumption per employee in the messroom decreased by 2.7%, indicating improved efficiency in water use in this area.

The increase in water consumption in the administrative building is currently under review, and corrective actions will be implemented once the assessment is completed.

To further reduce our reliance on potable water, we operate an effluent treatment plant that daily treats approximately 7 m³ of wastewater generated daily from employees' shower facilities. The treated water is reused for plant irrigation and cleaning activities, supporting water conservation in a context of increasing water stress in Mauritius.

Process

Customer satisfaction

Customer satisfaction is a top priority at LMLC. We conduct regular satisfaction surveys, track weekly service rates, and systematically investigate complaints to identify root causes and drive corrective action. Feedback is also shared with customers where relevant to close the loop.

One concern raised repeatedly in recent surveys relates to long waiting times for product collection from our yard. A review is currently underway to identify solutions that could reduce waiting times for cash sales to small clients.

Commitment to total quality and continuous improvement

Quality has always been a core value at LMLC, reflected in our adherence to internationally recognised standards including ISO 9001, ISO 14001, ISO 45001, HACCP, ISO/IEC 17025, and FSSC 22000 Development Program Level 2. We remain focused on targeted improvements to support our progression towards full FSSC 22000 certification by 2027.







Operational effectiveness

Operational effectiveness refers to an organisation's ability to deliver its activities efficiently and achieve high levels of productivity while maintaining quality standards. It involves optimising the use of resources such as raw materials, machinery, labour, and time to improve performance and reduce costs.

In a flour milling environment, operational effectiveness is critical as it directly influences production efficiency, product quality, and profitability. It minimises waste, reduces machine downtime, ensures consistent flour quality, and meets customer demand on time. By continuously improving processes, a flour mill can lower operating costs, enhance customer satisfaction, and strengthen its competitive position.

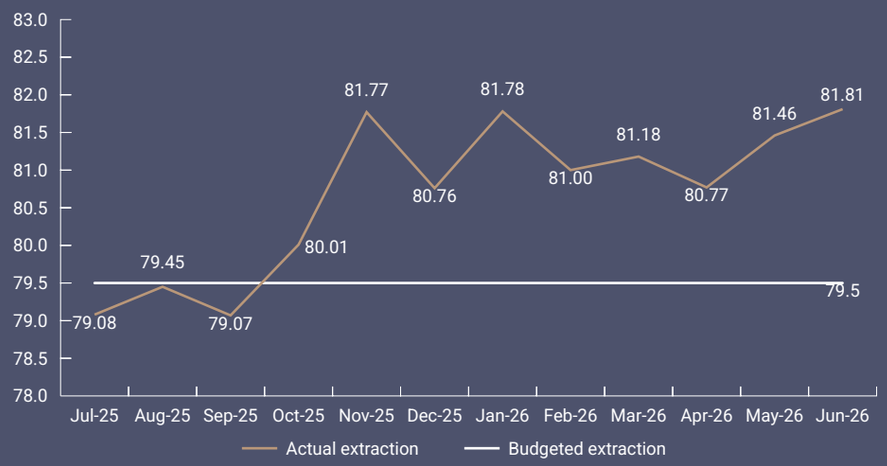
Monitoring downtime

At LMLC, machine downtime is regularly monitored to identify the causes of production interruptions. For example, a milling machine may stop repeatedly due to worn-out bearings or delayed maintenance, and every stoppage means lost output, higher costs, and the risk of delayed customer orders.

Recording and analysing downtime allows for better maintenance planning, including preventive interventions and timely replacement of parts. This helps reduce breakdowns, improve production continuity, and strengthen overall efficiency.

Extraction

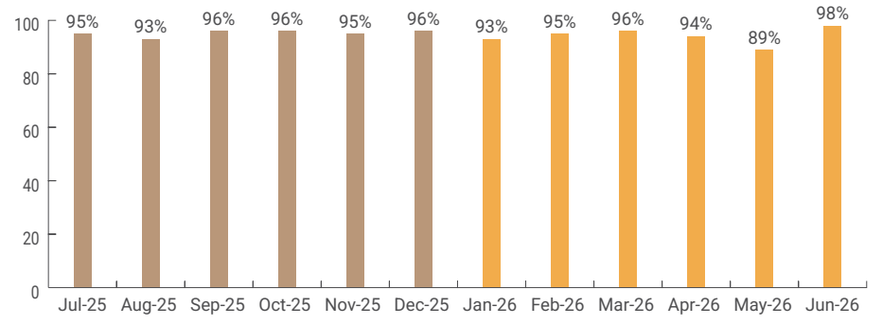
Flour extraction is the percentage of flour obtained from a given quantity of wheat from the milling process. It is a key indicator of efficiency, reflecting how effectively wheat is converted into the finished product, while managing by-products such as bran and wheat germ.



Efficiency

Efficiency measures how effectively the mill converts wheat into flour using the least possible resources, including energy, labour, time, and equipment.

Efficiency of Les Moulins de la Concorde
Financial year 2025-2026



Efficiency is monitored both with and without STC-related constraints to provide a clearer view of underlying performance. On the graph, the blue line represents efficiency with STC constraints, while the red line shows efficiency without them.

It is worth noting that LMLC raises its efficiency target every year: 91% in 2025, 93% in 2026. In FY26, overall efficiency stood at 91%, below target. This shortfall was mainly due to STC constraints, whose reduced demand and limited pallet availability forced planned mill stoppages, particularly on weekends.

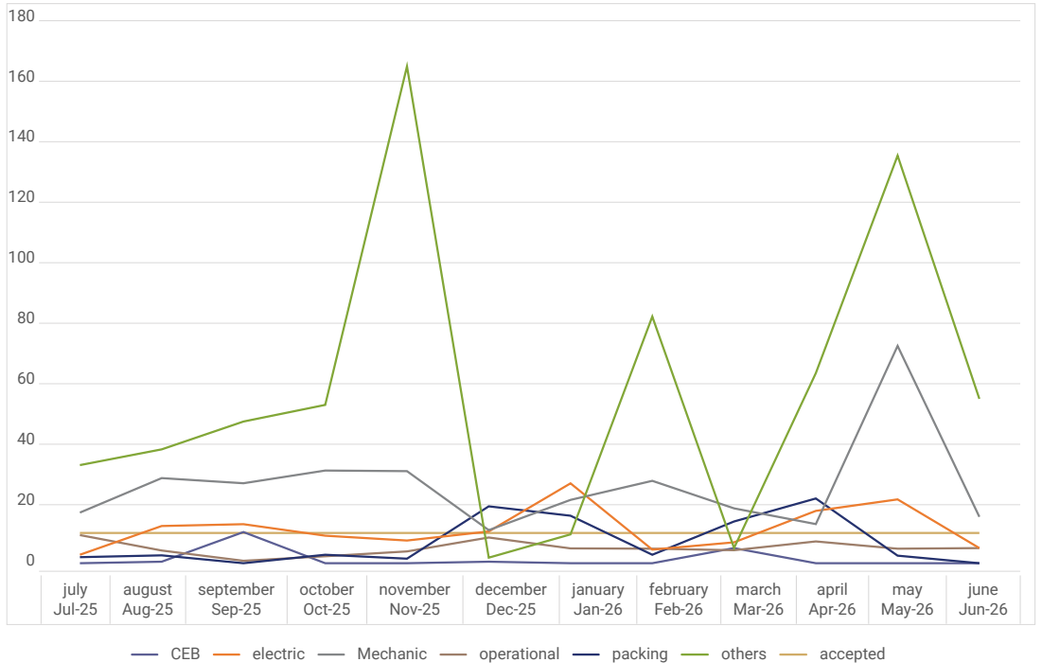
Excluding these external constraints, efficiency reached 94.4%, comfortably exceeding the set 93% target.

Breakdowns

Close tracking breakdowns help identify the weak points in our processes and highlight both equipment issues and gaps in preventive maintenance.

However, an analysis of the 2025–2026 data (as seen in the green line on the graph below) indicates that a significant share of downtime was linked to external constraints, particularly STC-related operational limitations, rather than internal equipment failures.

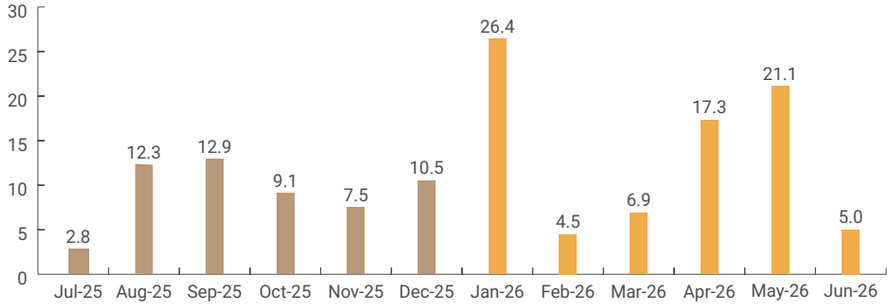
Monthly downtime per category of breakdowns



The “Other” downtime category primarily reflects interruptions caused by the STC’s inability to receive flour, either because its warehouse had reached full capacity or due to the unavailability of empty pallets for product exchange. These issues were particularly significant during the year and resulted in extended production stoppages. To enhance monitoring and reporting, STC-related stoppages will be recorded under a dedicated category from next year, allowing for closer analysis and follow-up.

Electrical breakdowns

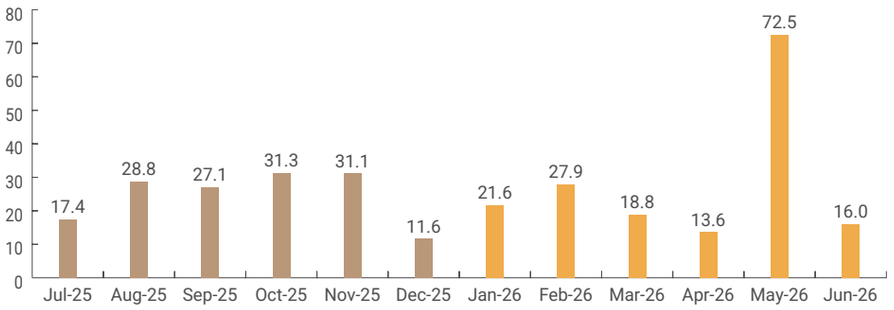
Electrical (hours) – Financial year 2025-2026



Electrical breakdowns were significant in January, April, and May 2026, primarily due to the failure of several electric motors, which had to be replaced.

Mechanical breakdowns

Mechanical (hours) – Financial year 2025-2026

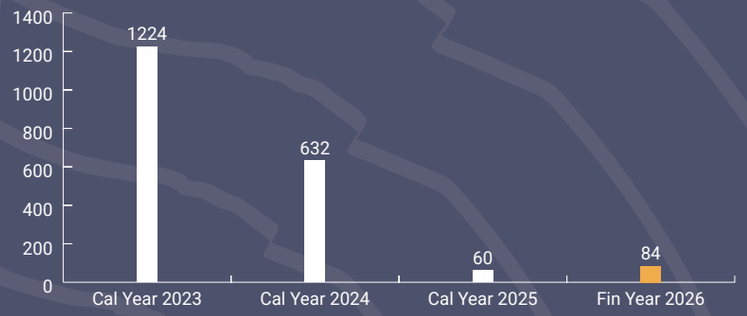


Mechanical breakdowns peaked in May 2026, primarily due to the failure of several critical pieces of equipment that required repair or replacement.

Packing-related stoppages

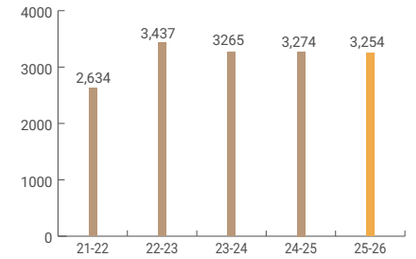
Mill stoppages can also occur when packing capacity falls behind production, leading to full storage bins. In such cases, milling must pause overnight until packing catches up and frees space.

This issue has been significantly reduced following the introduction of a three-shift system in packing operations. As a result, downtime linked to packing constraints has shown a clear downward trend.

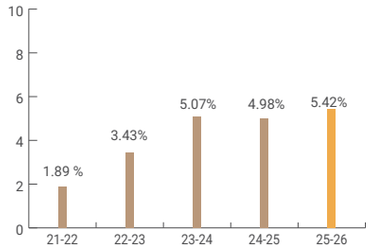


Profit

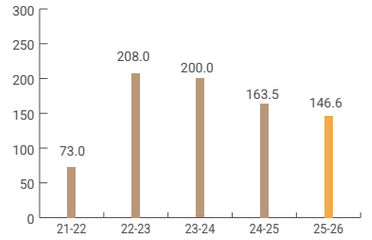
Turnover (Rs Million)



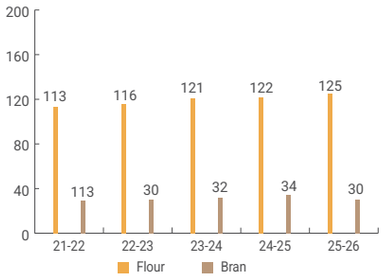
Dividend Yield (%)



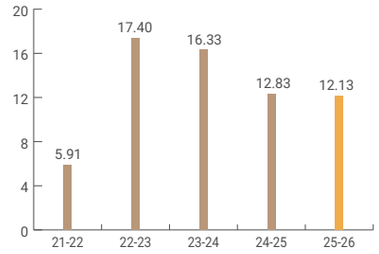
Profit Before Tax and Dividends (Rs Million)



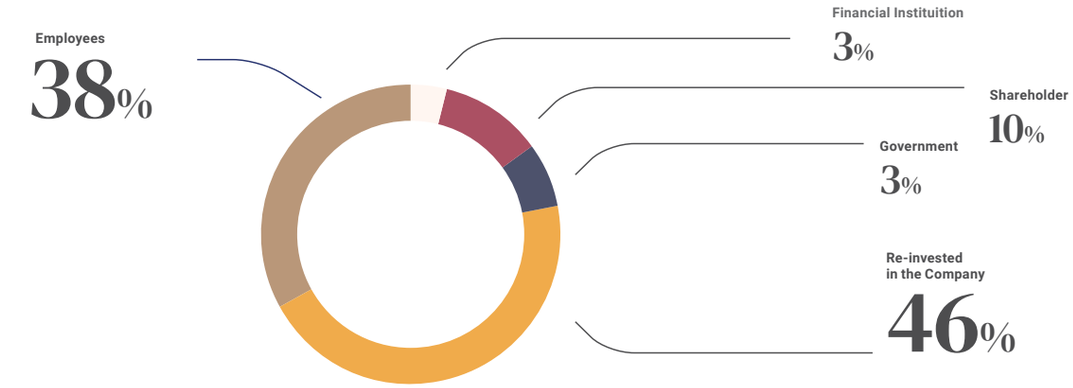
Production (Tons' 000)



Earnings Per Share (Rs)



Value Added Created



Dividend Policy

The Company's policy is to pay dividends based on its current profitability and the liquidity requirements to ensure, as far as possible, a relatively consistent return to shareholders.

For the financial year under review, LMLC declared and paid dividend of Rs 3.75 per ordinary share and Rs. 20.00 per preference share (2024-2025: Rs. 3.75 per ordinary share and Rs. 20.00 per preference share).

Annual Meeting

The Annual Meeting of the Company will be held on December 10, 2026. A notice convening the meeting will be sent to all shareholders twenty-one days before the Annual Meeting. The agenda of the meeting, outlining matters to be submitted for shareholder approval, will be sent together with the notice. Shareholders who cannot attend can designate a proxy to attend and vote in their stead.

Shareholders are encouraged to attend the Annual Meeting, where they can interact with the Members of the Board, Management, and the external auditor.

The Chairman's Review in the Annual Report gives an overview on the Company's financial position, its performance and outlook.

A review of the Company's performance from the closure of the financial year to the date of the Annual Meeting, as well as the outlook for the year, is presented by the Managing Director during the Annual Meeting.

LMLC's Annual Report and its quarterly results are published on the Company's website. Copies are made available to shareholders upon request.

Calendar of annual events

The calendar of the annual events of the Company are as follows:

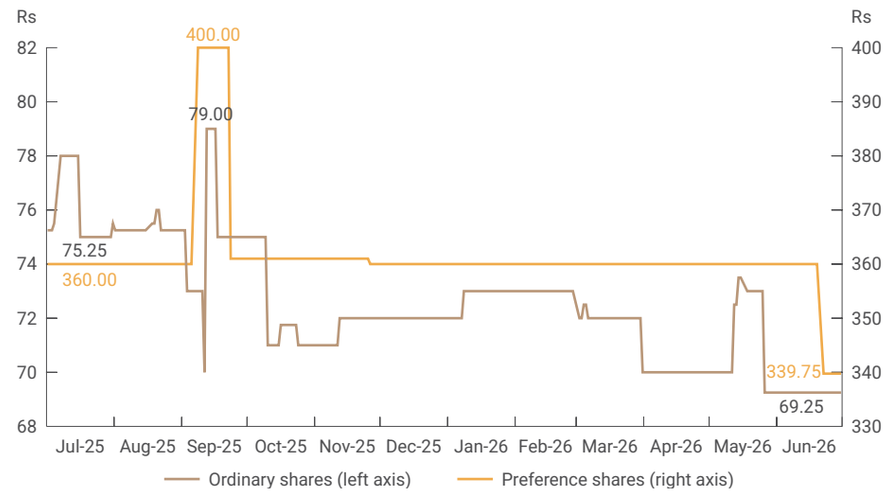
	Event	Month
1	Approval of Final Accounts and publication of Abridged Financial Statements	September
2	Annual Meeting	December
3	Dividend Declaration	May
4	Dividend Payment	June
5	Publication of Quarterly Accounts	
	- 1st quarter - ending 30th September	November
	- 2nd quarter - ending 31st December	February
	- 3rd quarter - ending 31st March	May

Share Price Information

DEMEX Evolution 2025-2026



Evolution of LMLC Ordinary and Preference Shares 2025-2026



Statement of Directors' Responsibilities

Financial statements

The Directors acknowledge their responsibilities for:

(i) Maintaining adequate accounting records and effective internal control systems.

(ii) Preparing financial statements that fairly present the state of affairs of the Group and the Company as at the end of the financial year, as well as the results of its operations and cash flows for that period, in compliance with International Financial Reporting Standards (IFRS).

(iii) Selecting appropriate accounting policies supported by reasonable and prudent judgments.

The report of the external auditors, confirming that the financial statements are fairly presented, is on page 114.

The Directors report that:

(i) adequate accounting records and an effective system of internal controls and risks management have been maintained.

(ii) appropriate accounting policies, supported by reasonable and prudent judgments and estimates, have been used consistently.

(iii) International Financial Reporting standards have been adhered to. Any departure in the interest of fair presentation has been disclosed, explained, and quantified.

(iv) the Code of Corporate Governance has been complied with, and explanations have been provided on how the principles of the Code were applied.

Internal Control

The Directors acknowledge their responsibility for the Company's systems of control. The systems have been designed to provide the Directors with reasonable assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that there are no material errors and irregularities. An internal audit system is in place to assist Management in the effective discharge of its responsibilities, and it is independent of management and reports to the Audit and Risk Committee.

Risk Management

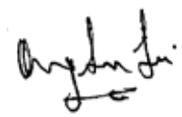
The Directors acknowledge their responsibility for maintaining a sound and effective system of internal controls to safeguard the Company's assets and shareholders' interests.

The Board accepts overall responsibility for risk management. Through the Audit and Risk Committee, the Directors are made aware of the risk areas that affect the Company and ensure that Management has taken appropriate measures to mitigate these risks.

The Board considers that the Annual Report and accounts, taken as a whole, are fair, balanced, and understandable, and provide the information necessary for shareholders and other key stakeholders to assess the organisation's position, performance, and outlook.



Mushtaq Oosman
Chairman



Su Lin Ong
Director

September 23, 2026

Looking ahead

Our priority is to consolidate the foundations that will sustain LMLC over time: operational excellence, responsible resource management, and the development of the know-how needed to carry our business forward.

To move us all forward

That’s why we owe our success to our people, whose commitment and team spirit make LMLC what it is today.

Independent Auditor's Report

To the Shareholders of Les Moulins de la Concorde Ltee

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated financial statements of Les Moulins de la Concorde Ltee (the "Company") and its subsidiaries (together the "Group"), and the Company's separate financial statements set out on pages 121 to 194 which comprise the consolidated and separate statements of financial position as at June 30, 2026, 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 accompanying consolidated and separate financial statements give a true and fair view of the financial position of the Group and of the Company as at June 30, 2026, and of their financial performance and their cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and comply with the Mauritian Companies Act 2001.

Basis for Opinion

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

Key Audit Matters

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

KEY AUDIT MATTER	AUDIT RESPONSE
1 Valuation of unquoted investments held at fair value through other comprehensive income (FVTOCI)	
The Group holds unquoted investments held at FVTOCI amounting to Rs 179.7m at June 30, 2026. The Group has made an irrevocable election to classify the equity investments at FVTOCI rather than through profit or loss with changes in fair value recognised in other comprehensive income (OCI) and accumulated in the FVTOCI reserve. Upon disposal, any balance within FVTOCI reserve is reclassified directly to retained earnings and is not reclassified to profit or loss. The valuation of unquoted investments is performed internally by management. There is limited external evidence and observable market data available to determine the fair value of unquoted investments. Thus, the valuation involves significant judgements and estimations due to the complexity of the techniques and assumptions used. Due to the significant judgments and estimations applied by management, we considered the determination of the fair value of the unquoted investments to be a key audit matter.	We obtained, read and understood the valuation report prepared by management. We tested the mathematical accuracy of the report and evaluate the appropriateness of the valuation methodologies used by management in determining the fair value. For unobservable inputs, we obtained the models, assessed the assumptions and the data used against market information and industry norms. We engaged with our valuation experts to perform an independent valuation of the unquoted investments, in order to assess whether management's valuations were within a reasonable range of outcomes in the context of the inherent uncertainties. We also involved our valuation experts to review and assess if the methodologies used in the context of the relevant investments held are appropriate. We evaluated whether disclosures in the financial statements in respect of the unquoted investments were in accordance with the requirements of IFRS Accounting Standards.
Refer to Note 10 (Financial assets at fair value through other comprehensive income), Note 2.5(ii) (accounting policy), and Note 4.1(c) (Key sources of estimation uncertainty) of the accompanying financial statements.	

Independent Auditor's Report (Cont'd)

To the Shareholders of Les Moulins de la Concorde Ltee

KEY AUDIT MATTER	AUDIT RESPONSE
2 Valuation of property, plant and equipment – buildings, core plant and machinery and core sundry equipment	
The Company has property, plant and equipment which includes buildings, core plant and machinery and core sundry equipment amounting to Rs 682m, Rs 491.1m and Rs 60.7m respectively. The buildings, core plant and machinery and core sundry equipment are measured at fair value less accumulated depreciation and any impairment losses. Any revaluation surplus is recognised in other comprehensive income and accumulated in the revaluation reserve in equity. However, the surplus is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss. The revaluation surplus on buildings, core plant and machinery and core sundry equipment reported in other comprehensive income amounts to Rs 195.6m, Rs 62.4m and Rs 4.7m respectively, for the Company. The directors used external valuers to determine the fair value of the relevant assets. The external valuers used information and professional judgement concerning market conditions and factors impacting the individual assets. The valuation of buildings, core plant and machinery and core sundry equipment was considered to be a key audit matter due to its significance on the statements of financial position and also due to the significant estimates and judgments involved in the valuation.	We obtained, read and understood the report from the external independent valuation specialists. We tested the mathematical accuracy of the report and evaluated the appropriateness of the valuation methodology used by the external independent valuation specialists for determining the fair value of buildings, core plant and machinery and core sundry equipment. We assessed the qualifications, competence, capabilities and objectivity of the external independent valuation specialists. We discussed and challenged the key inputs and assumptions used by the external independent valuation specialists for the valuation model and also reviewed the scope of work with management to ensure that there were no matters affecting the external independent valuation specialists' judgements. We evaluated whether disclosures in the financial statements in respect of valuation of buildings, core plant and machinery and core sundry equipment were in accordance with the requirements of IFRS Accounting Standards.
Refer to Note 5 (Property, plant and equipment), Note 2.2 (accounting policy), and Note 4.1(g) (Key sources of estimation uncertainty) of the accompanying financial statements.	

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report but does not include the consolidated and 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 and will not express 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 on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Consolidated and Separate Financial Statements

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

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

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

Independent Auditor's Report (Cont'd)

To the Shareholders of Les Moulins de la Concorde Ltee

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 judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- valuate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Directors.
- Conclude on the appropriateness of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the 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 financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Independent Auditor's Report (Cont'd)

To the Shareholders of Les Moulins de la Concorde Ltee

Report on Other Legal and Regulatory Requirements

Mauritian Companies Act 2001

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

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

Mauritian Financial Reporting Act 2004

Our responsibility under the Mauritian Financial Reporting Act 2004 is to report on the compliance with the Code of Corporate Governance ("Code") disclosed in the 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 Company has, pursuant to section 75 of the Mauritian Financial Reporting Act 2004, complied with the requirements of the Code.

Other Matter

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

BDO & CO
Chartered Accountants
Port Louis,
Mauritius.

23 September 2026

Didier Dabydin, FCA
Licensed by FRC

Statutory Disclosures

June 30, 2026

The directors have the pleasure in submitting the Annual Report of Les Moulins de la Concorde Ltée and its subsidiaries together with the audited consolidated and separate financial statements for the year ended June 30, 2026.

PRINCIPAL ACTIVITIES

The principal activity of Les Moulins de la Concorde Ltée is the milling of wheat and its main products, wheat flour and wheat bran which are sold on the local market and exported to the Indian Ocean Islands and other countries. The Company also sells various types of wheat flour in small packs.

The principal activities of its subsidiary companies are as follows:

1. Concordia Investments Ltd - holding of investment.

2. Wrap'Eat Ltd - producer of tortillas.

The consolidated statements of profit or loss and other comprehensive income for the year ended June 30, 2026 is set out on page 122.

DIRECTORATE AT JUNE 30, 2026

Les Moulins de la Concorde Ltée - The Company

OOSMAN Mushtaq Mohamed Oomar Noormohamed (Chairman)
ABOOBAKAR Tehseen Abdul Cader
ANGELI Gita
VITRY-AUDIBERT Thierry Louis Julien
Appointed on: 10/12/2025
BOULLÉ Gérard Louis
BUNWAREE RAMSAHA Aruna Devi
(Alternate GOBURDHONE Shakeel)
CHELLAPERMAL Radhakrishna
DARPOUX Marie Geneviève Géraldine
DOGER DE SPEVILLE Michel Cédric
ESPITALIER-NOEL Marie André Eric
LAGESSE Cédric
Appointed on: 10/12/2025
MAKOOND Deonanan
ONG Su Lin
POUGNET Marie François Pierre-Yves
Resigned on: 10/12/2025
VAN NIEKERK Petrus Johannes
(Alternate VAN NIEKERK Sybrand)

Concordia Investments Ltd - Subsidiary

DOGER DE SPEVILLE Michel Cédric (Chairman)
BOULLÉ Gérard Louis
POUGNET Marie François Pierre-Yves
VAN NIEKERK Petrus Johannes
(Alternate VAN NIEKERK Sybrand)

Wrap'Eat Ltd - Subsidiary

BOULLÉ Gérard Louis (Chairman)
VITRY-AUDIBERT Thierry Louis Julien

Interest register

The interests of the Directors have been disclosed in the Corporate Governance Report of the Company.

Directors' remuneration

There was no contract of significance subsisting during the period to which the Company or one of its subsidiaries is a party and in which a director is or was materially interested, either directly or indirectly.

Statutory Disclosures

June 30, 2026

DIRECTORATE AT JUNE 30, 2026 (CONT'D)

Directors' remuneration (cont'd)

Remuneration and benefits (including bonuses and commissions) received and receivable from the Company and its subsidiaries were as follows:

Directors of Les Moulins de la Concorde Ltée	2026 Rs000's	2025 Rs000's
Executive Directors		
Full-Time ((1) (2025: Nil))	9,280	-
Part-Time	-	-
Non-executive Directors		
Full-Time	-	-
Part-Time ((13) (2025: 13))	4,618	4,481
	13,898	4,481

Directors of subsidiaries	2026 Rs000's	2025 Rs000's
Executive Directors		
Full-Time	-	-
Part-Time	-	-
Non-executive Directors		
Full-Time	-	-
Part-Time ((4) (2025: 5))	-	-
	-	-

DIRECTORS' SERVICE CONTRACTS

Except for the Executive Director, none of the directors of the Company and of the subsidiaries has service contracts with the Company or with any of its subsidiaries.

MAJOR TRANSACTIONS DURING THE YEAR

There have been no major transactions as defined under Section 130 (2) of the Mauritian Companies Act for the year under review.

DONATIONS

	THE GROUP		THE COMPANY	
	2026 Rs000's	2025 Rs000's	2026 Rs000's	2025 Rs000's
Charitable donations	509	577	509	577
Political donations	-	1,563	-	1,563
	509	2,140	509	2,140

None of the subsidiaries made any donations for the year under review.

Statutory Disclosures

June 30, 2026

AUDITOR'S FEES

The fees paid / payable to the auditors for audit services were:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
BDO Mauritius	**1,330**	1,219	**1,245**	1,134

Both the subsidiaries, Concordia Investments Ltd and Wrap'Eat Ltd, under Section 209 of the Mauritian Companies Act, do not have the requirement to be audited since they qualify for the definition of a small private company .

DIVIDENDS

Dividends of Rs 40.5M (2025: Rs 40.5M) on ordinary shares and Rs 6M (2025: Rs 6M) on preference shares have been declared in respect of the current year. Out of the Rs 6M dividends, Rs 3.9M were recognised as finance costs.

Approved by the Board of Directors on 23 September 2026 and signed on its behalf by:

Mushtaq Oosman
Chairman

Su Lin Ong
Director

Consolidated and Separate Statements of Financial Position

As at 30 June 2026

	Notes	THE GROUP **2026** **Rs000's**	THE GROUP 2025 Rs000's	THE COMPANY **2026** **Rs000's**	THE COMPANY 2025 Rs000's
ASSETS					
Non-current assets					
Property, plant and equipment	5	**1,306,466**	1,095,153	**1,263,639**	1,051,613
Right-of-use assets	6A	**137,253**	104,955	**136,475**	103,138
Intangible assets	7	**10,037**	21,125	**10,037**	21,125
Investments in subsidiary companies	8	**-**	-	**359,406**	359,406
Investment in associate	9	**270,968**	244,561	**-**	-
Financial assets at fair value through other comprehensive income	10	**246,991**	248,288	**18**	22
Other receivables	13	**4,963**	4,963	**-**	-
		1,976,678	1,719,045	**1,769,575**	1,535,304
Current assets					
Inventories	11	**686,879**	865,613	**683,551**	863,449
Trade receivables	12	**232,305**	224,456	**230,879**	224,456
Other receivables	13	**496,208**	123,586	**515,490**	119,684
Current tax assets	21(a)	**-**	2,065	**-**	2,302
Cash and cash equivalents	29(b)	**149,571**	116,640	**138,160**	105,814
		1,564,963	1,332,360	**1,568,080**	1,315,705
Total assets		**3,541,641**	3,051,405	**3,337,655**	2,851,009
EQUITY AND LIABILITIES					
Capital and reserves (attributable to owners of the parent)					
Share capital	15	**1,080,000**	1,080,000	**1,080,000**	1,080,000
Revaluation and other reserves	16	**648,875**	404,951	**422,325**	211,089
Retained earnings		**1,001,000**	897,963	**1,027,117**	894,419
Total equity		**2,729,875**	2,382,914	**2,529,442**	2,185,508
LIABILITIES					
Non-current liabilities					
Borrowings	17	**30,000**	30,000	**30,000**	30,000
Retirement benefit obligations	18	**61,718**	62,672	**61,718**	62,672
Deferred tax liabilities	19	**288,837**	238,756	**288,837**	238,756
Lease liabilities	6B	**146,538**	114,199	**146,538**	113,255
		527,093	445,627	**527,093**	444,683
Current liabilities					
Trade and other payables	20	**125,485**	79,139	**122,858**	78,059
Dividends payable	22	**6,736**	6,778	**6,736**	6,778
Current tax liabilities	21(a)	**5,673**	-	**5,599**	-
Borrowings	17	**141,600**	135,120	**141,600**	135,120
Lease liabilities	6B	**5,179**	1,827	**4,327**	861
		284,673	222,864	**281,120**	220,818
Total liabilities		**811,766**	668,491	**808,213**	665,501
Total equity and liabilities		**3,541,641**	3,051,405	**3,337,655**	2,851,009

These financial statements have been approved for issue by the Board of Directors on: 23 September 2026

Mushtaq Oosman
Chairman

Su Lin Ong
Director

The notes on pages 126 to 194 form an integral part of these financial statements.
Independent auditor's report on pages 114 to 117.

Consolidated and Separate Statements of Profit or Loss and Other Comprehensive Income

Year ended June 30, 2026

	Notes	THE GROUP 2026 Rs000's	THE GROUP 2025 Rs000's	THE COMPANY 2026 Rs000's	THE COMPANY 2025 Rs000's
Revenue	2.13, 24	**3,254,185**	3,273,547	**3,224,000**	3,260,149
Cost of sales	25	**(2,853,794)**	(2,867,285)	**(2,837,584)**	(2,862,877)
Gross profit		**400,391**	406,262	**386,416**	397,272
Other income	26	**530**	1,853	**30,486**	3,720
Selling and distribution costs	25	**(42,585)**	(49,822)	**(41,509)**	(49,794)
Administrative expenses	25	**(211,836)**	(179,520)	**(208,607)**	(175,414)
Operating profit	23	**146,500**	178,773	**166,786**	175,784
Finance income	27(a)	**30,311**	14,313	**31,944**	13,331
Finance costs	27(b)	**(22,649)**	(26,344)	**(22,531)**	(26,080)
Share of loss of associate	9	**(7,574)**	(3,257)	**-**	-
Profit before taxation		**146,588**	163,485	**176,199**	163,035
Income tax expense	21(b)	**(485)**	(15,182)	**(441)**	(14,990)
Corporate social responsibility tax	21(b)	**(3,952)**	(4,243)	**(3,946)**	(4,217)
Corporate climate responsibility levy	21(b)	**-**	(8,773)	**-**	(8,773)
Fair Share Contribution	21(b)	**(9,094)**	-	**(9,094)**	-
Profit for the year		**133,057**	135,287	**162,718**	135,055
Other comprehensive income:					
Items that will not be reclassified to profit or loss:					
Gains on revaluation of property, plant and equipment	5	**262,788**	-	**262,788**	-
Deferred tax on revaluation of property, plant and equipment	19	**(49,931)**	-	**(49,931)**	-
Effect of increase in opening deferred taxes resulting from increase in tax rates	16	**-**	(15,828)	**-**	(15,828)
Remeasurements of defined benefit obligations	18	**(1,532)**	(5,373)	**(1,532)**	(5,373)
Deferred tax relating to remeasurements of defined benefit obligations	16	**291**	1,975	**291**	1,975
Changes in fair value of equity instruments at FVOCI	10	**(1,297)**	(65,306)	**(4)**	-
Items that may be reclassified subsequently to profit or loss:					
Share of other comprehensive income of associate	9	**33,981**	(3,346)	**-**	-
Cash Flow hedges	14	**12,204**	4,145	**12,204**	4,145
Other comprehensive income for the year, net of tax		**256,504**	(83,733)	**223,816**	(15,081)
Total comprehensive income for the year		**389,561**	51,554	**386,534**	119,974
Profit attributable to:					
Owners of the parent		**133,057**	135,287	**162,718**	135,055
Total comprehensive income attributable to:					
Owners of the parent		**389,561**	51,554	**386,534**	119,974
Earnings per share					
Earnings per share (Rs/cs)	28	**12.13**	12.33		

The notes on pages 126 to 194 form an integral part of these financial statements.
Independent auditor's report on pages 114 to 117.

Consolidated and Separate Statements of Changes in Equity

Year ended June 30, 2026

THE GROUP	Notes	Attributable to equity holders of the Company: Share capital	Revaluation and other reserves	Retained earnings	Total
		Rs000's	**Rs000's**	**Rs000's**	**Rs000's**
Balance at July 1, 2025		**1,080,000**	**404,951**	**897,963**	**2,382,914**
Profit for the year		**-**	**-**	**133,057**	**133,057**
Other comprehensive income for the year		**-**	**256,504**	**-**	**256,504**
Total comprehensive income for the year		**-**	**256,504**	**133,057**	**389,561**
Transfer of excess depreciation on revaluation of property, plant and equipment, net of tax		**-**	**(12,580)**	**12,580**	**-**
Dividends	22	**-**	**-**	**(42,600)**	**(42,600)**
Balance at June 30, 2026		1,080,000	648,875	1,001,000	2,729,875
Balance at July 1, 2024		1,080,000	501,264	792,696	2,373,960
Profit for the year		-	-	135,287	135,287
Other comprehensive income for the year		-	(83,733)	-	(83,733)
Total comprehensive income for the year		-	(83,733)	135,287	51,554
Transfer of excess depreciation on revaluation of property, plant and equipment, net of tax		-	(12,580)	12,580	-
Dividends	22	-	-	(42,600)	(42,600)
Balance at June 30, 2025		1,080,000	404,951	897,963	2,382,914

The notes on pages 126 to 194 form an integral part of these financial statements.
Independent auditor's report on pages 114 to 117.

Consolidated and Separate Statements of Changes in Equity

Year ended June 30, 2026

THE COMPANY

	Notes	Share capital	Revaluation and other reserves	Retained earnings	Total
		Rs000's	Rs000's	Rs000's	Rs000's
Balance at July 1, 2025		**1,080,000**	**211,089**	**894,419**	**2,185,508**
Profit for the year		**-**	**-**	**162,718**	**162,718**
Other comprehensive income for the year		**-**	**223,816**	**-**	**223,816**
Total comprehensive income for the year		**-**	**223,816**	**162,718**	**386,534**
Transfer of excess depreciation on revaluation of property, plant and equipment, net of tax		**-**	**(12,580)**	**12,580**	**-**
Dividends	22	**-**	**-**	**(42,600)**	**(42,600)**
Balance at June 30, 2026		**1,080,000**	**422,325**	**1,027,117**	**2,529,442**
Balance at July 1, 2024		**1,080,000**	**238,750**	**789,384**	**2,108,134**
Profit for the year		**-**	**-**	**135,055**	**135,055**
Other comprehensive income for the year		**-**	**(15,081)**	**-**	**(15,081)**
Total comprehensive income for the year		**-**	**(15,081)**	**135,055**	**119,974**
Transfer of excess depreciation on revaluation of property, plant and equipment, net of tax		**-**	**(12,580)**	**12,580**	**-**
Dividends	22	**-**	**-**	**(42,600)**	**(42,600)**
Balance at June 30, 2025		**1,080,000**	**211,089**	**894,419**	**2,185,508**

The notes on pages 126 to 194 form an integral part of these financial statements.
Independent auditor's report on pages 114 to 117.

Consolidated and Separate Statements of Cash Flows

Year ended June 30, 2026

	Notes	THE GROUP 2026 Rs000's	THE GROUP 2025 Rs000's	THE COMPANY 2026 Rs000's	THE COMPANY 2025 Rs000's
Cash generated from operating activities					
Cash generated from operations	29(a)	**469,947**	328,431	**414,102**	326,368
Interest received	27(a)	**12,705**	6,850	**14,272**	5,861
Interest paid		**(22,649)**	(26,344)	**(22,531)**	(26,080)
Tax refund	21(a)	**6,519**	-	**6,519**	-
Tax paid	21(a)	**(11,871)**	(24,320)	**(11,658)**	(24,172)
Retirement benefit obligations paid	18(a)	**(4,248)**	(3,885)	**(4,248)**	(3,885)
Deficit funding paid	18(a)	**(4,257)**	(5,084)	**(4,257)**	(5,084)
Purchase of derivative financial instruments	14	**(13,063)**	-	**(13,063)**	-
Sale of derivative financial instruments	14	**25,635**	-	**25,635**	-
Net cash generated from operating activities		**458,718**	275,648	**404,771**	273,008
Cash used in investing activities					
Purchase of property, plant and equipment	5	**(57,882)**	(68,033)	**(54,078)**	(62,183)
Acquisition of intangible assets	7	**(163)**	(327)	**(163)**	(327)
Proceeds from sale of property, plant and equipment	5	**33**	43	**33**	43
Loans granted to related parties *		**(883,500)**	(489,500)	**(771,500)**	(423,500)
Loans repayment received from related parties *		**551,000**	543,500	**457,500**	488,000
Additional investment in subsidiary	8	**-**	-	**-**	(25,000)
Dividend received		**1**	2	**30,001**	2
Net cash used in investing activities		**(390,511)**	(14,315)	**(338,207)**	(22,965)
Cash used in financing activities					
Payment of medium-term borrowings	17	**(1,745,601)**	(1,789,801)	**(1,745,601)**	(1,789,801)
Proceeds from medium-term borrowings	17	**1,752,081**	1,649,769	**1,752,081**	1,649,769
Dividends paid to company's shareholders	22	**(42,642)**	(42,528)	**(42,642)**	(42,528)
IFRS 16 lease principal repayments	6B	**(3,787)**	(2,231)	**(2,729)**	(1,025)
Net cash used in financing activities		**(39,949)**	(184,791)	**(38,891)**	(183,585)
Net increase in cash and cash equivalents		**28,258**	76,542	**27,673**	66,458
Movement in cash and cash equivalents					
At July 1,		**116,640**	56,241	**105,814**	55,499
Increase in cash and cash equivalents		**28,258**	76,542	**27,673**	66,458
Effects of foreign exchange rate changes		**4,673**	(16,143)	**4,673**	(16,143)
At June 30,	29	**149,571**	116,640	**138,160**	105,814

* Loan to related parties have been reclassified to investing activities.

The notes on pages 126 to 194 form an integral part of these financial statements.
Independent auditor's report on pages 114 to 117.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

1. GENERAL INFORMATION

Les Moulins de la Concorde Ltée is a public limited company incorporated and domiciled in Mauritius. The address of its registered office is Eclosia Group Headquarters, Gentilly, Moka and its principal place of business is at Cargo Peninsula, Quay D, Port Louis.

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

2. ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements of Les Moulins de la Concorde Ltée comply with the Mauritian Companies Act 2001 and Mauritian Financial Reporting Act 2005 (FRA) and have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ('IASB').

The Group and the Company made an assessment of their ability to continue as a going concern and it is satisfied that they have the resources to continue business for the foreseeable future. The financial statements have thus been prepared on a going concern basis.

The financial statements include the consolidated financial statements of the parent company and its subsidiaries (The Group) and the separate financial statements of the parent company (The Company). The financial statements are presented in Mauritian Rupees (Rs) and all values are rounded to the nearest thousand (Rs000's), except when otherwise indicated.

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, except that:

(i) buildings, core flour mill equipment and sundry equipment are carried at revalued amounts;

(ii) financial assets held at fair value through other comprehensive income are stated at their fair values;

(iii) relevant financial assets and financial liabilities are stated at fair value.

Application of new and revised International Financial Reporting Standards (IFRSs)

In the current year, the Group has applied all of the new and revised Standards Interpretations issued by the International Accounting Standards Board ("IASB") and the International Financial Reporting Interpretations Committee ("IFRIC") of the IASB which are relevant to its operations and effective for accounting period 30 June 2026.

New and Revised Standards and Interpretations applied with no material effect on the financial statements

IAS 21 The Effects of Changes in Foreign Exchange Rates

Lack of Exchangeability: The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not. The amendments have no impact on the Group's financial statements.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.1 Basis of preparation (cont'd)

Relevant new and revised Standards and Interpretations in issue 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, 2026 or later periods, but which the Group has not early adopted.

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

Effective date January 1, 2026

IFRS 9 Financial Instruments & IFRS 7 Financial Instruments: Disclosures

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

Contracts Referencing Nature-dependent Electricity: 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. 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.

Effective date January 1, 2027

IFRS 18 Presentation and Disclosure in Financial Statements

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

IFRS 19 Subsidiaries without Public Accountability: Disclosures

IFRS 19 is a non-mandatory standard. It specifies the disclosure requirements that eligible subsidiaries are permitted to apply instead of the disclosure requirements in other IFRS accounting standards. It allows eligible entities to benefit from reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. Subsidiaries are eligible to apply IFRS 19 if they do not have public accountability and their parent, intermediate parent or ultimate parent company produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.1 Basis of preparation (cont'd)

Relevant new and revised Standards and Interpretations in issue not yet effective (cont'd)

IAS 28 Investments in Associates and Joint Ventures

Amendments to the Fair Value Option for Investments in Associates and Joint Ventures: Narrow scope amendments to clarify which investments in associates and joint ventures a company is eligible to measure using the fair value option in IAS 28 - Investments in Associates and Joint Ventures. The amendments clarify that entities that have a main business activity of investing in particular types of assets are eligible to use the fair value option for such investments. The amendments are effective in the period in which an entity first applies IFRS 18 - Presentation and Disclosure in Financial Statements.

Effective date January 1, 2029

IFRS 20 Regulatory Assets and Regulatory Liabilities

IFRS 20 requires requires entities subject to rate regulation to recognise regulatory assets and regulatory liabilities for timing differences between when goods or services are supplied and when amounts are included in regulated rates. Companies that supply vital services such as electricity, water and gas are often subject to this type of regulation. The Standard introduces a comprehensive measurement and presentation model, including specific disclosure requirements to explain the nature and financial effects of rate regulation. This standard replaces IFRS 14 - Regulatory Deferral Accounts and supplements the information a company provides when applying IFRS 15 - Revenue from Contracts with Customers.

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

IFRS 10 Consolidated Financial Statements

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

IAS 28 Investments in Associates and Joint Ventures

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

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

The directors anticipate that these IFRS Accounting Standards and Interpretation will be applied on their effective dates in future periods.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.1 Basis of preparation (cont'd)

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

2.2 Property, plant and equipment

Buildings, core flour mill equipment and sundry equipment, held for use in the production of goods or for administrative purposes are stated at their revalued amounts, based on periodic, but at least triennial valuations, by external independent valuers, less subsequent depreciation for buildings, flour mill and sundry equipment. All other property, plant and equipment are stated at historical cost less accumulated depreciation and any accumulated impairment losses . Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the assets' carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Increases in the carrying amount arising on revaluation are credited to other comprehensive income and shown as revaluation surplus in shareholders' equity. Increases that offset previous decrease of the same asset is recognised to profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss. Decreases that offset previous increases of the same asset are charged against the revaluation surplus directly in equity; all other decreased are charged to profit or loss.

At the date of revaluation, the gross carrying amount of the asset is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset and the accumulated depreciation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset.

Each year the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost is transferred from revaluation surplus to retained earnings.

Properties in the course of construction for production, or administrative purposes or for purposes not yet determined, are carried at cost less any recognised impairment loss. Cost includes professional fees. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Depreciation is calculated on the straight-line method to write off the cost or revalued amounts of the assets to their residual values over their estimated useful lives as follows:

	Annual rates
Buildings	1.2% - 28%
Flour mill equipment	0.3% - 20%
Sundry equipment	2.6% - 33%
Office furniture and equipment	10% - 100%
Computers	33%
Motor vehicles	20%

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.2 Property, plant and equipment (cont'd)

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively, if appropriate, at end of each reporting period.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

The carrying amount of an item of property, plant and equipment is derecognised:

(a) on disposal; or

(b) when no future economic benefits are expected from its use or disposal.

Gains and losses on disposals of property, plant and equipment are determined by comparing proceeds with carrying amount and are included in profit or loss. On disposal of revalued assets, the amounts included in revaluation surplus are transferred to retained earnings.

2.3 Intangible assets

Computer software

Acquired computer software licences are capitalised on the basis of costs incurred to acquire and bring to use the specific software and are amortised using the straight-line method over their estimated useful lives (7 years).

Costs associated with developing or maintaining computer software are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software controlled by the Group that will generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

An intangible asset is derecognised:

(a) on disposal; or

(b) when no future economic benefits are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the asset. It is recognised in profit or loss when the asset is derecognised (unless IFRS 16 requires otherwise on a sale and leaseback). Gains are not classified as revenue.

2.4 Principles of consolidation and equity accounting

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the Group has power over the entity and is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.4 Principles of consolidation and equity accounting (cont'd)

(i) Subsidiaries (cont'd)

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of financial position respectively.

Investment in subsidiaries is initially shown at cost. Where an indication of impairment exists, the recoverable amount of the investment is assessed. Where the carrying amount of the investment is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount and the difference is charged to profit or loss. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to profit or loss.

(ii) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting (see (iii) below), after initially being recognised at cost.

(iii) Equity method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

Where the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The carrying amount of equity-accounted investments is tested for impairment in accordance with the below policy.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.4 Principles of consolidation and equity accounting (cont'd)

(iv) Impairment of assets

Intangible assets that have an indefinite useful life are not subject to amortisation but are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets 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 asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(v) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

2.5 Financial assets

The Group classifies its financial assets, as subsequently measured at amortised cost, fair value through comprehensive income or fair value through profit or loss, on the basis of both (a) the entity's business model for managing the financial assets and (b) the contractual cash flow characteristics of the financial cost. Other than financial assets in a qualifying hedging relationship, the Group's accounting policy for each category is as follows:

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.5 Financial assets (cont'd)

(i) Amortised cost

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

Impairment provisions for trade receivables are recognised based on the simplified approach within IFRS 9 using the lifetime expected credit losses, based on a provision matrix. During this process the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within administrative expenses in the statement of profit or loss and comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

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

From time to time, the Group elects to renegotiate the terms of trade receivables due from customers with which it has previously had a good trading history. Such renegotiations will lead to changes in the timing of payments rather than changes to the amounts owed and, in consequence, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in the statement of profit or loss and comprehensive income (operating profit).

The Group's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes:

- Information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collateral held by the Group).

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

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.5 Financial assets (cont'd)

(i) Amortised cost (cont'd)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- Significant financial difficulty of the clients.
- A breach of contract, such as a default or past due event.
- The Group, for economic or contractual reasons relating to the client's financial difficulty, having granted to the client a concession(s) that the Group would not otherwise consider.
- It is becoming probable that the client will enter bankruptcy or other financial reorganisation.

Write-off policy

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

(ii) Fair value through other comprehensive income

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

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

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

(iii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on settlement date, being the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.6 Financial liabilities

The Group classifies its financial liabilities as follows:

- Bank borrowings are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. Such interest bearing liabilities are subsequently measured at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is at a constant rate on the balance of the liability carried in the statement of financial position. For the purposes of each financial liability, interest expense includes initial transaction costs and any premium payable on redemption, as well as any interest or coupon payable while the liability is outstanding.
- Trade payables and other short-term monetary liabilities are initially recognised at fair value and subsequently carried at amortised cost using the effective interest method. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.
- The Group removes a financial liability (or a part of a financial liability) from the statement of financial position when, and only when, it is extinguished—i.e., when the obligation specified in the contract is discharged or cancelled or expires. The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

2.7 Hedge accounting

Hedge accounting is applied to financial assets and financial liabilities only where all of the following criteria are met:

At the inception of the hedge there is formal designation and documentation of the hedging relationship and the Group's risk management objective and strategy for undertaking the hedge.

The hedge relationship meets all of the hedge effectiveness requirements including that an economic relationship exists between the hedged item and the hedging instrument, the credit risk effect does not dominate the value changes, and the hedge ratio is designated based on actual quantities of the hedged item and the hedging instrument.

(i) Cash flow hedges

The company uses options in respect of highly probable forecast transactions as hedged instrument to hedge their price risks arising on the purchase of wheat. The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Where option contracts are used to hedge forecast transactions, the intrinsic and time value of the options are designated as the hedging instrument.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- Where the hedged item subsequently results in the recognition of a non-financial asset, both the deferred hedging gains and losses and the deferred time value of the option contracts are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.7 Hedge accounting (cont'd)

(i) Cash flow hedges (cont'd)

If a forecast transaction is no longer considered highly probable but the forecast transaction is still expected to occur, the cumulative gain or loss recognised in other comprehensive income is frozen and recognised in profit or loss in accordance with the policy set out in the paragraph above. Subsequent changes in the fair value of the derivative are recognised in profit or loss. If the Group closes out its position before the transaction takes place (even though it is still expected to take place) the cumulative gain or loss on changes in fair value of the derivative remains in equity until the transaction takes place. If, at any point, the hedged transaction is no longer expected to occur, the cumulative gain or loss is reclassified from the cash flow hedge reserve to profit or loss immediately.

2.8 Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as deduction, net of tax, from proceeds.

Preference share capital

Preference share capital is classified as debt or equity based on its contractual terms. The part that is non-redeemable or redeemable only at the Company's option and any discretionary dividends are treated as equity. Discretionary dividends thereon are recognised as distributions within equity upon approval by the Company's shareholders. The terms of the preference shares includes a mandatory fixed cumulative dividend of 13%, meeting the definition of a liability under the requirements of IAS 32. Interest of 13%, representing the effective interest rate is accounted for as finance cost in profit or loss.

2.9 Inventories

Inventories consist of the following categories of items:

- raw materials
- work in progress
- finished goods
- spare parts

(a) Raw materials, work in progress and finished goods

Cost is determined by the first-in, first-out (FIFO) method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity) but excludes borrowing costs.

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.9 Inventories (cont'd)

(b) Spare parts

The Company keeps spare parts on hand to operate its plant and equipment in the production process. Some of the spare parts will be used in less than one period in the normal course of business while others will be used in connection with repairs and servicing of property, plant and equipment over more than one period.

Given the specificity and complexity of the Company's production process, the directors have determined that spare parts worth Rs 200,000 or more should be capitalised as plant and equipment and depreciated accordingly over their useful life. All other spare parts less than Rs 200,000 are treated as inventory and expensed in the income statement upon usage.

Spare parts are reviewed annually for any need for impairment.

2.10 Retirement benefit obligations

(a) Defined benefit plans

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), is recognised immediately in other comprehensive income in the period in which they occur. Remeasurements recognised in other comprehensive income shall not be reclassified to profit or loss in subsequent period.

The Group determines the net interest expense/(income) on the net defined benefit liability/(asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit liability/(asset), taking into account any changes in the net defined liability/(asset) during the period as a result of contributions and benefit payments. Net interest expense/(income) is recognised in profit or loss.

Service costs comprising current service cost, past service cost, as well as gains and losses on curtailments and settlements are recognised immediately in profit or loss.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.10 Retirement benefit obligations (cont'd)

(b) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Payments to defined contribution plans are recognised as an expense when employees have rendered service that entitle them to the contributions.

(c) Gratuity on retirement

For employees who are not covered (or who are insufficiently covered by the above pension plans), the net present value of gratuity on retirement payable under the Workers Rights Act is calculated by a qualified actuary and provided for. The obligations arising under this item are not funded.

2.11 Current and deferred income tax

The tax expense for the period comprises of current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, if the deferred income tax arises from initial recognition of an asset or liability in a transaction, other than a business combination, that at the time of the transaction affects neither accounting nor taxable profit or loss, it is not accounted for.

Deferred income tax is determined using tax rates that have been enacted or substantively enacted at the reporting date and are expected to apply in the period when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which deductible temporary differences can be utilised.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.12 Foreign currencies

(a) Functional and presentation currency

Items included in the financial statements of the Company and each of its subsidiaries are measured in Mauritian rupees, the currency of the primary economic environment in which the entity operates using ("functional currency"). The consolidated and separate financial statements are presented in Mauritian rupees, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing on the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except when deferred in equity as qualifying cash flow hedges and qualifying net investment hedges.

Foreign exchange gains and losses are presented in profit or loss within 'finance income or finance cost'.

Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date the fair value was determined.

Translation differences on non-monetary items, such as equities are classified as financial assets at fair value through other comprehensive income.

2.13 Revenue recognition

Revenue from contracts with customers

Performance obligations and timing of revenue recognition

The majority of the revenue is derived from selling goods with revenue recognised at a point in time when control of the goods has transferred to the customer. This is generally when the goods are delivered to the customer. However, for export sales, control might also be transferred when delivered either to the port of departure or port of arrival, depending on the specific terms of the contract with a customer. There is limited judgement needed in identifying the point control passes: once physical delivery of the products to the agreed location has occurred, the Company no longer has physical possession, usually will have a present right to payment (as a single payment on delivery) and retains none of the significant risks and rewards of the goods in question.

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.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.13 Revenue recognition (cont'd)

Allocating amounts to performance obligations

For most contracts, there is a fixed unit price for each product sold, with reductions given for bulk orders placed at a specific time. Therefore, there is no judgement involved in allocating the contract price to each unit ordered in such contracts (it is the total contract price divided by the number of units ordered). Where a customer orders more than one product line, the Company is able to determine the split of the total contract price between each product line by reference to each product's standalone selling prices (all product lines are capable of being, and are, sold separately).

2.14 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are declared.

2.15 Segment reporting

Segment information presented relate to operating segments that engage in business activities for which revenues are earned and expenses incurred.

2.16 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources that can be reliably estimated will be required to settle the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

2.17 Leases

Leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low value assets; and
- Leases with a duration of 12 months or less.

The Group accounts for a contract, or a portion of a contract, as a lease when it conveys the right to use an asset for a period of time in exchange for consideration. Leases are those contracts that satisfy the following criteria:

(a) There is an identified asset;

(b) The Group obtains substantially all the economic benefits from use of the asset; and

(c) The Group has the right to direct use of the asset.

The Group considers whether the supplier has substantive substitution rights. If the supplier does have those rights, the contract is not identified as giving rise to a lease.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.17 Leases (cont'd)

In determining whether the Group obtains substantially all the economic benefits from use of the asset, the Group considers only the economic benefits that arise through use of the asset, not those incidental to legal ownership or other potential benefits.

In determining whether the Group has the right to direct use of the asset, the Group considers whether it directs how and for what purpose the asset is used throughout the period of use. If there are no significant decisions to be made because they are pre-determined due to the nature of the asset, the Group considers whether it was involved in the design of the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use. If the contract or portion of a contract does not satisfy these criteria, the Group applies other applicable IFRSs rather than IFRS 16.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the Group's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

Right of use assets comprise of land and warehouse, operating equipment and motor vehicles.

On initial recognition, the carrying value of the lease liability also includes:

- Amounts expected to be payable under any residual value guarantee;
- The exercise price of any purchase option granted in favour of the Group if it is reasonably certain to assess that option;
- Any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right of use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

- Lease payments made at or before commencement of the lease;
- Initial direct costs incurred; and
- The amount of any provision recognised where the Group is contractually required to dismantle, remove or restore the leased asset (typically leasehold dilapidations).

Subsequent to initial measurement lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are depreciated on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

When the Group revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted using a revised discount rate. The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised, except the discount rate remains unchanged. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being depreciated over the remaining (revised) lease term.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.17 Leases (cont'd)

When the Group renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:

- If the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional rights-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy.
- In all other cases where the renegotiated increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount.
- If the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial of full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

For contracts that both convey a right to the Group to use an identified asset and require services to be provided to the Group by the lessor, the Group has elected to account for the entire contract as a lease, i.e. it does allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

2.18 Other income

Other income includes dividends. Other Income is recognised when it is probable that the economic benefits will flow to the Group and the amount can be measured realiably. It should be recognised as follows:

- Dividends: when the shareholder's rights to receive payment is established.

2.19 Earnings per share

Earnings per share is calculated by dividing:

- the net profit attributable to ordinary shareholders (being the difference between profit attributable to equity holders and preference share dividends)
- by the weighted average number of ordinary shares in issue during the financial year.

2.20 Contingent liabilities

A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

2. ACCOUNTING POLICIES (CONT'D)

2.21 Interests in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

When a group entity undertakes its activities under joint operations, the group as a joint operator recognises in relation to its interest in a joint operation:

- Its assets, including its share of any assets held jointly
- Its liabilities, including its share of any liabilities incurred jointly
- Its revenue from the sale of its share of the output arising from the joint operation
- Its share of the revenue from the sale of the output by the joint operation
- Its expenses, including its share of any expenses incurred jointly

The group accounts for the assets, liabilities, revenue and expenses relating to its interest in a joint operation in accordance with the IFRS Accounting Standards applicable to the particular assets, liabilities, revenue and expenses.

When a group entity transacts with a joint operation in which a group entity is a joint operator (such as a sale or contribution of assets), the group is considered to be conducting the transaction with the other parties to the joint operation, and gains and losses resulting from the transactions are recognised in the group's consolidated financial statements only to the extent of other parties' interests in the joint operation.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT

3.1 Financial Risk Factors

The Group's activities expose it to a variety of financial risks: market risk (including price risk, currency risk, cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effect of the Group's financial performance. A description of the significant risk factors is given below together with the risk management policies applicable.

(a) **Market risk**

(i) Price risk

The Group is exposed to equity securities price risk because of investments held by the Group and classified as financial asset at fair value through other comprehensive income (FVOCI). To manage its price risk arising from investments in equity securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group.

Part of the Group's equity investments is publicly traded on the Stock Exchange.

Sensitivity analysis

The table below summarises the impact of increases and decreases in the fair value of the investments on the Group's equity. The analysis is based on the assumption that the fair value had increased or decreased by 5%, based on historical observations.

	IMPACT ON EQUITY			
	THE GROUP		THE COMPANY	
	2026 Rs000's	2025 Rs000's	**2,026.00 Rs000's**	2025 Rs000's
Financial asset at fair value through other comprehensive income (FVOCI) (note 10)				
Fair value increase/(decrease) by 5%	**12,350**	12,414	**1**	1

(ii) Currency risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Euro (EUR), Swiss franc (CHF) and the US dollar (USD). Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities.

The Group manages its currency risk by monitoring movements in foreign exchange rates and, where appropriate, matching foreign currency inflows and outflows. The Group seeks to limit the impact of adverse movements in exchange rates on its profit or loss and cash flows.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(a) **Market risk (cont'd)**

(ii) Currency risk (cont'd)

THE GROUP	**2026**					
	Equivalent in Rs000's					**Rs000's**
	USD	**EUR**	**ZAR**	**CHF**	**MUR**	**TOTAL**
Financial assets						
Trade receivables (note 12)	**126,078**	**54,993**	**-**	**-**	**51,234**	**232,305**
Other receivables (note 13)	**-**	**-**	**-**	**-**	**369,948**	**369,948**
Cash and cash equivalents (note 29)	**85,854**	**34,874**	**1,441**	**233**	**27,169**	**149,571**
Financial liabilities						
Trade and other payables (note 20)	**11,220**	**3,792**	**380**	**329**	**109,763**	**125,484**
Dividends payable (note 22)	**-**	**-**	**-**	**-**	**6,736**	**6,736**
Borrowings (note 17)	**141,600**	**-**	**-**	**-**	**30,000**	**171,600**
Lease liabilities (note 6B)	**-**	**-**	**-**	**-**	**151,717**	**151,717**

THE GROUP	2025					
	Equivalent in Rs000's					**Rs000's**
	USD	**EUR**	**ZAR**	**CHF**	**MUR**	**TOTAL**
Financial assets						
Trade receivables (note 12)	120,110	49,689	-	-	54,657	224,456
Other receivables (note 13)	-	-	-	-	83,957	83,957
Cash and cash equivalents (note 29)	71,374	8,981	9	23	36,253	116,640
Financial liabilities						
Trade and other payables (note 20)	7,390	12,845	764	1,076	56,995	79,070
Dividends payable (note 22)	-	-	-	-	6,778	6,778
Borrowings (note 17)	135,120	-	-	-	30,000	165,120
Lease liabilities (note 6B)	-	-	-	-	116,026	116,026

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(a) Market risk (cont'd)

(ii) Currency risk (cont'd)

THE COMPANY

	2026					
	Equivalent in Rs000's					Rs000's
	USD	EUR	ZAR	CHF	MUR	TOTAL
Financial assets						
Trade receivables (note 12)	**126,078**	**54,993**	**-**	**-**	**49,808**	**230,879**
Other receivables (note 13)	**-**	**-**	**-**	**-**	**392,191**	**392,191**
Cash and cash equivalents (note 29)	**85,854**	**34,874**	**1,441**	**233**	**15,758**	**138,160**
Financial liabilities						
Trade and other payables (note 20)	**11,220**	**3,792**	**380**	**329**	**107,136**	**122,857**
Dividends payable (note 22)	**-**	**-**	**-**	**-**	**6,736**	**6,736**
Borrowings (note 17)	**141,600**	**-**	**-**	**-**	**30,000**	**171,600**
Lease liabilities (note 6B)	**-**	**-**	**-**	**-**	**150,865**	**150,865**

THE COMPANY

	2025					
	Equivalent in Rs000's					Rs000's
	USD	EUR	ZAR	CHF	MUR	TOTAL
Financial assets						
Trade receivables (note 12)	120,110	49,689	-	-	54,657	224,456
Other receivables (note 13)	-	-	-	-	75,092	75,092
Cash and cash equivalents (note 29)	71,374	8,981	9	23	25,427	105,814
Financial liabilities						
Trade and other payables (note 20)	7,390	12,845	764	1,076	55,915	77,990
Dividends payable (note 22)	-	-	-	-	6,778	6,778
Borrowings (note 17)	135,120	-	-	-	30,000	165,120
Lease liabilities (note 6B)	-	-	-	-	114,116	114,116

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(a) Market risk (cont'd)

(ii) Currency risk (cont'd)

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Other receivables exclude:				
Prepayments	**112,587**	35,530	**111,687**	35,530
VAT receivable	**18,636**	9,062	**11,612**	9,062
Trade and other payables exclude				
Tax deduction at source	**-**	69	**-**	69

If the rupee had weakened/strengthened by 5% based on historical observations, against the USD, EUR, ZAR and CHF with all other variables held constant, post tax profit and equity would have changed as follows:

Impact of ± 5% movement:	THE GROUP AND THE COMPANY			
	2026			
	Rs000's			
	USD	**EUR**	**ZAR**	**CHF**
Post-tax profit and equity (+5%)	(2,956)	(4,304)	(53)	5

	2025			
	Rs000's			
	USD	**EUR**	**ZAR**	**CHF**
Post-tax profit and equity (+5%)	(2,449)	(2,291)	38	53

This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

(iii) Cash flow and fair value interest rate risk

The Group's interest-rate risk arises from bank overdrafts and other borrowings. At June 30, 2026 if interest rate on borrowings had been 10 basis points higher/lower, based on historical observations, with all the other variables held constant, post-tax profit for the year would have been Rs000's 200 (2025: Rs000's 269) lower/higher, mainly as a result of higher/lower interest expense on floating rate borrowings.

The Group manages its interest rate risk by monitoring movements in interest rates and, where appropriate, maintaining an appropriate mix of fixed and variable rate borrowings. The Group seeks to limit the impact of adverse movements in interest rates on its finance costs and cash flows.

All of the Group's borrowings are exposed to interest rate changes as there are no fixed rate borrowings. All of the Group's borrowings are short terms and based on variable rates.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(b) Credit risk

Credit and counterparty risk refers to the effects on future cash flows and earnings of receivables defaulting of their obligations. Such risk arises primarily from cash and cash equivalents, contractrual cash flows of investments held at FVOCI and trade receivables.

These exposures are managed through prudent credit exposure limits, constantly measuring current credit exposures, estimating maximum potential credit exposures that may arise over the duration of a transaction, and responding quickly when corrective action that needs to be taken.

For cash and cash equivalents the credit risk is managed by the Group and the Company by way of trading with only reputable banks and financial institutions. Unless otherwise indicated, the maximum exposure to credit risk is the carrying amount of cash and cash equivalents.

The Group's assets are predominately unsecured investments in listed and unlisted companies. The Group considers the overall risk exposure of the investments, as a whole, therefore significant changes in a particular sector or unexpected increases in interest rates could increase the credit risk inherent in the investment. This risk is mitigated through portfolio diversification and active management. The maximum exposure to credit risk is the carrying amount of the investments.

The Group's credit risk is primarily attributable to its trade receivables. The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by the Group's management based on prior experience and the current economic environment.

The Group has exposure to credit risk attributable to its trade receivables relating to sale of flour and bran. The amounts presented in the statement of financial position are net of allowances for doubtful debts estimated by management based on prior experience and the current economic environment. The Group has policies in place to ensure that sales of products and services are made to clients with an appropriate credit history. Credit limits are also set as per Group policy. The Group has recourse to credit insurance for its foreign customers.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets as disclosed below:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
Financial assets	**Rs000's**	Rs000's	**Rs000's**	Rs000's
Trade receivables (note 12)	**232,305**	224,456	**230,879**	224,456
Other receivables (note 13)	**369,948**	83,957	**392,191**	75,092
Cash and cash equivalents (note 29)	**149,571**	116,640	**138,160**	105,814
	751,824	425,053	**761,230**	405,362

There was no collateral held as security with regards to the above financial assets.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(b) Credit risk (cont'd)

The table below shows the credit risk concentration at the reporting date:

	2026	2025
	%	%
Counterparties:		
Four major counterparties	**76**	72
Others	**24**	28
	100	100

No credit limits were exceeded during the reporting period, and management does not expect any losses from non-performance by these counterparties.

c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit market positions. The Group aims at maintaining flexibility in funding by keeping committed credit lines available.

Management monitors rolling forecasts of the Group's and the Company's liquidity reserve on the basis of expected cash flow.

Forecasted liquidity reserve as of June 30, 2027 is as follows:

	THE GROUP 2027	**THE COMPANY 2027**
	Rs000's	Rs000's
Opening balance	**149,571**	138,160
Cash absorbed from operating activities	**3,670,560**	3,609,264
Cash used in operating activities	**(3,417,833)**	(3,386,233)
Cash used in investing activities	**(389,487)**	(387,377)
Cash absorbed from financing activities	**85,093**	97,511
Closing balance	**97,905**	71,325

Management does not foresee any major liquidity risk over the next two years for the Group.

The Company pays its suppliers on normal credit terms and uses import loan facilties to settle its dues.

Refer to Note 17 for more details on the import loans.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(c) Liquidity risk (cont'd)

The table below analyses the Group's and the Company's non-derivative financial liabilities and net-financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date.

	Less than 1 year	Between 1 and 2 years	Between 2 and 3 years	Over 3 years
THE GROUP	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
At June 30, 2026				
Bank and other borrowings (note 17)	**142,772**	**-**	**-**	**30,000**
Trade and other payables (note 20)	**125,484**	**-**	**-**	**-**
Dividends payable	**6,736**	**-**	**-**	**-**
Lease liabilities	**13,638**	**12,716**	**12,716**	**288,848**
	288,630	**12,716**	**12,716**	**318,848**
At June 30, 2025				
Bank and other borrowings (note 17)	137,171	-	-	30,000
Trade and other payables (note 20)	79,070	-	-	-
Dividends payable	6,778	-	-	-
Lease liabilities	8,732	8,532	8,452	259,955
	231,751	8,532	8,452	289,955

The other liabilities excluded in the above include deferred tax liabilities of Rs000's 288,837, current tax liabilities of Rs000's 5,673 and retirement benefit obligations of Rs000 's 61,718 (2025: Rs000's 238,756, Rs000's Nil and Rs000's 62,672).

	Less than 1 year	Between 1 and 2 years	Between 2 and 3 years	Over 3 years
THE COMPANY	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
At June 30, 2026				
Bank and other borrowings (note 17)	**142,772**	**-**	**-**	**30,000**
Trade and other payables (note 20)	**122,857**	**-**	**-**	**-**
Dividends payable	**6,736**	**-**	**-**	**-**
Lease liabilities	**12,756**	**12,716**	**12,716**	**288,848**
	285,121	**12,716**	**12,716**	**318,848**
At June 30, 2025				
Bank and other borrowings (note 17)	137,171	-	-	30,000
Trade and other payables (note 20)	77,990	-	-	-
Dividends payable	6,778	-	-	-
Lease liabilities	7,556	7,356	7,276	259,073
	229,495	7,356	7,276	289,073

The maturity analysis of the liabilities included above are disclosed at the undiscounted amounts, that is, including the future effects of interests.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.1 Financial Risk Factors (cont'd)

(c) Liquidity risk (cont'd)

The other liabilities excluded in the above include deferred tax liabilities of Rs000's 296,162, current tax liabilities of Rs000's 5,673 (Group) and Rs000's 5,599 (Company) and retirement benefit obligations of Rs000's 61,718 (2025: Rs000's 238,756, Rs000's Nil and Rs000's 62,672).

3.2 Fair value estimates

The Group designates the majority of its investments at FVOCI as the Group is managed on a fair value basis, with any resultant gain or loss recognised in other comprehensive income as part of changes in fair value of equity instruments at FVOCI. Fair value is determined in accordance with IFRS 13. Statement of financial position items carried at fair value include investments in equity instruments.

The fair value of financial instruments traded in active markets is based on quoted market prices at the end of the reporting period. A market is regarded as active if quoted prices are readily and regularly available from an exchange dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group and the Company is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily quoted equity investments classified as investments held at FVOCI.

For unquoted investments the Group applies a number of methodologies to determine and assess the reasonableness of the fair value which may include the following:

- Earnings multiple
- Net asset value
- Dividend valuation
- Discounted cash flow
- Price to book multiple

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on specific estimates.

If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Refer to note 10 for the inputs, assumptions used in the valuation techniques and the fair value hierarchy of the Group's investments measured at fair value.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

3. FINANCIAL RISK MANAGEMENT (CONT'D)

3.3 Capital risk management

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

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

Consistently with others in the industry, the Group monitors capital on the basis of the debt-to-equity ratio. This ratio is calculated as net debt to equity. Net debt is calculated as total debts (as shown in the statement of financial position) less cash and cash equivalents. Capital comprises all components of equity (i.e share capital, non-controlling interest, retained earnings and revaluation surplus).

The debt-to-equity ratios at June 30, 2026 and 2025 were as follows:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Total debt (note 6 & 17)	**323,317**	281,146	**322,465**	279,236
Less: cash at bank and in hand (note 29)	**(149,571)**	(116,640)	**(138,160)**	(105,814)
	173,746	164,506	**184,305**	173,422
Total equity	**2,729,875**	2,382,914	**2,529,442**	2,185,508
Debt-to-equity ratio	**6%**	7%	**7%**	8%

The debt-to-equity ratio decreased primarily due to an increase in the reported equity base. The movement should therefore be interpreted in the context of changes in asset valuations.

Categories of financial instruments

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Financial assets amortised cost				
Trade receivables (note 12)	**232,305**	224,456	**230,879**	224,456
Other receivables (note 13)	**369,948**	83,957	**392,191**	75,092
Cash and cash equivalents (note 29)	**149,571**	116,640	**138,160**	105,814
	751,824	425,053	**761,230**	405,362
Financial assets at fair value				
Financial assets at fair value through other comprehensive income	**246,991**	248,288	**18**	22
Financial liabilities amortised cost				
Trade and other payables (note 20)	**125,484**	79,070	**122,857**	77,990
Dividends payable (note 22)	**6,736**	6,778	**6,736**	6,778
Borrowings (note 17)	**171,600**	165,120	**171,600**	165,120
Lease liabilities (note 6B)	**151,717**	116,026	**150,865**	114,116
	455,537	366,994	**452,058**	364,004

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continuously evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions 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.

4.1 Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting period that may 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:

(a) Pension benefits

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group and the Company determine the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group and the Company consider the interest rates of high-quality corporate bonds or government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension obligation.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 18.

(b) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

(c) Fair value of securities not quoted in an active market

When the fair value of investments recorded in the statement of financial position cannot be derived from active markets, they are determined using valuation techniques (refer to note 10). The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. The judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in asssumptions about these factors could affect the reported fair value of investments.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

4.1 Key sources of estimation uncertainty (cont'd)

(d) Impairment of assets

Property, plant and equipment, and intangible assets are considered for impairment if there is a reason to believe that impairment may be necessary. Factors taken into consideration in reaching such a decision include the economic viability of the asset itself and where it is a component of a larger economic unit, the viability of that unit itself.

Future cash flows expected to be generated by the assets or cash-generating units are projected, taking into account market conditions and the expected useful lives of the assets. The present value of these cash flows, determined using an appropriate discount rate, is compared to the current net asset value and, if lower, the assets are impaired to the present value. The impairment loss is first allocated to goodwill and then to the other assets of a cash-generating unit.

Cash flows which are utilised in these assessments are extracted from formal five-year business plans which are updated annually. The Group and the Company utilise the valuation model to determine asset and cash-generating unit values supplemented, where appropriate, by discounted cash flow and other valuation techniques.

(e) Leases

In determining the lease term for the buildings being rented, management exercises judgement when considering the broader economics of its arrangement with the lessor, including economic penalties for each of the lessor and if the Group and the Company were to vacate the leased premises.

The Group and the 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 the 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 the 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 the Company estimate the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity specific estimates. The IBR used to estimate the lease liability ranges from 5.4% to 8.25% for the Group and the Company.

(f) Depreciation policies

Property, plant and equipment are depreciated to their residual values over their estimated useful lives. The residual value of an asset is the estimated net amount that the Group and the Company would currently obtain from disposal of the asset, if the asset were already of the age and in condition expected at the end of its useful life.

The directors therefore make estimates based on historical experience and use best judgement to assess the useful lives of assets and to forecast the expected residual values of the assets at the end of their useful lives.

(g) Revaluation of property, plant and equipment

The Group and the Company carry land and buildings and certain plant and machinery at revalued amounts with changes in fair value being recognised in other comprehensive income. The Group and the Company engages an independent valuer to determine the fair value of buildings and core equipment every three years. Because of inherent uncertainty in the market conditions, those estimates may differ from actual values.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

4.1 Key sources of estimation uncertainty (cont'd)

(h) Asset lives and residual values

Property, plant and equipment are depreciated over its useful life taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In reassessing assets lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values. Consideration is also given to the extent of current profits and losses on the disposal of similar assets.

4.2 Critical accounting judgement

(a) Limitation of sensitivity analysis

Sensitivity analysis, in respect of market risk, demonstrates the effect of a change in a key assumption while other assumptions remain unchanged. In reality, there is a correlation between the assumptions and other factors. It should also be noted that these sensitivities are non-linear and larger or smaller impacts should not be interpolated or extrapolated from these results.

Sensitivity analysis does not take into consideration that the Group's and the Company's assets and liabilities are managed. Other limitations include the use of hypothetical market movements to demonstrate potential risk that only represent the Group's and the Company's view of possible near-term market changes that cannot be predicted with any certainty.

(b) Derivatives

The Group and the Company are exposed to price risk, on the purchase of raw materials. The Group and the Company hedge these exposures by entering into option contracts ("hedging instruments") that will match the terms of the physical commodity contract ("hedged item"). To apply hedge accounting, a condition is that the forecast transaction must be "highly probable". The Group and the Company have applied judgement in assessing whether the forecast transaction is highly probable.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

5. PROPERTY, PLANT AND EQUIPMENT

(a) **THE GROUP - 2026**

	Buildings	Plant and Machinery	Sundry Equipment	Office Furniture and Equipment	Computers	Motor Vehicles	Assets in Progress	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
COST OR VALUATION								
At July 1, 2025	1,069,280	1,443,440	197,613	20,514	19,283	1,313	34,454	2,785,897
Additions	4,757	19,185	15,591	4,249	2,053	-	12,047	57,882
Disposals	(159)	(7,938)	(872)	(91)	(2,708)	-	-	(11,768)
Revaluation surplus	150,191	316,281	9,205	-	-	-	-	475,677
Transfers	248	20,603	3,047	312	174	-	(24,384)	-
At June 30, 2026	1,224,317	1,791,571	224,584	24,984	18,802	1,313	22,117	3,307,688
DEPRECIATION								
At July 1, 2025	555,690	964,335	144,618	10,066	15,467	568	-	1,690,744
Charge for the year	32,150	57,871	13,956	2,366	2,285	263	-	108,891
Disposal adjustments	(113)	(7,600)	(800)	(91)	(2,698)	-	-	(11,302)
Revaluation surplus	(45,410)	253,812	4,487	-	-	-	-	212,889
At June 30, 2026	542,317	1,268,418	162,261	12,341	15,054	831	-	2,001,222
NET BOOK VALUE								
At June 30, 2026	682,000	523,153	62,323	12,643	3,748	482	22,117	1,306,466

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) **THE COMPANY - 2026**

	Buildings	Plant and Machinery	Sundry Equipment	Office Furniture and Equipment	Computers	Motor Vehicles	Assets in Progress	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
COST OR VALUATION								
At July 1, 2025	1,069,280	1,409,789	195,807	11,686	18,295	1,313	34,454	2,740,624
Additions	4,757	17,513	15,241	2,766	1,909	-	11,892	54,078
Disposals	(159)	(7,938)	(872)	(91)	(2,708)	-	-	(11,768)
Transfers	248	20,603	3,047	312	174	-	(24,384)	-
Revaluation surplus	150,191	316,281	9,205	-	-	-	-	475,677
At June 30, 2026	1,224,317	1,756,248	222,428	14,673	17,670	1,313	21,962	3,258,611
DEPRECIATION								
At July 1, 2025	555,690	963,413	144,482	9,525	15,333	568	-	1,689,011
Charge for the year	32,150	55,507	13,526	1,005	1,923	263	-	104,374
Disposal adjustments	(113)	(7,600)	(800)	(91)	(2,698)	-	-	(11,302)
Revaluation surplus	(45,410)	253,812	4,487	-	-	-	-	212,889
At June 30, 2026	542,317	1,265,132	161,695	10,439	14,558	831	-	1,994,972
NET BOOK VALUE								
At June 30, 2026	682,000	491,116	60,733	4,234	3,112	482	21,962	1,263,639

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(c) THE GROUP - 2025

	Buildings	Plant and Machinery	Sundry Equipment	Office Furniture and Equipment	Computers	Motor Vehicles	Assets in Progress	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
COST OR VALUATION								
At July 1, 2024	1,061,132	1,326,395	183,029	11,134	16,971	1,252	118,751	2,718,664
Additions	3,056	11,143	12,984	9,463	2,408	61	28,918	68,033
Disposals	-	(58)	(386)	(141)	(215)	-	-	(800)
Transfers	5,092	105,960	1,986	58	119	-	(113,215)	-
At June 30, 2025	1,069,280	1,443,440	197,613	20,514	19,283	1,313	34,454	2,785,897
DEPRECIATION								
At July 1, 2024	523,706	908,465	130,974	9,000	13,945	312	-	1,586,402
Charge for the year	31,984	55,919	14,026	1,207	1,706	256	-	105,098
Disposal adjustments	-	(49)	(382)	(141)	(184)	-	-	(756)
At June 30, 2025	555,690	964,335	144,618	10,066	15,467	568	-	1,690,744
NET BOOK VALUE								
At June 30, 2025	513,590	479,105	52,995	10,448	3,816	745	34,454	1,095,153

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(b) THE COMPANY - 2025

	Buildings	Plant and Machinery	Sundry Equipment	Office Furniture and Equipment	Computers	Motor Vehicles	Assets in Progress	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
COST OR VALUATION								
At July 1, 2024	1,061,132	1,326,395	183,029	11,134	16,971	1,252	118,751	2,718,664
Additions	3,056	16,915	11,178	635	1,420	61	28,918	62,183
Disposals	-	(58)	(386)	(141)	(215)	-	(39,423)	(40,223)
Transfers	5,092	66,537	1,986	58	119	-	(73,792)	-
At June 30, 2025	1,069,280	1,409,789	195,807	11,686	18,295	1,313	34,454	2,740,624
DEPRECIATION								
At July 1, 2024	523,706	908,465	130,974	9,000	13,945	312	-	1,586,402
Charge for the year	31,984	54,997	13,890	666	1,572	256	-	103,365
Disposal adjustments	-	(49)	(382)	(141)	(184)	-	-	(756)
At June 30, 2025	555,690	963,413	144,482	9,525	15,333	568	-	1,689,011
NET BOOK VALUE								
At June 30, 2025	513,590	446,376	51,325	2,161	2,962	745	34,454	1,051,613

(d) It is the group policy to revalue the buildings, flour mill equipment and core sundry equipment of the Company every three years. Revaluations are done more frequently if there is any indication that the carrying amount differs materially from its fair value. The Company's assets were revalued on a depreciated replacement cost basis as follows:

- Buildings on June 30, 2026 - by Mr Tristan Doger De Spéville, Chartered Valuation Surveyor MRICS of CDDS Ltd.
- Flour mill equipment and core sundry equipment on June 30, 2026 - by Engineering Technical and Management Services Ltd.

For buildings, the basis of the evaluation of the Current Value, every three years, is based on a cost per m² basis derived from an estimate of the current replacement cost and making deductions for physical deterioration and obsolescence.

Flour mill equipment and core sundry equipment were revalued on the basis of fair market-installed which involves calculating a replacement cost from price references and adjusting for depreciation attributable to the assets as of date of valuation. Buildings, flour mill equipment and core sundry equipment are classified as Level 3.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(e) Information about fair value measurements using significant unobservable inputs (Level 3)

THE GROUP AND THE COMPANY

Description	Fair value		Valuation technique	Unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
	2026	2025				
	Rs000's	Rs000's				
Buildings	**682,000**	513,590	Replacement cost less depreciation approach	Price per square metre	Per square metre:- Silos (Rs 400K), Admin Block (Rs 60K), Flour Mill/Control Block (Rs 45K), Warehouse (Rs 35K)	The higher/(lower) the price per square metre, the higher/(lower) the fair value.

(f) If the buildings, flour mill and sundry equipment were stated on the historical cost basis, the amounts would be as follows:

	THE GROUP			THE COMPANY		
	Buildings	Plant and Machinery	Sundry equipment	Buildings	Plant and Machinery	Sundry equipment
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
Cost	279,915	722,904	156,657	279,915	688,549	154,638
Accumulated depreciation	(96,001)	(297,229)	(68,648)	(96,001)	(294,865)	(68,218)
At June 30, 2026	**183,914**	**425,675**	**88,009**	**183,914**	**393,684**	**86,420**
Cost	274,911	684,027	137,768	274,911	650,376	135,962
Accumulated depreciation	(90,710)	(269,620)	(63,246)	(90,710)	(268,698)	(63,110)
At June 30, 2025	**184,201**	**381,736**	**74,522**	**184,201**	**381,736**	**73,239**

(g) Depreciation expense charged is allocated in profit or loss as follows:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Cost of sales	**96,718**	93,512	**92,617**	91,953
Administrative expenses	**5,011**	4,294	**4,595**	4,121
Selling and distribution costs	**7,162**	7,292	**7,162**	7,291
	108,891	105,098	**104,374**	103,365

(h) Bank borrowings are secured by floating charges over all the assets of the Company, including property, plant and equipment (note 17).

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

6A. RIGHT OF USE ASSETS

THE GROUP

	Building	Land and warehouse	Operating Equipment	Motor Vehicles	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
At July 01, 2024	-	104,424	3,535	880	108,839
Lease additions	3,557	-	-	-	3,557
Lease re-measurement	-	-	(1,832)	-	(1,832)
Depreciation	(1,483)	(3,351)	(544)	(231)	(5,609)
At July 01, 2025	2,074	101,073	1,159	649	104,955
Lease additions	**-**	**24,110**	**13,418**	**2,682**	**40,210**
Lease termination	**-**	**-**	**-**	**(535)**	**(535)**
Depreciation	**(1,260)**	**(3,351)**	**(2,294)**	**(472)**	**(7,377)**
At June 30, 2026	**814**	**121,832**	**12,283**	**2,324**	**137,253**

THE COMPANY

	Building	Land and warehouse	Operating Equipment	Motor Vehicles	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
At July 01, 2024	-	104,424	3,535	880	108,839
Lease additions	441	-	-	-	441
Lease re-measurement	-	-	(1,832)	-	(1,832)
Depreciation	(184)	(3,351)	(544)	(231)	(4,310)
At July 01, 2025	257	101,073	1,159	649	103,138
Lease additions	**-**	**24,110**	**13,418**	**2,682**	**40,210**
Lease termination	**-**	**-**	**-**	**(535)**	**(535)**
Depreciation	**(221)**	**(3,351)**	**(2,294)**	**(472)**	**(6,338)**
At June 30, 2026	**36**	**121,832**	**12,283**	**2,324**	**136,475**

6B. LEASE LIABILITIES

THE GROUP

	Building	Land and warehouse	Operating Equipment	Motor Vehicles	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
At July 01, 2024	-	112,013	3,657	991	116,661
Lease additions	3,557	-	-	-	3,557
Lease re-measurement	-	-	(1,961)	-	(1,961)
Interest expenses	289	6,495	184	75	7,043
Lease payment	(1,670)	(6,694)	(666)	(244)	(9,274)
At July 01, 2025	2,176	111,814	1,214	822	116,026
Lease additions	**-**	**24,110**	**13,418**	**2,682**	**40,210**
Lease termination	**-**	**-**	**-**	**(732)**	**(732)**
Interest expenses	**132**	**6,487**	**956**	**173**	**7,748**
Lease payment	**(1,416)**	**(6,693)**	**(2,866)**	**(560)**	**(11,535)**
At June 30, 2026	**892**	**135,718**	**12,722**	**2,385**	**151,717**

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

6B. LEASE LIABILITIES (CONT'D)

	THE COMPANY				
	Building	Land and warehouse	Operating Equipment	Motor Vehicles	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
At July 01, 2024	-	112,013	3,657	991	116,661
Lease additions	441	-	-	-	441
Lease re-measurement	-	-	(1,961)	-	(1,961)
Interest expenses	25	6,495	184	75	6,779
Lease payment	(200)	(6,694)	(666)	(244)	(7,804)
At July 01, 2025	266	111,814	1,214	822	114,116
Lease additions	**-**	**24,110**	**13,418**	**2,682**	**40,210**
Lease termination	**-**	**-**	**-**	**(732)**	**(732)**
Interest expenses	**14**	**6,487**	**956**	**173**	**7,630**
Lease payment	**(240)**	**(6,693)**	**(2,866)**	**(560)**	**(10,359)**
At June 30, 2026	**40**	**135,718**	**12,722**	**2,385**	**150,865**

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Current	**5,179**	1,827	**4,327**	861
Non Current	**146,538**	114,199	**146,538**	113,255
	151,717	116,026	**150,865**	114,116

(a) Nature of leasing activities

The Company leases land, warehouse, other equipment and motor vehicles in the jurisdictions from which it operates. The lease addition includes land leased in relation to the construction of a solar power plant.

(b) Incremental borrowing rate

(i) The incremental borrowing rate (IBR) used in computing the lease liability are as follows:

	THE GROUP	THE COMPANY	
June 30, 2026	Lease Contracts Number	Lease Contracts Number	IBR
Building	**2**	**1**	**8.25%**
Land and warehouse	**4**	**3**	**5.40% - 6.75%**
Operating Equipment	**7**	**7**	**8.25%**
Motor Vehicles	**1**	**1**	**8.25%**

	THE GROUP	THE COMPANY	
June 30, 2025	Lease Contracts Number	Lease Contracts Number	IBR
Building	**2**	**1**	**8.25%**
Land and warehouse	**3**	**3**	**6% - 6.75%**
Operating Equipment	**1**	**1**	**8.25%**
Motor Vehicles	**1**	**1**	**8.25%**

(ii) LMLC does not have genuine variable lease payment.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

6B. LEASE LIABILITIES (CONT'D)

(c) Extension and termination options

Extension and termination options are included in the land and warehouse leases of the Company. These are used to maximise operational flexibility in terms of managing the assets used in the Company's operations. The extension and termination options held are exercisable only by mutual agreement by the Company and the respective lessor.

(d) Lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease term is revised if an option is actually exercised (or not exercised) or the Group and the Company become obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

The lease term for building is between 2 and 5 years, land and warehouse is between 20 and 60 years and operating equipment and motor vehicles is for 5 years.

(e) Interest expense

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Expenses relating to short term leases (included in administrative expenses)	**821**	2,486	**821**	2,486
Interest expense (included in finance costs) in note 27(b)	**7,748**	7,043	**7,630**	6,779

(f) Cash outflow

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Cash outflow for leases	**11,535**	9,274	**10,359**	7,804

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

7. INTANGIBLE ASSETS

		Computer Software
(a)	THE GROUP AND THE COMPANY	Rs000's
	COST	
	At July 1, 2024	80,818
	Addition	327
	Disposal	(327)
	At June 30, 2025	80,818
	Addition	163
	Disposal	(104)
	At June 30, 2026	**80,877**
	AMORTISATION	
	At July 1, 2024	48,251
	Amortisation charge	11,478
	Disposal adjustment	(36)
	At June 30, 2025	59,693
	Amortisation charge	11,251
	Disposal adjustment	(104)
	At June 30, 2026	**70,840**
	NET BOOK VALUE	
	At June 30, 2026	**10,037**
	At June 30, 2025	21,125

(b) Amortisation has been charged to profit or loss as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Cost of sales	**3,087**	3,281
Administrative expenses	**8,095**	8,110
Selling and distribution costs	**69**	87
	11,251	11,478

There are no intangible assets with restricted title and/or pledged as security for liabilities.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

8. INVESTMENTS IN SUBSIDIARY COMPANIES - COST

	2026	2025
	Rs000's	Rs000's
At July 1,	**359,406**	334,406
Addition	**-**	25,000
At June 30,	**359,406**	359,406

The list of the Company's subsidiaries is as follows:

Name	Class of shares held	Year end	Stated capital	Proportion of ownership interest	Place of business	Country of incorporation	Main business
			Rs'000				
2026							
Concordia Investments Ltd	Ordinary	June 30	273,568	100%	Eclosia Group Head-quarters, Gentilly, Moka	Mauritius	Investment holding
Wrap'Eat Ltd	Ordinary	June 30	70,000	100%	Cargo Peninsula, Quay D, Port Louis	Mauritius	Producer of tortillas
2025							
Concordia Investments Ltd	Ordinary	June 30	333,568	100%	Eclosia Group Head-quarters, Gentilly, Moka	Mauritius	Investment holding
Wrap'Eat Ltd	Ordinary	June 30	70,000	100%	Cargo Peninsula, Quay D, Port Louis	Mauritius	Producer of tortillas

During the year, Concordia Investments Ltd effected a capital reduction of Rs.60m, which was transferred to its reserves. The capital reduction did not result in any change in the Company's percentage ownership or carrying amount of its investment in the subsidiary.

The Directors have reviewed the financial position and performance of the subsidiary companies and the following was considered as at reporting date:

(a) there were no indication of impairment in respect of the investment held in Concordia Investments Ltd.

(b) there were no further indication of impairment in respect of the carrying amount of the investment held in Wrap'Eat Ltd.

9. INVESTMENT IN ASSOCIATE

(a) The results of the following associated company have been included in the consolidated financial statements:

	2026 & 2025	
	% holding	**Year end**
Indigo Hotels & Resorts Limited and its subsidiaries	**28.67**	**June 30**

	THE GROUP	
	2026	2025
	Rs000's	Rs000's
At July 1,	**244,561**	251,164
Share of loss for the year	**(7,574)**	(3,257)
Share of other comprehensive income	**33,981**	(3,346)
	270,968	244,561

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

9. INVESTMENT IN ASSOCIATE (CONT'D)

Other equity movements comprise of movement in actuarial reserve, revaluation surplus and fair value reserve of Indigo Hotels & Resorts Limited and its subsidiaries.

(b) (i) Indigo Hotels & Resorts Limited is a limited liability company incorporated and domiciled in Mauritius. Its main activity is to provide management services to hotels within the Eclosia Group. Its place of business is at Eclosia Group Headquarters, Gentilly, Moka.

(ii) The associated company is accounted for using the equity method.

(iii) The associated company is a private company and there is no quoted market price available for its shares.

(iv) The financial year end date of Indigo Hotels & Resorts Limited is June 30.

(c) **Summarised financial information**

Summarised financial information in respect of the associate (Indigo Hotels & Resorts Limited and its subsidiaries) is set out below:

	Current assets	Non-current assets	Current liabilities	Non-current liabilities	Revenue	Post-tax profit/(loss)	Other comprehensive income for the year	Total comprehensive income for the year
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
2026	**213,002**	**3,315,868**	**583,221**	**1,131,480**	**1,101,781**	**(58,941)**	**215,560**	**156,619**
2025	335,199	3,024,399	659,697	1,042,351	1,113,367	(33,481)	(71,323)	(104,804)

The summarised financial information above represents amounts shown in the associate's consolidated financial statements prepared in accordance with IFRS, adjusted for equity accounting purposes such as fair value adjustments made at time of acquisition.

(d) **Reconciliation of summarised financial information**

	2026	2025
	Rs000's	Rs000's
Opening net assets at July 1,	**1,657,550**	1,762,354
Loss for the year	**(58,941)**	(33,481)
Other comprehensive income for the year	**(399)**	(53,250)
Other equity movements	**(7,001)**	(18,073)
Revaluation surplus	**222,960**	-
Closing net assets at June 30,	**1,814,169**	1,657,550
Less non-controlling interest in the subsidiaries of the associate	**(869,043)**	(804,530)
	945,126	853,020
Interest in associate	**270,968**	244,561

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

10. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

(i) Equity investments at fair value through other comprehensive income

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
At July 1,	**248,288**	313,594	**22**	22
Change in fair value recognised in other comprehensive income	**(1,297)**	(65,306)	**(4)**	-
At June 30,	**246,991**	248,288	**18**	22

(ii) Fair value through other comprehensive income financial assets include the following:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Quoted:				
Equity securities - [Mauritius]	**67,286**	63,483	**18**	22
Unquoted:				
Equity securities - [Mauritius]	**179,705**	184,805	**-**	-
	246,991	248,288	**18**	22

(iii) Financial assets measured at fair value through other comprehensive income include the Group's strategic equity investments not held for trading. The Group has made an irrevocable election to classify the equity investments at fair value through other comprehensive income rather than through profit or loss because this is considered to be more appropriate for these strategic investments.

(iv) The fair value of quoted securities is based on published market prices. The fair value of the unquoted securities are based on discounted cash flow, earnings multiple, dividend growth model and share of net assets.

(v) Fair value through other comprehensive income financial assets include the following:

	Fair Value Hierarchy	THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
Quoted:					
Livestock Feed Ltd	1	**18**	22	**18**	22
MCB Group	1	**9,518**	9,522	**-**	-
Mauritius Freeport Development Co Ltd	1	**57,750**	53,939	**-**	-
Unquoted:					
Premier Logistics Co Ltd	3	**66,200**	82,600	**-**	-
Premier Education Co Ltd	3	**97,200**	79,300	**-**	-
Société Aquarius	2	**16,300**	22,900	**-**	-
Mer Rouge Trading Ltd	3	**5**	5	**-**	-
		246,991	248,288	**18**	22

The quoted investments are classified as level 1 while the unquoted investments are classified as level 2 and 3 of the fair value hierarchy.

An amount of Rs000's 15,005 (2025: Rs000's 13,160) was received as dividend from the above investments.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

10. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (CONT'D)

(vi) Valuation inputs and relationships to fair value:

The following table summarises the quantitative information about the significant unobservable inputs used in level 2 and level 3 fair value measurements of the Group:

THE GROUP

Description	Fair Value		Valuation Technique	Unobservable/ Observable Inputs	Relationship of unobservable inputs to fair value	Sensitivity Analysis
	2026	2025				
	Rs000's	Rs000's				
Premier Logistics Co Ltd	**66,200**	82,600	Discounted cash flow	Expected cash flows Discount rate (11.66%- 17.79%)	The higher the expected cash flows, the higher the fair value and vice versa The higher the discount rate, the lower the fair value of the investment and vice versa.	An increase/(decrease) in expected cash flows will lead to an increase/ (decrease) in fair value. An increase/(decrease) in discount rate will lead to a (decrease)/increase in fair value.
Premier Education Co Ltd	**97,200**	79,300	Discounted cash flow	Expected cash flows Discount rate (14.67%- 19.67%)	The higher the expected cash flows, the higher the fair value and vice versa The higher the discount rate, the lower the fair value of the investment and vice versa.	An increase/(decrease) in expected cash flows will lead to an increase/ (decrease) in fair value. An increase/(decrease) in discount rate will lead to a (decrease)/increase in fair value.
Société Aquarius	**16,300**	22,900	Share of net asset	Net Asset value (Société Aquarius holds shares in Oceanarium Mauritius Ltd, which is listed)	The higher the net asset value, the higher the fair value and vice versa	An increase/(decrease) in net asset value will lead to an increase/(decrease) in fair value.
Mer Rouge Trading Ltd	**5**	5	N/A - The Directors consider cost to approximate the fair value	N/A	N/A	N/A

Discounted Cash Flow Method

The discount rate used represents the current market assessment of the risk specific to the respective companies taking into consideration the time value of money and the weighted average cost of capital ("WACC"). The WACC takes into consideration both debt and equity. The cost of equity is derived from the expected return on investment from the investors. The cost of debt is based on the interest-bearing borrowings that are being serviced. The DCF computation was based on a five-year forecast period, and growth estimates are based on management's best estimates of the company and industry's growth rate.

There were no significant inter-relationships between unobservable inputs that materially affect fair values.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

10. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (CONT'D)

(vii) Fair value through other comprehensive income financial assets are denominated in the following currencies:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Mauritian rupee	**246,991**	248,288	**18**	22

11. INVENTORIES

		THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
(a)	Raw materials	**530,560**	331,790	**527,609**	329,893
	Raw materials in transit	**11,020**	395,040	**11,020**	395,040
	Finished goods	**42,393**	39,701	**42,357**	39,599
	Spare parts / Consumables	**102,906**	99,082	**102,565**	98,917
		686,879	865,613	**683,551**	863,449

(b) No impairment was recognised for the year under review.

		THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
(c)	The cost of inventories recognised as expense and included in cost of sales amounted to:	**2,428,794**	2,467,579	**2,423,572**	2,466,738

(d) The bank borrowings are secured by floating charges on the assets of the Group and the Company including inventories (note 17).

12. TRADE RECEIVABLES

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Trade receivables	**232,305**	224,456	**230,879**	224,456

The carrying amounts of trade receivables approximate their fair value.

(i) Impairment of trade receivables

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

12. TRADE RECEIVABLES (CONT'D)

(i) Impairment of trade receivables (cont'd)

The expected loss rates are based on the payment profiles of sales over a period of 12 months before June 30, 2026 or July 1, 2025 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group identified the real GDP of low income and developing countries and accordingly adjust the historical loss rates based on expected changes in these factors.

On that basis, the loss allowance as at June 30, 2026 was determined as follows for trade receivables:

THE GROUP

At June 30, 2026	**Current**	**More than 90 days past due**	**More than 180 days past due**	**More than 365 days past due**	**Total**
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
Expected loss rate	-	-	-	-	-
Gross carrying amount - Trade receivable	**232,299**	**6**	-	-	**232,305**
Loss allowance	-	-	-	-	-

THE COMPANY

At June 30, 2026	**Current**	**More than 90 days past due**	**More than 180 days past due**	**More than 365 days past due**	**Total**
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
Expected loss rate	-	-	-	-	-
Gross carrying amount - Trade receivable	**230,873**	**6**	**-**	**-**	**230,879**
Loss allowance	-	-	-	-	-

THE GROUP AND THE COMPANY

At July 01, 2025	Current	More than 90 days past due	More than 180 days past due	More than 365 days past due	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
Expected loss rate	-	-	-	-	-
Gross carrying amount - Trade receivable	224,456	-	-	-	224,456
Loss allowance	-	-	-	-	-

No provision has been booked for loss allowance arising from trade receivables that are due for less than 365 days. Nearly all the trade receivables were received subsequent to the year end.

(ii) The carrying amounts of the trade receivables are denominated in the following currencies:

	THE GROUP		**THE COMPANY**	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Rupee	**51,234**	54,657	**49,808**	54,657
US Dollar	**126,078**	120,110	**126,078**	120,110
Euro	**54,993**	49,689	**54,993**	49,689
	232,305	224,456	**230,879**	224,456

(iii) The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The Group and the Company do not hold any collateral as security.

(iv) Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for ECL.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

13. OTHER RECEIVABLES

	THE GROUP		**COMPANY**	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Current				
Prepayments	**112,587**	35,530	**111,687**	35,530
VAT receivable	**18,636**	9,062	**11,612**	9,062
Other receivables	**9,331**	22,494	**5,372**	4,807
Receivable from related companies (note 30)	**355,654**	56,500	**386,819**	70,285
	496,208	123,586	**515,490**	119,684
Non Current				
Receivable from related companies (note 30)	**4,963**	4,963	**-**	-

(i) The carrying amounts of other receivables approximate their fair value and are denominated in rupee.

(ii) Receivable from related companies relate mainly to unsecured interest bearing loans of 4.50% and are repayable on demand, except for an amount of Rs5.0m repayable after 1 year. The receivables are considered to be in Stage 1 (not suffered increase in credit risk).

(iii) The Directors have assessed the loss allowance on the receivables from related companies and consider same to be immaterial. Consequently, no provision has been booked in respect of same.

14. DERIVATIVES FINANCIAL INSTRUMENTS

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Options	**-**	-

The Group and the Company use wheat call options to safeguard themselves from potential increases in the price of wheat. These options qualify as a cash flow hedge and the gains/losses on the hedging instrument are recognised in equity. Subsequently, these gains/losses are then removed from the cash flow hedge reserve and included directly in the initial cost of inventory. The hedge ratio is 1:1.

Hedging

The Group has elected to adopt the hedge accounting requirements of IFRS 9 Financial Instruments. The Group enters into hedge relationships where the critical terms of the hedging instrument and the hedge item match. Therefore, for the prospective assessment of effectiveness, a qualitative assessment is performed.

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Options		
Nominal amount of the hedging instrument	**(12,204)**	-
Carrying amount of the hedging instrument	**-**	-
Line item in the statement of financial position where the hedging instrument is located	Derivatives financial instruments	
Changes in fair value used for calculating hedge ineffectiveness	**12,204**	-
Line item in profit or loss because of the reclassification	**n/a**	-

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

14. DERIVATIVES FINANCIAL INSTRUMENTS (CONT'D)

	THE GROUP AND THE COMPANY	
	2026	2025
Commodity price	**Rs'000**	Rs'000
Carrying amount of the hedging item	**-**	-
Accumulated amount of fair value hedge adjustments on the hedged item included in the carrying amount of the hedged item	**12,204**	-
Line item in the statement of financial position where the hedging instrument is located		
	Derivatives financial instruments	
Change in value used for calculating hedge ineffectiveness	**12,204**	-
Cash flow hedge reserve	**12,204**	-
Maturity date	**Sep-26**	
Hedge ratio	**1:1**	

During the year, the Group disposed of wheat call options initially purchased for the hedging of future wheat purchases. Given that the hedging instrument was sold, hedge accounting is discontinued prospectively. As the forecast wheat purchases remain expected to occur after year end, the cumulative gain of Rs 12.2 million recognised in the cash flow hedge reserve remains in equity and will be included in the initial cost of the inventory when the forecast purchases occur.

15. SHARE CAPITAL

	THE GROUP AND THE COMPANY	
	2026 & 2025	
Ordinary shares (authorised, issued and fully paid)		
At 1 July and at 30 June	Rs000's	1,080,000
Number of shares	000's	10,800

The holders of the fully paid ordinary shares carry one vote per share and carry a right to dividends.

16. REVALUATION AND OTHER RESERVES

(a) THE GROUP	Revaluation surplus	Financial assets at fair value through OCI reserve	Translation reserve	Reserve of associates	Hedging Reserve	Actuarial losses reserves	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
(i) **2026**							
At July 1, 2025	**252,559**	**58,824**	**51,984**	**85,120**	**-**	**(43,536)**	**404,951**
Gains on revaluation of property, plant and equipment (note 5)	**262,788**	**-**	**-**	**-**	**-**	**-**	**262,788**
Deferred income tax on revaluation of property, plant and equipment (note 19)	**(49,931)**	**-**	**-**	**-**	**-**	**-**	**(49,931)**
Transfer of excess depreciation on revaluation of property, plant and equipment	**(12,580)**	**-**	**-**	**-**	**-**	**-**	**(12,580)**
Remeasurements of defined benefit obligations (note 18)	**-**	**-**	**-**	**-**	**-**	**(1,532)**	**(1,532)**
Income tax relating to components of other comprehensive income (note 18)	**-**	**-**	**-**	**-**	**-**	**291**	**291**
Changes in fair value of equity instruments at fair value through other comprehensive income (note 10)	**-**	**(1,297)**	**-**	**-**	**-**	**-**	**(1,297)**
Share of other comprehensive income of associate (note 9)	**-**	**-**	**-**	**33,981**	**-**	**-**	**33,981**
Cash flow hedges (note 14)	**-**	**-**	**-**	**-**	**12,204**	**-**	**12,204**
At June 30, 2026	**452,836**	**57,527**	**51,984**	**119,101**	**12,204**	**(44,777)**	**648,875**

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

16. REVALUATION AND OTHER RESERVES (CONT'D)

(a) THE GROUP	Revaluation surplus	Financial assets at fair value through OCI reserve	Translation reserve	Reserve of associates	Hedging Reserve	Actuarial losses reserves	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**	**Rs000's**
(ii) 2025							
At July 1, 2024	280,967	124,130	51,984	88,466	(4,145)	(40,138)	501,264
Effect of increase in opening deferred taxes resulting from increase in tax rates	(15,828)	-	-	-	-	954	(14,874)
Transfer of excess depreciation on revaluation of property, plant and equipment	(12,580)	-	-	-	-	-	(12,580)
Remeasurements of defined benefit obligations (note 18)	-	-	-	-	-	(5,373)	(5,373)
Income tax relating to components of other comprehensive income (note 18)	-	-	-	-	-	1,021	1,021
Changes in fair value of equity instruments at fair value through other comprehensive income (note 10)	-	(65,306)	-	-	-	-	(65,306)
Share of other comprehensive income of associate (note 9)	-	-	-	(3,346)	-	-	(3,346)
Cash flow hedges (note 14)	-	-	-	-	4,145	-	4,145
At June 30, 2025	252,559	58,824	51,984	85,120	-	(43,536)	404,951

Revaluation surplus

The revaluation surplus arises on revaluation of property, plant and equipment.

Financial assets at fair value through OCI reserve

Gains/losses arising on financial assets at fair value through other comprehensive income.

Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Reserve of associate

The reserve of associate consists of percentage holding of the Group on the revaluation & other reserves of its associate.

Actuarial losses reserve

The actuarial losses reserve represents the cumulative remeasurements of defined benefit obligation recognised.

Hedging reserve

The hedging reserve includes the cash flow hedge reserve and the costs of hedging reserve.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

16. REVALUATION AND OTHER RESERVES (CONT'D)

(b) THE COMPANY

	Revaluation surplus	Financial assets at fair value through OCI reserve	Hedging Reserve	Actuarial losses reserves	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
(i) 2026					
At July 1, 2025	**254,037**	**(2)**	**-**	**(42,946)**	**211,089**
Gains on revaluation of property, plant and equipment (note 5)	**262,788**	**-**	**-**	**-**	**262,788**
Deferred income tax on revaluation of property, plant and equipment (note 19)	**(49,931)**	**-**	**-**	**-**	**(49,931)**
Transfer of excess depreciation on revaluation of property, plant and equipment	**(12,580)**	**-**	**-**	**-**	**(12,580)**
Remeasurements of defined benefit obligations (note 18)	**-**	**-**	**-**	**(1,532)**	**(1,532)**
Income tax relating to components of other comprehensive income (note 18)	**-**	**-**	**-**	**291**	**291**
Changes in fair value of equity instruments at fair value through other comprehensive income (note 10)	**-**	**(4)**	**-**	**-**	**(4)**
Cash flow hedges (note 14)	**-**	**-**	**12,204**	**-**	**12,204**
At June 30, 2026	**454,314**	**(6)**	**12,204**	**(44,187)**	**422,325**

	Revaluation surplus	Financial assets at fair value through OCI reserve	Hedging Reserve	Actuarial losses reserves	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
(ii) 2025					
At July 1, 2024	282,445	(2)	(4,145)	(39,548)	238,750
Effect of increase in opening deferred taxes resulting from increase in tax rates	(15,828)	-	-	954	(14,874)
Transfer of excess depreciation on revaluation of property, plant and equipment	(12,580)	-	-	-	(12,580)
Remeasurements of defined benefit obligations (note 18)	-	-	-	(5,373)	(5,373)
Income tax relating to components of other comprehensive income (note 18)	-	-	-	1,021	1,021
Cash flow hedges (note 14)	-	-	4,145	-	4,145
At June 30, 2025	254,037	(2)	-	(42,946)	211,089

Notes to the Consolidated and Separate Financial Statements

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17. BORROWINGS

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Current				
Import loan	**141,600**	135,120	**141,600**	135,120
Non-current				
Redeemable preference shares	**30,000**	30,000	**30,000**	30,000

(a) The bank borrowings are secured by floating charges over all the assets of the Group and the Company, including property, plant and equipment and inventories (notes 5 and 11).

(b) The effective interest rates of the loans at the reporting date were as follows:

THE GROUP AND THE COMPANY

	2026	2025
	USD	USD
	%	%
Import loan	4.96%	5.93%-7.28%

(c) The carrying amounts of the Group's and the Company's borrowings are denominated in Mauritian rupees and in US Dollars.

(d) The holders of the preference shares are entitled to a fixed cumulative dividend of 13% per annum in preference to the holders of ordinary shares which is considered as a finance cost. Any amount paid over and above the 13% is considered as dividend.

The 13% cumulative preference shares meets the definition of a liability under the requirements of IAS 32, because the instrument includes a contractual obligation to deliver cash to the holder.

Any balance the Board decides to distribute by way of dividends shall be distributed "pari-passu" per share amongst the ordinary and preference shareholders, the latter being entitled to a maximum dividend of 20%.

The preference shares carry a right to repayment of capital in winding up in priority to the ordinary shares but no other rights in respect of dividends, capital and voting.

(e) The carrying amounts of borrowings are not materially different from their fair value.

18. RETIREMENT BENEFIT OBLIGATIONS

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Amounts recognised in the statement of financial position		
Defined pension benefits (note 18(a)(ii))	**35,541**	37,020
Other post retirement benefits (note 18(b)(i))	**26,177**	25,652
	61,718	62,672
Analysed as follows:		
Non-current liabilities	**61,718**	62,672

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Amount charged to profit or loss:		
- Defined pension benefits (note 18(a)(vii))	**3,594**	3,415
- Other post retirement benefits (note 18(b)(ii))	**2,425**	2,071
- Benefits paid	**-**	-
	6,019	5,486

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Amount charged to other comprehensive income		
- Defined pension benefits (note 18(a)(ix))	**510**	4,535
- Other post retirement benefits (note 18(b)(iv))	**1,022**	838
	1,532	5,373

(a) **Pension schemes**

(i) The Group contributes and operates a defined benefit pension. The plan is a defined benefit arrangement, with benefits based on final salary. It provides for pension at retirement and a benefit on death or disablement in service before retirement. The level of benefits provided depends on members' length of service and their salary in the final years leading up to retirement.

The assets of the fund are invested in the LMLC Pension Fund which includes a diversified portfolio of asset classes. In view of the exposure to equities, there could be some volatility in the return from year to year.

The most recent actuarial valuation of the plan assets and the present value of the defined benefit obligations was carried out by Swan Life at June 30, 2026. The present value of the defined benefit obligations, and the related current service cost and past service cost, were measured using the Projected Unit Credit Method.

(ii) The amounts recognised in the statement of financial position are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Present value of funded obligations (note 18(a)(iv))	**63,021**	60,439
Fair value of plan assets (note 18(a)(v))	**(27,480)**	(23,419)
Liability in the statement of financial position	**35,541**	37,020

(iii) The reconciliation of the opening balances to the closing balances for the net defined benefit liability is as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
At July 1,	**37,020**	35,975
Charged to profit or loss	**3,594**	3,415
Charged to other comprehensive income	**510**	4,535
Contributions paid	**(1,326)**	(1,821)
Deficit funding payment	**(4,257)**	(5,084)
At June 30,	**35,541**	37,020

(iv) The movement in the defined benefit obligation over the year is as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
At July 1,	**60,439**	62,352
Current service cost	**1,600**	1,551
Interest cost	**3,368**	3,030
Contributions by plan participants	**412**	369
Actuarial losses	**50**	4,643
Benefits paid	**(2,848)**	(11,506)
At June 30,	**63,021**	60,439

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(a) **Pension schemes (cont'd)**

(v) The movement in the fair value of plan assets of the year is as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
At July 1,	**23,419**	26,377
Expected return on plan assets	**1,374**	1,166
Actuarial (losses) / gains	**(460)**	108
Employer contributions	**1,326**	1,821
Employee contributions	**412**	369
Deficit funding payment	**4,257**	5,084
Transfer from Group Company	**-**	-
Benefits paid	**(2,848)**	(11,506)
At June 30,	**27,480**	23,419

(vi) The fair value of the plan assets at the end of the reporting period for each category are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Fixed Income	**16,498**	8,899
Local Equity	**3,431**	3,747
Foreign Equity	**7,303**	5,621
Cash	**248**	5,152
	27,480	23,419

(vii) The amounts recognised in profit or loss are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Current service cost	**1,600**	1,551
Interest cost	**1,994**	1,864
Net periodic pension cost per IAS 19	**3,594**	3,415

(viii) The actual return on plan assets are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Actual return on plan assets	**913**	1,273

Notes to the Consolidated and Separate Financial Statements

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18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(a) Pension schemes (cont'd)

(ix) The amounts recognised in other comprehensive income are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Remeasurements on the defined benefit liability:		
Gains on pension scheme assets	**460**	(108)
Liability experience (gains)/ losses	**(818)**	1,976
Actuarial losses arising from changes in assumptions underlying the present value of the scheme	**868**	2,667
	510	4,535

(x) The assets in the plan and the expected rate of return are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Cash and cash equivalents	**248**	5,152
Fixed income	**16,498**	8,899
Local Equities	**3,431**	3,747
Overseas Equities	**7,303**	5,621
Total Market value of assets	**27,480**	23,419

(xi) The weighted average duration of the liabilities as at June 30, 2026 is 5 years.

(xii) Sensitivity analysis on defined pension benefit obligations at end of the reporting date:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Increase in Defined Benefit Obligation due to 1% decrease in discount rate	**3,119**	3,362
Decrease in Defined Benefit Obligation due to 1% increase in discount rate	**2,781**	3,000
Increase in the Defined Benefit Obligation due to 1% increase in future long-term salary assumption	**3,219**	3,495
Decrease in the Defined Benefit Obligation due to 1% decrease in future long-term salary assumption	**2,923**	3,171

The sensitivity above have been determined based on a method that extrapolates the impact on the net post retirement benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The present value of the other retirement defined obligation has been calculated using the projected unit credit method.

The sensitivity analysis may not be representative of the actual change in the post retirement benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior periods.

(xiii) Expected contributions to post-employment benefit plans for the year ending June 30, 2027 are Rs000's 6,040.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(a) Pension schemes (cont'd)

(xiv) The principal actuarial assumptions used for accounting purposes were:

	THE GROUP AND THE COMPANY	
	2026	2025
	%	%
Discount rate	**5.2%**	5.5%
Expected return on plan assets	**5.2%**	5.5%
Future salary increases	**3.5%**	3.5%
Post retirement mortality table	Swan Annuity rates	

(b) Other post retirement benefits

Other post retirement benefits comprise of gratuity on retirement payable under the Workers Rights Act 2019. Retirement benefit obligations are recognised for employees who are entitled to Retirement Gratuities payable under The Workers' Rights Act 2019. The latter provides for a lump sum at retirement based on final salary and years of service as follows:

- For employees who are insufficiently covered under the pension plans, half of any lump sum and 5 years of pension (relating to Employer's share of contributions only) payable from the pension fund have been offset from the retirement gratuities.
- Prior to implementation of the Portable Retirement Gratuity Fund (PRGF), the benefits payable to employees who are not part of any pension plans, were unfunded as at 31 December 2019. With the implementation of PRGF, these employees who resign as from 2020, are eligible for a portable gratuity benefit based on service with the employer as from 1 January 2020 and remuneration at exit (same benefit formula as for retirement/ death gratuity).

(i) The amounts recognised in the statement of financial position are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Present value of unfunded obligations - Deficit	**26,177**	25,652

(ii) The reconciliation of the opening balances to the closing balances for the net defined benefit liability is as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
At July 1,	**25,652**	24,808
Effect of restatement	**(35)**	44
Charged to profit or loss	**2,425**	2,071
Charged to other comprehensive income	**1,022**	838
Benefits paid	**(2,887)**	(2,109)
At June 30,	**26,177**	25,652

(iii) The amounts recognised in profit or loss are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Current service cost	**953**	785
Net interest cost	**1,472**	1,286
Net periodic pension cost per IAS 19	**2,425**	2,071
Benefits paid	**-**	-
Total included in employee benefit expense	**2,425**	2,071

Notes to the Consolidated and Separate Financial Statements

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18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(b) Other post retirement benefits (cont'd)

(iv) The amounts recognised in other comprehensive income are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Remeasurement on the defined benefit liability:		
Liability experience losses / (gains)	**814**	(411)
Actuarial losses arising from changes in assumptions	**208**	1,249
	1,022	838

(v) Amounts for the current period are as follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Present value of defined benefit obligations	**26,177**	25,652
Experience (gains) / losses on plan liabilities	**(2,464)**	(5,957)

(vi) The principal actuarial assumptions used for the accounting purposes were:

	THE GROUP AND THE COMPANY	
	2026	2025
	%	%
Discount rate	**5.5% - 5.9%**	5.64% - 6.0%
Future salary increases	**3.5%**	3.5%
Mortality rate	PMA92_PFA92	

(vii) The weighted average duration of the liabilities as at June 30, 2026 is between 8-11 years.

(viii) Sensitivity analysis on other post retirement benefit obligations at end of the reporting date:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Increase in Defined Benefit Obligation due to 1% decrease in discount rate	**5,303**	6,887
Decrease in Defined Benefit Obligation due to 1% increase in discount rate	**1,168**	2,549
Increase in the Defined Benefit Obligation due to 1% increase in future long-term salary assumption	**5,857**	6,796
Decrease in the Defined Benefit Obligation due to 1% decrease in future long-term salary assumption	**1,895**	2,803

The sensitivity above have been determined based on a method that extrapolates the impact on the net post retirement benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The present value of the other retirement defined obligation has been calculated using the projected unit credit method.

The sensitivity analysis may not be representative of the actual change in the post retirement benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior periods.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

18. RETIREMENT BENEFIT OBLIGATIONS (CONT'D)

(c) Risks associated with the plans

The defined benefits and other post retirement benefit plans expose the Group to actuarial risks, such as interest rate, salary increase, mortality, longevity, withdrawal and liquidity risks.

- Interest rate – this is the risk that yields on Government Bonds and Treasury Bills decrease, leading to an increase in the provision required to be set aside for the benefits.
- Salary increase – the risk is that actual salary increases are higher than assumed, thereby leading to a shortfall in benefit provisions already set aside.
- Mortality – higher than expected death will expose the company to having to effect pay-outs that were not expected.
- Longevity – employees living longer than expected will expose the employer to the risk that more employees make it to retirement to claim their benefits while the provisions assume that fewer employees will live till retirement.
- Withdrawal risk – lower than expected withdrawal will have the same impact as longevity risk.
- Liquidity risk – this risk arises if the employer's actual net cashflows are not sufficient to pay for the gratuity benefit when it becomes due.

The funding requirements are based on the pension fund's actuarial measurement framework set out in the funding policies of the plans.

19. DEFERRED TAX LIABILITIES

Deferred income taxes are calculated on all temporary differences under the liability method at 19% (2025: 19%).

(a) There is a legally enforceable right to offset current tax assets against current tax liabilities and deferred income tax assets and liabilities when the deferred income taxes relate to the same fiscal authority on the same entity. The following amounts are shown in the statements of financial position:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Deferred tax assets	**(35,813)**	(33,593)	**(35,813)**	(33,593)
Deferred tax liabilities	**324,650**	272,349	**324,650**	272,349
	288,837	238,756	**288,837**	238,756
Disclosed as follows:				
Deferred tax liabilities	**288,837**	238,756	**288,837**	238,756
	288,837	238,756	**288,837**	238,756

(b) The movement on the deferred income tax is as follows:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
At July 1,	**238,756**	209,447	**238,756**	209,447
Effect of increase in tax rate				
Charged to other comprehensive income	**-**	14,875	**-**	14,875
Charged to profit or loss (note 21(b))	**-**	9,765	**-**	9,765
	238,756	234,087	**238,756**	234,087
Charged/(credited) to other comprehensive income	**49,640**	(1,021)	**49,640**	(1,021)
Charged to profit or loss (note 21(b))	**441**	5,690	**441**	5,690
At June 30,	**288,837**	238,756	**288,837**	238,756

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

19. DEFERRED TAX LIABILITIES (CONT'D)

(c) The movement in deferred tax assets and liabilities during the year, without taking into consideration the offsetting of balances within the same fiscal authority on the same entity is as follows:

(i) Deferred tax assets

THE GROUP AND THE COMPANY

	Retirement Benefit Obligations	Leases	Total
	Rs000's	Rs000's	Rs000's
At June 30, 2024	10,332	19,836	30,168
Effect of increase in tax rate			
Charged to other comprehensive income	953	-	953
Credited to profit or loss	263	2,334	2,597
	11,548	22,170	33,718
Charged to other comprehensive income	1,021	-	1,021
Charged to profit or loss	(662)	(484)	(1,146)
At June 30, 2025	11,907	21,686	33,593
Charged to other comprehensive income	**291**	**-**	**291**
(Charged) / credited to profit or loss	**(472)**	**2,401**	**1,929**
At June 30, 2026	**11,726**	**24,087**	**35,813**

(ii) Deferred tax liabilities

THE GROUP AND THE COMPANY	Accelerated tax depreciation	Revaluation of assets	Leases	Total
	Rs000's	Rs000's	Rs000's	Rs000's
At June 30, 2024	86,136	134,539	18,940	239,615
Effect of increase in tax rate				
Credited to other comprehensive income	-	15,828	-	15,828
Charged to profit or loss	10,134	-	2,228	12,362
	96,270	150,367	21,168	267,805
Credited to other comprehensive income	-	-	-	-
Charged / (credited) to profit or loss	6,114	-	(1,570)	4,544
At June 30, 2025	102,384	150,367	19,598	272,349
Charged to other comprehensive income	**-**	**49,931**	**-**	**49,931**
Charged to profit or loss	**617**	**-**	**1,753**	**2,370**
At June 30, 2026	**103,001**	**200,298**	**21,351**	**324,650**

(d) Where a Company is engaged in the export of goods, it is liable to income tax at the rate of 3% on the chargeable income attributable to that export.

20. TRADE AND OTHER PAYABLES

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Trade payables	**31,294**	27,572	**30,891**	27,572
Accrued expenses	**31,645**	9,331	**30,549**	9,165
Amounts owed to related companies	**40,536**	21,196	**38,494**	20,560
Other payables	**22,010**	21,040	**22,924**	20,762
	125,485	79,139	**122,858**	78,059

The carrying amounts of trade and other payables approximate their fair value.

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

21. TAXATION

		THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
(a)	Statement of financial position				
	At July 1,	**(2,065)**	9,512	**(2,302)**	9,345
	Current income tax on the adjusted profit for the year at 3%/15% (2025: 3%/15%)	**44**	375	**-**	183
	Corporate social responsibility tax	**3,952**	4,243	**3,946**	4,217
	Corporate climate responsibility levy	**-**	8,773	**-**	8,773
	Fair Share Contribution	**9,094**	-	**9,094**	-
	Add: refund during the year	**6,519**	-	**6,519**	-
	Less: paid during the year	**(11,871)**	(24,320)	**(11,658)**	(24,172)
	Underprovision	**-**	(648)	**-**	(648)
	At June 30,	**5,673**	(2,065)	**5,599**	(2,302)

The Group and the Company are taxed at the normal rate of 15% and for exports at the rate of 3% as per current legislation.

(b) Statement of profit or loss and other comprehensive income

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Current income tax on the adjusted profit for the year at 3%/15% (2025: 3%/15%)	**44**	375	**-**	183
Corporate social responsibility tax	**3,952**	4,243	**3,946**	4,217
Corporate climate responsibility levy	**-**	8,773	**-**	8,773
Fair Share Contribution	**9,094**	-	**9,094**	-
Increase in opening deferred taxes resulting from increase in tax rate	**-**	9,765	**-**	9,765
Movement in deferred taxation (note 19)	**441**	5,690	**441**	5,690
Underprovision	**-**	(648)	**-**	(648)
	13,531	28,198	**13,481**	27,980

(c) The tax on the Group's and the Company's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the Group as follows:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Profit before taxation	**146,588**	163,485	**176,199**	163,035
Tax calculated at 3%/15% (2025: 3%/15%)	**26,498**	30,584	**23,743**	28,491
Corporate social responsibility tax	**3,952**	4,243	**3,946**	4,217
Corporate climate responsibility levy	**3,946**	8,773	**3,946**	8,773
Fair Share Contribution	**9,094**	-	**9,094**	-
Income not subject to tax	**(12,866)**	(5,257)	**(10,106)**	(3,284)
Expenses not deductible for tax purposes	**13,362**	18,732	**13,313**	18,660
Investment tax credit for the year	**(30,455)**	(28,229)	**(30,455)**	(28,229)
Underprovision	**-**	(648)	**-**	(648)
Tax charge	**13,531**	28,198	**13,481**	27,980

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

22. DIVIDENDS PAYABLE

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Statement of financial position		
At July 1,	**6,778**	6,706
Dividend declared	**42,600**	42,600
Dividend paid	**(42,642)**	(42,528)
At June 30,	**6,736**	6,778

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
The amounts recognised as distributions are as follows:		
Final dividend of Rs 3.75 (2025: Rs 3.75) per ordinary share	**40,500**	40,500
Dividend on preference share capital	**2,100**	2,100
	42,600	42,600

23. OPERATING PROFIT

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Operating profit is arrived at after:				
Charging:				
Depreciation on property, plant and equipment (note 5)	**108,891**	105,098	**104,374**	103,365
Depreciation on rights-of-use assets (note 6A)	**7,377**	5,609	**6,338**	4,310
Amortisation of intangible assets (note 7)	**11,251**	11,478	**11,251**	11,478
Employee benefit expense (note 23(a))	**172,749**	170,281	**168,366**	168,982

(a) Employee benefit expense

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Wages and salaries	**151,841**	152,871	**147,991**	151,728
Social security costs	**10,139**	8,798	**9,794**	8,702
Pension cost:				
- Defined benefit obligation	**4,391**	3,692	**4,391**	3,692
- Defined contribution plan	**6,378**	4,920	**6,190**	4,860
	172,749	170,281	**168,366**	168,982

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

24. REVENUE

The following is an analysis of the Group's and the Company's revenue for the year:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Revenue from the sale of goods	**3,239,180**	3,260,387	**3,224,000**	3,260,149
Dividend income	**15,005**	13,160	**-**	-
	3,254,185	3,273,547	**3,224,000**	3,260,149

Disaggregation of revenue from contracts with customers

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Timing of revenue recognition				
At a point in time	**3,254,185**	3,273,547	**3,224,000**	3,260,149

25. EXPENSES BY NATURE

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Depreciation on property, plant and equipment (note 5)	**108,890**	105,098	**104,374**	103,365
Depreciation on rights-of-use assets (note 6A)	**7,377**	5,609	**6,338**	4,310
Amortisation of intangible assets (note 7)	**11,251**	11,478	**11,251**	11,478
Employee benefit expense (note 23(a))	**172,749**	170,281	**168,366**	168,982
Cost of inventories recognised as expense (note 11(c))	**2,428,794**	2,467,579	**2,423,572**	2,466,738
Direct expenses (electricity, water, diesel and consumables)	**81,946**	67,171	**80,942**	66,982
Export expenses	**68,276**	66,671	**68,276**	66,671
Repairs and maintenance	**41,081**	27,863	**39,971**	27,656
Advertising costs	**16,289**	20,343	**15,213**	20,315
Management and Royalty fees	**45,136**	45,792	**45,136**	45,642
Distribution and storage costs	**7,439**	13,046	**7,439**	13,038
Professional fees	**27,049**	19,701	**26,147**	18,726
IT expenses	**26,883**	18,187	**26,496**	17,898
Pest control	**8,803**	3,779	**8,672**	3,779
Other expenses	**56,252**	54,029	**55,507**	52,505
Total cost of sales, selling and distribution, and administrative expenses	**3,108,215**	3,096,627	**3,087,700**	3,088,085
Represented by:				
Cost of sales	**2,853,794**	2,867,285	**2,837,584**	2,862,877
Selling and distribution costs	**42,585**	49,822	**41,509**	49,794
Administrative expenses	**211,836**	179,520	**208,607**	175,414
	3,108,215	3,096,627	**3,087,700**	3,088,085

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

26. OTHER INCOME

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Dividend income	**1**	2	**30,001**	2
Sundry income	**529**	1,851	**485**	3,718
	530	1,853	**30,486**	3,720

On 25 September 2025, the Board of Concordia Investments Ltd resolved to proceed with a payment of dividend of Rs 30 M to its shareholder 'Les Moulins de la Concorde Ltée'.

27. FINANCE INCOME / (COSTS)

		THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
(a)	Finance income				
	Interest income	**12,705**	6,850	**14,272**	5,861
	Foreign exchange gain	**17,606**	7,463	**17,672**	7,470
		30,311	14,313	**31,944**	13,331
(b)	Finance costs				
	Interest on bank overdrafts	**(14)**	(25)	**(14)**	(25)
	Interest on import loan	**(10,987)**	(15,376)	**(10,987)**	(15,376)
	Interest on preference shares	**(3,900)**	(3,900)	**(3,900)**	(3,900)
	Interest on lease	**(7,748)**	(7,043)	**(7,630)**	(6,779)
		(22,649)	(26,344)	**(22,531)**	(26,080)

28. EARNINGS PER SHARE

		THE GROUP	
		2026	2025
Profit attributable to equity holders	Rs000's	**133,057**	135,287
Less: preference share dividends	Rs000's	**(2,100)**	(2,100)
Net profit attributable to ordinary shareholders	Rs000's	**130,957**	133,187
Number of ordinary shares - in issue	000's	**10,800**	10,800
Earnings per share	Rs.	**12.13**	12.33

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

29. NOTES TO THE STATEMENTS OF CASH FLOWS

		THE GROUP		THE COMPANY	
		2026	2025	**2026**	2025
		Rs000's	Rs000's	**Rs000's**	Rs000's
(a)	**Cash generated from operations**				
	Profit before taxation	**146,588**	163,485	**176,199**	163,035
	Adjustments for:				
	Depreciation on property, plant and equipment (note 5)	**108,891**	105,098	**104,374**	103,365
	Depreciation on rights-of-use assets (note 6A)	**7,377**	5,609	**6,338**	4,310
	Amortisation of intangible assets (note 7)	**11,251**	11,478	**11,251**	11,478
	Loss on disposal of assets	**433**	292	**433**	(1,587)
	Provision for retirement benefit obligations (note 18)	**6,019**	5,486	**6,019**	5,486
	Dividend income (note 26)	**(1)**	(2)	**(30,001)**	(2)
	Interest income (note 27(a))	**(12,705)**	(6,850)	**(14,272)**	(5,861)
	Interest expense (note 27(b))	**22,649**	26,344	**22,531**	26,080
	Fair value change on derivative financial instruments (note 14)	**-**	4,145	**-**	4,145
	Net foreign exchange (gain) / loss	**(5,041)**	16,143	**(5,041)**	16,143
	Share of loss of associate (note 9)	**7,574**	3,257	**-**	-
	Effect of lease termination	**(197)**	(129)	**(197)**	(129)
	Changes in working capital				
	Inventories	**178,734**	18,208	**179,898**	20,372
	Trade and other receivables*	**(47,971)**	(16,872)	**(88,229)**	(12,395)
	Trade and other payables	**46,346**	(7,261)	**44,799**	(8,072)
	Cash generated from operations	**469,947**	328,431	**414,102**	326,368

** Loan to related parties have been reclassified to investing activities*

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

29. NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

(b) **Cash and cash equivalents**

Cash and cash equivalents include the following for the purpose of the statements of cash flows:

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Cash in hand and at bank	**149,571**	116,640	**138,160**	105,814

(c) **Net debt reconciliation**

	THE GROUP		THE COMPANY	
	2026	2025	**2026**	2025
	Rs000's	Rs000's	**Rs000's**	Rs000's
Cash and cash equivalents	**149,571**	116,640	**138,160**	105,814
Borrowings	**(171,600)**	(165,120)	**(171,600)**	(165,120)
Lease liabilities	**(151,717)**	(116,026)	**(150,865)**	(114,116)
Net debt	**(173,746)**	(164,506)	**(184,305)**	(173,422)

THE GROUP

	Borrowings	Leases	Cash/Cash Equivalent	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**
Net debt as at July 1, 2024	(305,152)	(116,661)	56,241	(365,572)
- Cash flows				
Payment of medium-term borrowings	1,789,801	-	-	1,789,801
Proceeds from medium-term borrowings	(1,649,769)	-	-	(1,649,769)
IFRS 16 lease repayments	-	9,274	-	9,274
IFRS 16 lease interest expense	-	(7,043)	-	(7,043)
Increase in cash and cash equivalents	-	-	76,542	76,542
- Non-cash changes				
Lease additions	-	(3,557)	-	(3,557)
Lease termination	-	1,961	-	1,961
Foreign exchange adjustment	-	-	(16,143)	(16,143)
Net debt as at June 30, 2025	(165,120)	(116,026)	116,640	(164,506)
- Cash flows				
Payment of medium-term borrowings	1,745,601	-	-	1,745,601
Proceeds from medium-term borrowings	(1,752,081)	-	-	(1,752,081)
IFRS 16 lease repayments	-	11,535	-	11,535
IFRS 16 lease interest expense	-	(7,748)		(7,748)
Increase in cash and cash equivalents	-	-	28,258	28,258
- Non-cash changes				
Lease additions	-	(40,210)	-	(40,210)
Lease termination	-	732	-	732
Foreign exchange adjustment	-	-	4,673	4,673
Net debt as at June 30, 2026	(171,600)	(151,717)	149,571	(173,746)

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

29. NOTES TO THE STATEMENTS OF CASH FLOWS (CONT'D)

(c) **Net debt reconciliation (cont'd)**

THE COMPANY	Borrowings	Leases	Cash/Cash Equivalent	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**
Net debt as at July 1, 2024	(305,152)	(116,661)	55,499	(366,314)
- Cash flows				
Payment of medium-term borrowings	1,789,801	-	-	1,789,801
Proceeds from medium-term borrowings	(1,649,769)	-	-	(1,649,769)
IFRS 16 lease repayments	-	7,804	-	7,804
IFRS 16 lease interest expense	-	(6,779)	-	(6,779)
Increase in cash and cash equivalents	-	-	66,458	66,458
- Non-cash changes				
Lease additions	-	(441)	-	(441)
Lease termination	-	1,961	-	1,961
- Foreign exchange adjustment	-	-	(16,143)	(16,143)
Net debt as at June 30, 2025	(165,120)	(114,116)	105,814	(173,422)
- Cash flows				
Payment of medium-term borrowings	1,745,601	-	-	1,745,601
Proceeds from medium-term borrowings	(1,752,081)	-	-	(1,752,081)
IFRS 16 lease repayments	-	10,359	-	10,359
IFRS 16 lease interest expense	-	(7,630)	-	(7,630)
Increase in cash and cash equivalents	-	-	27,673	27,673
- Non-cash changes				
Lease additions	-	(40,210)	-	(40,210)
Lease termination	-	732	-	732
Foreign exchange adjustment	-	-	4,673	4,673
Net debt as at June 30, 2026	**(171,600)**	**(150,865)**	**138,160**	**(184,305)**

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

30. RELATED PARTY TRANSACTIONS

(a) **THE GROUP**

(i) 2026	Majority share-holders	Minority share-holders	Fellow subsi-diaries	Enterprise with common directors	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
Purchase of goods and services	28,977	24,396	130,429	146	183,948
Lease liability (refer to note 6B)	-	6,788	-	-	6,788
Sale of goods and services	-	188,739	208,771	-	397,510
Purchase of equipment	-	-	70,098	-	70,098
Amounts owed to related companies	-	1,389	39,146	1	40,536
Loans receivable	-	-	360,617	-	360,617
Interests income	-	-	8,854	-	8,854
Interests expense	-	6,487	-	-	6,487
Amounts owed by related companies	-	28,278	17,349	3	45,630
(ii) 2025					
Purchase of goods and services	31,228	20,383	134,012	16,540	202,163
Lease liability (refer to note 6B)	-	7,357	-	-	7,357
Sale of goods and services	-	198,498	181,461	-	379,959
Amounts owed to related companies	-	8,398	12,798	-	21,196
Loans receivable	-	26,500	34,963	-	61,463
Interests income	-	1,237	2,373	195	3,805
Interests expense	-	6,495	-	-	6,495
Amounts owed by related companies	14	32,736	24,129	-	56,879

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

30. RELATED PARTY TRANSACTIONS (CONT'D)

(b) **THE COMPANY**

(i) 2026	Subsidiary-Concordia Investments Ltd	Subsidiary-Wrap'Eat Ltd	Majority share-holders	Minority share-holders	Fellow subsi-diaries	Enterprise with common directors	Total
	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's	Rs000's
Purchase of goods and services	-	298	28,977	24,396	126,944	146	180,761
Lease liability (refer to note 6B)	-	-	-	6,788	-	-	6,788
Sale of goods and services	-	537	-	188,739	193,722	-	382,998
Purchase of equipment	-	-	-	-	70,098	-	70,098
Amounts owed to related companies	-	-	-	1,389	37,104	1	38,494
Loans receivable	-	28,000	-	-	337,000	-	365,000
Interests income	-	3,063	-	1,022	6,369	3	10,457
Interests expense	-	-	-	6,487	-	-	6,487
Dividend income	30,000	-	-	-	-	-	30,000
Amounts owed by related companies	-	21,819	-	28,278	15,444	3	65,544
(ii) 2025							
Purchase of goods and services	-	-	31,228	20,383	133,155	16,540	201,306
Lease liability (refer to note 6B)	-	-	-	7,357	-	-	7,357
Sale of goods and services	-	3,007	-	198,498	181,192	-	382,697
Sale of equipment	-	41,302	-	-	-	-	41,302
Amounts owed to related companies	-	-	-	8,398	12,162	-	20,560
Loans receivable	-	-	-	13,000	10,000	-	23,000
Interests income	-	-	-	650	1,871	136	2,657
Interests expense	-	-	-	6,495	-	-	6,495
Amounts owed by related companies	-	47,285	14	32,511	14,926	-	94,736

(c) The above transactions have been made on normal commercial terms and in the normal course of business.

Outstanding balances at the year-end are unsecured, interest free, except where otherwise stated in the respective notes, and settlement occurs in cash.

There have been no guarantees provided or received for any related party receivables or payables.

(d) For the year ended 2026, the Group and the Company have not recorded any impairment of receivables relating to amounts owed by the related parties. This assessment is undertaken each financial year through examining the financial position of the related parties and the market in which they operate.

(e) Key management personnel remuneration

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Salaries and short-term employee benefits	24,728	27,113
Post-employment benefits	5,232	3,571

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

31. ULTIMATE HOLDING COMPANY

At June 30, 2026, the ultimate holding owners of Les Moulins de la Concorde Ltée are Mr Michel de Spéville and SFG Trust respectively.

32. COMMITMENTS

(a) Capital commitments

The Group has capital expenditure authorised for but not recognised in the financial statements at follows:

	THE GROUP AND THE COMPANY	
	2026	2025
	Rs000's	Rs000's
Authorised but not contracted for	**-**	303,000
Authorised and contracted for	**250,523**	28,200
	250,523	331,200

The capital commitments relates mainly to the construction of a solar power plant.

(b) Lease commitments - where the company is the lessee

The Company leases land under non-cancellable lease agreements. The leases have varying terms, escalation clauses and renewal rights.

33. SEGMENT INFORMATION

The Company is engaged in the milling of wheat and its main products are wheat flour and wheat bran.

The Company has only one segment and the information reported to the Board for the purpose of resource allocation and assessment is based on this segment. The information presented in the statements of financial position as at June 30, 2026 and June 30, 2025 and in the statement of profit or loss and other comprehensive income for the year ended June 30, 2026 and June 30, 2025 are those of the segment.

The Group activities comprise mainly of the activities of the Company. It also has an investment in an associate involved in the Hotel sector and a portfolio of investments classified as fair value through other comprehensive income. Please refer to Note 9 and 10 for disclosures in relation to Investment in associates and Financial Assets at fair value through OCI.

Revenue of Rs000's 2,276,999 (2025: Rs000's 2,337,012) are derived from a single external customer.

	2026				2025			
	Flour and related products	**Hotel operation**	**Other Investments**	**Total**	Flour and related products	Hotel operation	Other Investments	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	Rs000's	Rs000's	Rs000's	Rs000's
Revenue	**3,239,181**	**-**	**15,004**	**3,254,185**	3,260,388	-	13,159	3,273,547
Other income	**530**	**-**	**-**	**530**	1,853	-	-	1,853
Expenses	**(3,107,919)**	**-**	**(296)**	**(3,108,215)**	(3,096,096)	-	(531)	(3,096,627)
Operating profit	**131,792**	**-**	**14,708**	**146,500**	166,145	-	12,628	178,773
Share of results of associates	**-**	**(7,574)**	**-**	**(7,574)**	-	(3,257)	-	(3,257)
Segment results	**131,792**	**(7,574)**	**14,708**	**138,926**	166,145	(3,257)	12,628	175,516
Net Finance income/(cost)				**7,662**				(12,031)
Profit before tax				**146,588**				163,485
Tax expense				**(13,531)**				(28,198)
Profit for the year				**133,057**				135,287

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

33. SEGMENT INFORMATION (CONT'D)

	2026				2025			
	Flour and related products	**Investment in Associate**	**Other Investments**	**Total**	Flour and related products	Investment in Associate	Other Investments	Total
	Rs000's	**Rs000's**	**Rs000's**	**Rs000's**	Rs000's	Rs000's	Rs000's	Rs000's
Property, plant and equipment	**1,306,466**	**-**	**-**	**1,306,466**	1,095,153	-	-	1,095,153
Right-of-use assets	**137,253**	**-**	**-**	**137,253**	104,955	-	-	104,955
Intangible assets	**10,037**	**-**	**-**	**10,037**	21,125	-	-	21,125
Investment	**-**	**270,968**	**246,991**	**517,959**	-	244,561	248,288	492,849
Other assets	**1,534,470**	**-**	**35,456**	**1,569,926**	1,335,503	-	1,820	1,337,323
	2,988,226	**270,968**	**282,447**	**3,541,641**	2,556,736	244,561	250,108	3,051,405
Segment liabilities	**811,582**	**183**	**-**	**811,765**	668,308	183	-	668,491

	2026	2025
	Flour and related products	Flour and related products
	Rs000's	Rs000's
Interest income	**12,705**	6,850
Interest expense	**22,649**	26,344
Cost of sales	**2,853,794**	2,867,285
Additions to Property, plant and equipment	**57,882**	54,078
Additions to Right-of-use assets	**40,210**	3,557
Additions to Intangible assets	**163**	327
Depreciation	**108,891**	105,098
Amortisation	**11,251**	11,478

34. CONTINGENT LIABILITIES

Bank Guarantees

At June 30, 2026, the Group and the Company had contingent liabilities in respect of bank and other guarantees and other matters arising in the ordinary course of business from which it is anticipated that no material liabilities would arise. The Group and the Company had given guarantees in the ordinary course of business, totalling to Rs000's 79,298 (2025: Rs000's 67,574).

Notes to the Consolidated and Separate Financial Statements

Year ended June 30, 2026

35. INTERESTS IN JOINT OPERATIONS

The Company entered into a joint arrangement, more specifically a joint operation, with four other companies within the MADCO group for the development and operation of a photovoltaic farm at Amaury. The project is expected to be operational in the next financial year. The arrangement is not structured in a separate vehicle. The principal place of business of the joint operation is in Mauritius. In accordance with the contractual agreement, decisions concerning the relevant activities of the project require the unanimous consent of the participating companies. The arrangement has been classified as a joint operation, as the participating companies have rights to the assets and obligations for the liabilities relating to the project.

36. SUBSEQUENT EVENTS

There has been no material events after the reporting date which, in the opinion of the directors, require disclosure in the consolidated and separate financial statements as at June 30, 2026.

Notes



Les Moulins
de la Concorde

Quay D.
Cargo Peninsula,
Port Louis
www.lmlc.mu