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ANNUAL REPORT 2025/26

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Powering the Growth of Tourism — Utilities: Essential for Saint Lucia's Future

Annual General Meeting 2026

Annual Report Presented to the SLHTA Membership
on Wednesday, June 17th 2026.

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CEO'S WELCOME REMARKS

Noorani M. Azeez



Dear Esteemed Members and Partners,

This report captures a year in which the Saint Lucia Hospitality and Tourism Association (SLHTA) remained actively engaged in advancing its priorities through structured delivery, stakeholder collaboration and ongoing member support.

Throughout the period under review, the SLHTA advanced its work programme across key priority areas, including safety and security, water and energy resilience, workforce development, destination marketing, trade licence and labour matters, environmental sustainability and community engagement. These priorities guided our ongoing advocacy and stakeholder engagement with Government, statutory agencies and private sector partners, as we worked collectively to address challenges and identify practical solutions for members and the industry.

A significant area of focus during the period was water security, with strengthened engagement with the Water and Sewerage Company Ltd, Government and private sector stakeholders. This included the establishment of a Water Working Group, the appointment of a Water Security Consultant and ongoing coordination with service providers. The Association also engaged on electricity sector matters through recommendations on the draft Electricity Bill and discussions with St. Lucia Electricity Services Ltd, supporting a modernised and more efficient regulatory framework.

Member engagement remained a core pillar, with the continuation of our structured Membership Engagement Sessions. Across the reporting cycle, several were held covering a wide range of industry, policy and operational topics relevant to members.

These included engagements on water and utilities coordination, organic waste management, updates on public health matters and preparedness, and universal health coverage, as well as discussions on green certification standards, digital transformation initiatives and regional development opportunities.

I wish to express sincere appreciation to our members, partners, Board and Secretariat staff for their continued support and commitment. The work ahead remains important, and I am confident in the Association's ability to continue delivering on its mandate.

PRESIDENT'S REMARKS

ERWIN LOUISY



Dear Members and Partners,

It is indeed an honour to extend greetings to you on behalf of the Saint Lucia Hospitality and Tourism Association (SLHTA).

Over the past year, I have had the incredible privilege to serve our esteemed organization as President, the first representing Tourism Service Providers.

It was equally challenging and rewarding as we continued to work together to advance the destination's hospitality and tourism industry, and contribute to the sustainable development of our beloved Saint Lucia.

This year we meet under the timely theme "Powering the Growth of Tourism — Utilities: Essential for Saint Lucia's Future." Our tourism industry is poised for expansion with several new projects expected to come on stream in the coming months and years. It is therefore critically important that we ensure the necessary infrastructure and systems are in place to support this growth.

Over the course of 2025, the SLHTA's work plan placed significant focus on water security and the island's energy framework. These efforts involved close collaboration with public and private sector partners, including the Government, the Water and Sewerage Company Ltd and St. Lucia Electricity Services Limited. I am encouraged by the level of collaboration demonstrated thus far and look forward to the continued advancement of these efforts.

One initiative I am particularly proud of is our partnership with DeVry University, which provides hardworking team members with access to DeVry's online bachelor's and master's degree programmes. Eligible students benefit from 50% tuition savings as well as a waived application fee, supporting greater access to professional and academic development opportunities.

We value the strong partnerships shared with local, regional and international colleagues and organizations with whom we continue to collaborate in advancing the sector.

To members and colleagues, I express my deepest gratitude for the support, contributions, feedback, and encouragement provided throughout the year.

I am confident that Saint Lucia's tourism sector will continue to grow and create meaningful opportunities for our people and communities.



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TEF CHAIRMAN'S REMARKS WINSTON ANDERSON



Dear Partners,

On behalf of the Board of Management, I extend sincere greetings and appreciation to all stakeholders and contributors of the Tourism Enhancement Fund (TEF).

When the TEF was conceptualised over a decade ago, the guiding purpose was clear: to improve lives and strengthen communities across Saint Lucia. I am proud that this mandate continues to guide the work of the Fund today.

In 2025, twenty-two initiatives were funded, with disbursements totalling over EC\$1.1 million in support of programmes across the country. Among the standout moments of the year was the participation of two young Saint Lucian surfers at the World Junior Surfing Championships, marking the country's first-ever representation at the event. This was complemented by continued investment in a wide range of community-focused initiatives, including summer camps, scholarships, after-school and summer programmes, the Kids Insight Medical Mission, construction of shower facilities at one of the island's leading campsites and the annual food voucher drive, valued at EC\$100K.

Support for professional development within the tourism industry also continued, with team members participating in initiatives such as the Caribbean Hotel and Tourism Association (CHTA) Young Leaders Forum and representing Saint Lucia on the National Culinary Team at TASTE.

Over the past year, the TEF strengthened its focus and refined its approach to supporting national development priorities, ensuring greater alignment with evolving community and sector needs. New thematic areas were outlined to guide this work. These include youth empowerment, environmental conservation, socio-economic development, community infrastructure, tourism heritage preservation and crisis response.

Against this backdrop of continued growth, the Fund has also expanded its network of contributing partners, with the addition of Caille Blanc Villa & Hotel further strengthening its base of support. They join a strong group of hotels and tourism service providers, united in the shared goal of building a better Saint Lucia.

Through this collective effort, meaningful initiatives continue to take shape, benefiting communities across Saint Lucia. I am optimistic about the road ahead and extend sincere thanks for the continued support throughout the year.

SLHTA Annual General Meeting 2026

3rd Floor, Golden Grove Ballroom, Harbor Club

Wednesday, 17th June 2026, 9:30 am – 1 pm

AGENDA

OPEN SESSION

- 9.30am: Prayers / Call to Order
- 9.35am: National Anthem
- 9.40am: President's Remarks – Erwin Louisy
- 9.45am: Vice President's Remarks – Karolin Troubetzkoy
- 9.50am: TEF Chairman's Remarks – Dr. Winston Anderson
- 9.55am: Year in Review – Chief Executive Officer, Noorani M. Azeez
- 10.10am: Feature Address – National Utilities Regulatory Commission, Chief Executive Officer, Skeeta Gibbs
- 10.20am: Liberty Caribbean Presentation – Senior Business Development Manager & Government Partner (Regional), Carol Robertson
- 10.40am: LUCELEC Presentation – Chief Executive Officer, Gilroy Pultie
- 10.55am: Q&A
- 11.10am: Tourism Legends Awards
- 11.25am: Session Adjourned

CLOSED SESSION

- 11.45am: Call to order and Remarks – Chief Executive Officer, Noorani M Azeez
- 11.50am: President's Remarks – Erwin Louisy
- 11.55am: Approval of the minutes of the 61st Annual General Meeting
- 12.00pm: Tabling of Audited Financial Statements 2023/2024 and 2024/2025 – PKF Cathy Bonnett
- 12.15pm: Q&A – CTA Solutions
- 12.30pm: Elections
- 12.35pm: WASCO Update
- 12.45pm: Announcement of new President and Vice President
- 12.50pm: Remarks from new President
- 12.55pm: Remarks from new Vice President
- 1.00pm: SLTA Update – Chief Executive Officer, Louis Lewis

End of session



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WHO WE ARE

The SLHTA began with an idea to bring together the players of an industry that was then viewed as crucial to this country's future. Since 1964 that idea and this organization has grown tremendously and the evolution of the SLHTA stands today as a testament of that commitment.

BOARD OF DIRECTORS

Erwin Louisy - *President*

Karolin Troubetzkoy - *Vice President*

Noorani Azeez - *CEO*

Marella Devaux - *Representative for Luxury Villas and Vacation Rentals*

Winston Anderson - *Representative for Large Hotels*

Christian Michael Gándara Klopfer - *Representative for High-End Boutique Hotels*

Yatsuri Marshall - *Representative for Small Properties (Small Hotels, Inns, Bed & Breakfast Establishments & Guesthouses)*

Wadi Zakhour - *Representative for Independent Restaurants & Food & Beverage Suppliers*

Sherma Flavius - *Representative for Ground Transportation & Cruise Sub-sectors and Tour Service Providers (Automobile Rentals, National Taxi Union, Tourism Taxis & Cruise related businesses)*

Sean Devaux - *Representative for the Yachting and Maritime subsector*

Daryl Raymond - *Representative for Utility Companies, Statutory Corporations and Financial Institutions*

Kirk Elliott - *Representative At Large for Banks, Professionals, Educational/Training Institutions & Other Allied Members*

Louis Lewis - *Representative for the Saint Lucia Tourism Authority*



Erwin Louisy



Karolin Troubetzkoy



Noorani Azeez



Marella Devaux



Winston Anderson



*Christian Michael
Gándara Klopfer*



Yatsuri Marshall



Wadi Zakhour



Sherma Flavius



Sean Devaux



Daryl Raymond



Kirk Elliott



Louis Lewis



BOARD OF MANAGEMENT

Tourism Enhancement Fund

The Tourism Enhancement Fund (TEF) was established on 1st October 2013, to allow the tourism industry a greater opportunity to play an integral role in the sustainable development of our destination.

The TEF is financed by a small, voluntary donation from our guests of US \$2 per night, and goes towards community development and environmental projects and actions which will affect the livelihoods of our current and future generations.

The TEF is overseen by a Board of Management who ensure the Fund's projects continue to deliver meaningful impact.

Winston Anderson - Chairman

Lindon Lovell – Deputy Chair

Erwin Louisy – SLHTA President

Noorani M. Azeez - SLHTA CEO

Karolin Troubetzkoy – SLHTA Vice President & Honorary Lifetime Member

Corey Devaux - Floor Member Tourism Service Representative

Chrisitan Gandara - Floor Member Accommodation Sector

Donette Ismael - Program Manager



Winston Anderson



Lindon Lovell



Erwin Louisy



Noorani Azeez



Karolin Troubetzkoy



Corey Devaux



*Christian Michael
Gándara Klopfer*



Donette Ismael



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Minutes of the 2025 Annual General Meeting

Date: Friday, March 28th 2025

Theme: **Beyond Growth: Tourism's Regenerative Impact**

CLOSED SESSION

PARTICIPANTS

Noorani M Azeez	- CEO SLHTA
Erwin Louisy	- President SLHTA
Karolin Troubetzkoy	- Vice President SLHTA
Louis Lewis	- CEO SLTA
Thaddeus Antoine	- Chairman SLTA
Cathy Bennett	- PKF Professional Services
Honorable Dr. Ernest Hilaire	- Minister of Tourism
Donalyn Vittet	- PS in Ministry of Tourism
Adrian Hilaire	- Director of Seaports SLASPA
Darren Cenac	- General Manager SLASPA
Alva Francis	- Chief Engineer SLASPA

1. Call to Order

The closed session was called to order at 9:08 am by Joshua St Aimee.

2. Invocation

Done by Sharon Eugene of Barefoot Holidays.

3. Moment of Silence

A moment of silence was observed in memory of Gregory Glass, former President of the SLHTA, who served from 1981 to 1982.

4. Welcome Remarks - Erwin Louisy, President SLHTA

President Louisy thanked everyone for attending this year's annual general meeting, noting how delightful it was for her to be there, not just as the president, but also as a fellow tourism service provider. She encouraged everyone in the tourism industry to look deeper and beyond profit margins, continuing to foster change, challenge, explore, breathe life, and empower the industry.

Ms. Louisy highlighted Saint Lucia's global recognition, reminding everyone that behind every accolade is the story of human effort of individuals who poured their heart and soul into the industry, which in turn contributed to the island's success, which she said should also be highly celebrated.

Recognition was given to the Secretariat as well as volunteers of the TSF for their acts of kindness and all the hard work and effort that goes into it all. From advocating on members' behalf, fostering collaborations, negotiating, constant conversations with the government, to creating platforms and beyond, has been nothing short of extraordinary. Further recognition was given to the remarkable individuals who make up the volunteer board of directors, who

poured in hundreds of hours providing honest feedback, analytic insights, strategic reviews, and beyond, ensuring the continued growth of the industry. Likewise, the subcommittees that took on critical projects, hosted consultations, and added tremendous value to the team.

She stated that everyone should continue to evolve, acknowledging how far we have come from the aftermath of the COVID-19 pandemic. “We must acknowledge the challenges as well as the triumphs”, she said, continuing to stand tall, be innovative even as we navigate important shifts in governance, friendships, and strategic priorities.

Additionally, she encouraged members to stay bold and energetic and to use SLHTA’s platform to influence, shape policies, connect with others, and ensure that Saint Lucia’s tourism sector evolves with integrity. She thanked everyone for their commitment and their belief in the power of tourism.

In keeping with this year’s theme, Ms.. Louisy closed saying, “together we are building more than an industry, we are creating opportunities, transforming lives, showing the world what it means when hospitality is guided by the heart.

5. Approval of minutes for 2024 AGM

Minutes from the last AGM, which had been circulated for review, were tabled for adoption. The motion to adopt the minutes of the 2024 AGM was moved by Director Daryl Raymond and seconded by Director Christian Gandara.

6. Tabling of Audited Financial Statements

Ms.. Cathy Bennett, representative of PKF Professional Services Inc., presented the report on the audited financial statements for the year as of September 30, 2023. She noted that the report is lengthy and will focus on the Opinion and emphasis of matter which comprised the statement of Financial Position and Statement of Income and Expenditures, Statement of Changes in Members’ Deficit and Statement of Cash Flows for the year ended September 2023, and notes to the financial statement including the summary of significant accounting policies.

Ms. Bennett noted the fulfillment of responsibilities by both parties, and informed that the financial statements were presented fairly in accordance with accounting standards. She noted the emphasis of matter was prepared on an ongoing basis which assumes the association will continue operation existence for the foreseeable future. She made mention of the following:

- * income over expenditure excess (\$30 650 xcd)
- * Deficit (\$304 237 xcd)
- * incurred (\$10 552 xcd)

She also drew attention to note 2B of the Financials which reference to a going concern matter raised, which raised doubts about the association’s ability to continue as a going concern. Ms. Bennett read out note 2B (see financial report inserted) then further explained that the ability to continue as a going concern is depended on attainment of profitability and support of members and other reputable lines of credit.

Please review the Financial Report sent to members.

As Ms. Bennett ends her report she was posed with the following questions:

Question 1: She was asked to explain what are subventions

Answer: She explained the subventions were contributions from TEF.

Question 2: She was asked about the noted increase in the trade payable

Answer: She explained it was due to unpaid commitments.

7. Adoption of Audited Financial Statements

The motion was moved by Sean Deveaux and seconded by Director Wadi Zakhour.

8. Financial Highlights -Performance review for 2023/2024

Before moving to the elections Mr. Azeez joined voices with the president in welcoming everyone and in accordance with transparency assurances, he invited Mr. Robert Emmanuel, a representative from CTA solutions, SLHTA financial overseers, to present financial highlights for the year 2023/2024.

Mr. Emmanuel presented the following highlights for the year-end 2023/2024:

- Net Surplus \$43k
- Cash balance reported \$3.8 M
- Subventions from TEF \$226 000.00
- Membership fees remain relatively flat (clearly indicating no loss of members)
- Fundraising income \$138K gross \$57K net
- Increase in admin expenses by \$28K due to an increase in fundraising
- A net expenditure growth of income from \$30K in 2023 to \$43K in 2024
- Cash flow position closed off \$3.7M in 2023 & \$3.8M in 2024

Expenditures show noticeable cost reductions:

- Travel declined by \$47K attributed to a decrease in travel activities
- Subscriptions and donations \$48K (declined donations prioritized accordingly)

Key Cost increases (expenses) are due to:

- Settlements and payment of late fees for NIC & PAYE
- Rent increases due to the reopening of the training and conference room
- Fundraising expenditure has increased as an increase in revenue creates a domino effect

Overall, Mr. Robert reported a better performance for the year 2023/2024 as opposed to the previous year. He also indicated that a copy of the report will be made available to all members.

Mr. Azeez reminded members that the company CTA Solutions is an external entity that oversees the finances and financial activity of the organization. They were years ago and do not form part of the secretariat. They report directly to the Board of Directors and ensure the financial practices and management of the finances are in keeping with policies. He showed appreciation for the presented financials, although incomplete, and hopes it will be presented at the next quarterly general meeting slated to take place end of June to early July 2025.

9. Elections of officers of non-executive Board of Directors

The election for the new non-executive Board of Directors for the next two years was facilitated by the CEO Azeez. Notification of the election was circulated by the secretary to the board Juliet Sutherland. Member had the opportunity to nominate representatives for board positions. Nominees had to be seconded to qualify for the election. The nominations for each sector are as follows:

Nominations for Independent Restaurant Sector:

Two (2) nominations were submitted Mr. Wadi Zakhour & Mr. Terrance St. Rose, with only one (1) nomination meeting the criteria of a seconder. Mr. Wadi Zakhour was presented unopposed.

Nominations for Large Hotels:

Sitting director Mr. Winston Anderson indicated his ability to continue serving in his capacity. Mr. Anderson was the only nominee and was unopposed.

Nominations for High-End Boutique Hotels:

Sitting Director Mr. Christian Gándara has indicated his ability to continue in his current capacity. No other nominees were submitted. Mr. Gandara was presented unopposed.

Nominations for Small Properties, Inns, Bed & Breakfast establishments & Guest houses:

Sitting Director, Ms. Cheryl Gustave has expressed her unavailability to continue in this capacity. Nominations were received for two candidates, one of which declined, and the other was Ms. Yatsuri Marshall. Ms. Marshall was presented unopposed.

Nominations for Luxury Villas and Vacation Rentals:

Ms. Marella Devaux, the current sitting director, was the only nominee. She was presented unopposed.

Nominations for Yachting and Maritime Subsector:

Mr. Sean Devaux was presented unopposed.

Nominations for Ground Transportation, Cruise Subsectors, Tour Service Providers, Duty Free Shops, Car Rentals, National Taxi Union, Tourism Taxis & Cruise-related Businesses:

Mr. Corey Devaux, who has served for years with distinction, has expressed his unavailability to continue to serve in his capacity. Ms. Sherma Flavius was nominated, and she was presented unopposed.

Nominations for Banks, Professionals, Education, Training Institutions, and Allied Members:

Several nominations were received for Mr. Kirk Elliot, who was unopposed.

Nominations for Utility Companies, Statutory Corporations and Financial Institutions:

Mr. Darryl Raymond has expressed his availability to continue to serve in his capacity. Mr. Raymond was presented unopposed.

The 2025 to 2027 Board of directors of SLHTA was formally presented to its members in the persons of Daryl Raymond, Kirk Elliot, Sherma Flavius, Sean Devaux, Marella Devaux, Yatsuri Marshall, Christian Gandara, Winston Anderson and Wadi Zakhour. The Board will serve with the executive of the SLHTA, CEO of the SLHTA, Mr. Noorani Azeez, Vice President, Ms. Karolin Troubetzkoy & Ms. Erwin Louisy, President of the SLHTA.

10. Presentation by Saint Lucia Tourism Authority (SLTA)

Presentation was done by Mr. Louis Lewis, CEO of SLTA, apprising members on updates and changes happening in the industry, also pointing out some of the performance metrics.

Mr. Lewis noted a record performance for the year 2024 with increase of arrivals by 14%, with 2024 now being the new poster year overthrowing 2019 which was the star year. He stated that this goal was achieved with 500 less rooms than that of last year with the closing of a few resorts (Starfish, Mystic, St James). He advised key stakeholders to keep note of changes in the industry being mindful of the growth of the “other” form of accommodation i.e Airbnb, which recorded 1767 more guest within the past few months.

Mr. Lewis stated there was a 7% increase in the cruise sector, whereas the yacht sector recorded a decline by 6%. The decline in the yacht sector is believed to be impacted by the cumbersome registration process of checking in as a yacht passenger as opposed to that of persons coming in via aircraft and cruise. He stated that the SLTA is advocating to facilitate changes in the procedures to make it more visitor-friendly hopefully leading to an increase in the sector. Mention was made to average load factor being at 80% in USA and Canada and 55% in the UK. Air capacity from the US has increased with a number of flights by American Airlines and Jet-blue.

The SLTA has designed and initiated programs to build travelers’ appetite for Saint Lucia, which included niche marketing. Engagements are ongoing in the UK, Canadian and US markets as well as a target set on Germany and France, which should be rolled out soon.

Mr. Lewis also noted ongoing engagements with regards to advertising, press statements showcasing St Lucia in all markets in the countries mentioned above e.g Sky News in the UK, Raptors half time show in Canada, and the rolled out initiative with the New York Yankees in the tri-state area.

The immediate next steps mentioned by Mr. Lewis are as follows:

- Appointment of representatives in Canada & USA (particularly the Tri State area New York)

- Tactical approach augmented sales strategies
- Engagements with travel partnerships
- Propose the removal of landing taxes for aircraft coming in at George F L Charles (GFL) to appeal to the regional market, subsequently lowering airfare and boosting the market if successful.

11. Presentation by Saint Lucia Air & Seaports Authority (SLASPA)

Presentations were made by various team members of SLASPA, which included the General Manager, Mr. Cenac, Mr. Hilaire, Director of Seaports, and Mr. Francis, Chief Engineer, who presented members with key updates on the Hewanorra International Airport (HIA) and the seaports.

HIA Updates:

Mr. Cenac has indicated that not much has changed with the HIA project personnel and unveiled the master plan for the project. He noted upgrades and extension of parking on the SI, new and improved terminals and lounge areas, relocation of the helipad, and the two fuel service providers.

With regards to the ongoing project for the reconstruction of the traffic control tower, he provided members with an update. At present the construction of the tower has been temporarily halted as the contractors had to be terminated for “cause” after multiple attempts to resolve alarming issues. In keeping with the parameters of contract law, due diligence was carried out. Mr. Cenac stated, they were faced with multiple issues with the contractor concerning the general attitude of workers & managers alike, construction issues, collapsing of scarf-holding during construction posing safety issues, and employees not following SOPs or even wearing protective gear (PPE). As a result, work had to be suspended in May 2024, followed by a meeting in June on the way forward. In November 2024 ATCT contract was formally terminated. The tendering process was carried out by a QS firm, and the project is expected to recommence between April to June 2025, with completion set for one year after commencement.

Mr. Cenac also took the opportunity to inform members of the public tender process for completion of the rest of the building at HIA, expected to go to market by June 2025, for 3 months. Upon awarding of the contract, completion is expected within three to four years.

Insights were given by Mr. Cenac on what to expect at the new HIA once completed. These included but were not limited to:

- Technological enhancements
- New traffic control tower
- Jet bridges
- Increased parking for the operational area and landside
- New and improved fuel pumps
- Modernized, refreshed runways (facilitated through CartCorp)

Mr. Hilaire was now given the opportunity to provide members with updates regarding the seaports. Firstly, he apologized for the delays and inconveniences caused at the port, which caused disruptions for many businesses during 2024. Issues were mainly due to the destuffing backlog, port congestion, the closure of one of the warehouses. To remedy the issues, the following actions were taken:

- SLASPA reached out to agents & customers to encourage the timely clearance of goods once destuffed.
- Offered up to 70% off storage charges for customers with items overdue for collection
- Facilitated parking area in Banane for containers to alleviate traffic along the roads and congestion at the port.
- Transferring of vehicles, cargo, etc that arrived before 2024 and have not been collected at the port of Vieux Fort
- Commission the opening of shed seven (7).

Mr. Hilaire was happy to announce that most of the issues faced prior had been resolved. He provided an update on GPH and reiterated, “Our ports are not sold. SLASPA still maintains control”. An account for developments and future projects was given by Mr. Hilaire, and they are as follows:

- The vendors’ arcade will be demolished and reconstructed
- Development of the fisherman’s village in Banane

- Soufriere waterfront development project
- modernization of the ports (smart port)
- Separation of the cruise and cargo sector

Studies have been conducted & the Cul-De-Sac area has been identified as the potential cargo area. Technical studies are ongoing. Separation of the sectors will reduce many issues impacting the cruise and cargo sector.

- Reduction in the cost of doing business with SLASPA
- Discussions are ongoing with the unions with the hopes of moving to a price-rate contract

Mr. Francis closed off the presentation with an announcement of the reconstruction of Berth 4 at Port Castries. Key points to take note of during the reconstruction process:

- The Port will remain open during the process
- The Project is to begin during the slow cruise season to have minimal impact on the sector
- The project will start from the east side to the West
- A contract has already been awarded to Barnes of the Netherlands and will be overseen by SLASPA engineers. Contract to be officially signed next month
- Demolition & reconstruction simultaneously, project to be completed efficiently, effectively, and will not be rushed

The Master of Ceremonies acknowledged the arrival of ambassadors of Taiwan, Venezuela, and Mexico. Acknowledgment was also given to the Permanent Secretary in the Ministry of Tourism, Ms. Donalyn Vittet & guest speaker Dr. James Fletcher from the Caricom Climate Envoy.

13. Year in Review (2024)

2024 was acclaimed to be an eventful, impactful, and historic year for the SLHTA. The organization celebrated six decades of progress. The AGM was held in February under the theme “Tourism & Peace- Sustainable Strategy for Prosperity,” where stakeholders met to discuss key issues and opportunities. A manufacturer’s trade show was held to allow local entrepreneurs to showcase products and businesses.

March marked the inaugural Women in Hospitality event in collaboration with Blue Diamond Resorts, empowering women in the industry, sharing their experiences in navigating the sector. Students from the Sir Arthur Lewis Community College enrolled in the hospitality program were also engaged in this learning opportunity.

In May, SLHTA & SLTA were jointly awarded the Caribbean Destination Resilience Award by the Caribbean Hotel & Tourism Association.

Upon the passing of hurricane Beryl, the organization through its Tourism Enhancement Fund, along with member companies and private citizens, granted swift assistance to neighboring islands of St. Vincent & Grenadines and Grenada with over \$ 100,000 in critical hurricane relief supplies, showcasing the power of collaboration and support in times of need.

The Association in August hosted a Chefs Table meeting with a packed agenda, awarding 10 secondary school students with the Eileen Paul Scholarship, hosting a manufacturers’ tradeshow and a policy presentation by the tourism sector.

September was deemed to be a vibrant month as the organization championed health initiatives and embraced sustainability. On World Tourism Day, forces were joined with the Ministry of Tourism, taking on an initiative of planting over 1000 trees to promote food security, biodiversity, and sustainability. A cleanup campaign was organized among SLHTA member companies in keeping with environmental stewardship and its contribution to preserving the island’s natural beauty.

The month of September also marked prostate cancer awareness, which gave the organization through TEF, an opportunity to shine the spotlight on men’s health with free prostate screening. This was done in collaboration with the Lions Club of Gros Islet & Laboratory Services Ltd.

The star of the month was the homecoming of our very own Olympic champion, Julien Alfred. Julien Alfred, who is also a tourism ambassador, made the entire nation tremendously proud by bringing home our island's very first Olympic medals at the Paris Olympics. SLHTA Tourism Enhancement Fund installed a billboard at the HIA to celebrate her achievements.

In October, at the first REDLAC conference held in Saint Lucia, the TEF & SLUNCF officially unveiled the Marine Health Alliance (MHA). The TEF pledged USD \$ 100,000 in seeding financing to the SLUNCF. The TEF provided financing to Export Saint Lucia, and the Ministry of Tourism to host an inaugural trade show designed to strengthen ties between local manufacturers and stakeholders in the industry, opening doors for collaborations and opportunities for growth.

In November, the highly anticipated Taste of the Caribbean show was held in Miami, where team Saint Lucia made the nation proud by capturing 1 gold, 3 silver, and 1 bronze medal along with Pastry Chef of the Year & Spirit of the Competition titles.

The CEO of the Caribbean Hotel and Tourism Association, Vanessa Ledesma, was hosted for a 4-day series of meetings where she met with various stakeholders to discuss opportunities.

2024 concluded on a high note with the Annual Christmas drive, where TEF distributed over EC one hundred thousand dollars (\$100,000.00) of food vouchers island wide. Twenty-two initiatives were supported over the course of the year, with more than one million dollars being dispersed across all programs. SLHTA and member companies remain committed year-round, investing in the island's human resources, strengthening the tourism sector, and fostering community development.

14. Ministers Address – Honorable Dr. Ernest Hilaire

The Minister in his address had one simple message, “the best is yet to come”. He praised the members and people involved in the industry, denoting the 2 billion dollar budget presented by the Prime Minister was due to their hard work. He noted that it was no secret that the tourism industry was currently driving Saint Lucia's economy.

He added that the industry had a bright future ahead and everyone should start preparing for it to ensure the benefits were maximized. He also made mention of the fact that the SLHTA plays a critical role in the preparation for the future and vocalized the certainty of more St. Lucians participating in and owning the industry. Every action and policy had to consist of a clear philosophical direction, he added.

Hon. Hilaire said he was pleased and appreciative of the working relationship with SLHTA and showed immense gratitude to all members, not only for their continued hard work but also for their leadership, and hoped they continued taking the lead in addressing critical matters as they arose. He made a note to mention the increased interest in both the consumer and investor markets. He called attention to the reality that the national infrastructure must be able to sustain the growth with a goal of creating a better St Lucia and way of life for our people.

The point was made for the inclusion of all income and travel brackets and not focusing on only luxury accommodations, creating more “back of the plane” style accommodations. He advised that in the next 2 to 3 years, hotel rooms would be doubled as there was an increasing demand from both local and international investors. In closing, he made mention of the GIMIES, emphasizing that the tourism service providers needed to be recognized, urging them to continue their hard work. The rangers program was also highlighted, stressing the importance of security issues on the beaches for locals and visitors alike.

15. Presentation of token of appreciation

Dr. Hilaire was presented with a token of appreciation by Mr. Azeez.

16. End of Closed Session

MC officially brought the closed session to an end at 11:13 am.

OPEN SESSION

PARTICIPANTS

Noorani M Azeez- CEO SLHTA
 Erwin Louisy -President SLHTA
 Karolin Troubetzkoy -Vice President SLHTA
 Louis Lewis- CEO SLTA
 Arlene Friday -CEO of Grenada Hotel & Tourism Association
 Donalyn Vittel – Permanent Secretary in the Ministry of Tourism
 Craig Henery – CEO of Saint Lucia National Conversational Fund
 Sherma Flavius – Sea Island Cotton Merchandising Manager
 Stephanie Haynes – Eileen Paul Scholarship Recipient
 Dr James Fletcher – CARICOM Climate Envoy
 Capil Boodream—Representative for Republic Bank
 Damien Bowen – Lynch Insurance Broker

1. Call to Order

The open session was called to order by mistress of ceremonies Natalie Fanis.

2. Special Rendition by Roseau Combined School

A beautiful rendition was performed by the Roseau Combined School students, beneficiaries of TEF TEF-sponsored After-school Program.

3. President's Remarks

President Louisy started her speech by expressing how much of an honor it was to be present not only as the president of the SLHTA but as a fellow custodian of a sector that has remained the heartbeat of the country's lifeblood to thousands of families, forming bridges between tradition and transformation.

With this year's theme in mind, she challenged everyone to look past the traditional metric of success and ensure the ecosystems, cultures, and communities used to attract visitors are not just preserved, but revitalized and empowered. She invited all members to reignite the collective vision for a resilient, inclusive, and sustainable future that recognizes tourism not only as a driver of the GDP, but as a beacon of national development, environmental stewardship, and social welfare.

She reminded everyone of the COVID-19 pandemic and its challenges; however, it also awakened us to a more resilient sector aimed at building a smarter, greener, and more united tourism product. Madam President urged everyone to lean into unity and reaffirm their shared responsibilities to shape the future of the industry in a way that uplifts our communities, protects our environment, and creates enduring prosperity. She encouraged the collective to continue to celebrate the impressive strides made in the industry, but also to acknowledge that growth brings its own set of challenges. Noting those challenges, she reminded everyone that together tangible progress had been made that fueled both local and foreign investments. This recognized the importance of inter-agency collaboration and partnerships.

President Louisy saluted the public sector, civil society, sector leaders and everyone who walked the road as co-creators of a better tomorrow. Progress she affirmed, is a product of strategic dialogue, mutual respect, and shared purposes.

She concluded by reminding everyone that the future of tourism must be intentionally designed, inclusive, and sustainable. She called to action every agency, ministry, business, organization, and community to play their part in creating a pathway for generations to come with a future in tourism. She urged members to create a tourism model that regenerates more than it consumes, protecting what we love most about our island home, and leaving no one

behind. She closed off by exhorting members to keep building together, thanking them for believing in the product and its potential, and their contributions to the sector. She reminded them that SLHTA was not just an association but a movement, the AGM was not just a meeting but a moment to renew the covenant to St Lucia.

4. Presentation on Investments – Ministry of Tourism (PS Donalyn Vittet)

Ms. Vittet took the opportunity to congratulate President Louisy on her appointment, affirming her delight in continuing to work together. She presented on developmental projects, some of which had since been completed, some in the pipeline, whilst some were ongoing.

She explained that the Ministry of Tourism was not only investing in the infrastructure side of the product but in the soft side as well mentioned were the national tourism policy & tourism transportation demand study. Total government investment in infrastructure from the span of 2020 to 2026 is approximately sixty-four million dollars (\$64M).

She noted all investment in the product was an initiative to enhance the quality and diversity of the island's offerings, strategically encouraging an increase in visitor spend, boosting the local economy, improving functionalities, alleviating overcrowding, strengthening community tourism, stimulating tourism economic activity, upgrading and modernizing facilities & vendor stop centers (lay-bys).

The following projects were presented:

1. Market Box Park (Anchorage)
2. Canaries Market Upgrade
3. Gros Islet Park
4. Anse Ferre Park & Lookout
5. Choiseul Arts & Craft Center Relaunch/Upgrade
6. Morne Lay By
7. Construction of St Lucy Monument
8. Saint Lucy Inspiration Park
9. Buckeye Beach Park
10. Marigot Waterfront Development
11. Canaries Viewpoint
12. Soufriere World Heritage Site Enhancement
13. Anse La Raye Waterfront Development
14. Relocation of Anse La Raye laundry
15. Revamping of the Anse La Raye Fish Fry
16. Construction of First Martyrs Shrine
17. Sea to Table Seamos Experience in Praslin
18. Marchand Artisan Village
19. Reduit Vending Area
20. Amphitheaters in Belle Vue & Pierrot
21. Underwater Sculpture Park

All the projects listed above will be equipped with a diversity of activities and amenities, providing unique experiences appealing to all visitors. No matter their preference for travel, be it leisure tourism, business tourism, adventure tourism, cultural tourism, educational tourism, medical tourism, religious tourism, or eco-tourism, there is something for everyone. She ended by shining the spotlight on her amazing team for all the effort and hard work they put in daily, ensuring that we meet the demands of our tourism product and providing a refreshing experience to all.

5. Feature Address by Guest Speaker Dr James Fletcher

Dr Fletcher stunned members with the unfiltered statistics of the current state and effects of climate change at present. He warned, like many other small island developing states, Sweet Helen was vulnerable on many fronts with the myriad of impacts of climate change including but not limited to; significant environmental degradation, biodiversity loss, food security, increase in vector borne diseases, mental & respiratory health impacts, diminished attractiveness, higher operational costs and susceptibility to economic shock.

He noted, looking at patterns of global warming, the climate was increasingly getting hotter and hotter with human influence being one of the main factors, to the extent that even the northern and southern poles were warming at a faster rate. Dr. Fletcher indicated the increasing warmth in the climate will cause rising sea levels, coastal property loss, and storm surges. The oceans are getting more acidic, affecting the coral reefs and reef barriers, leading to more vulnerability, reduction in biodiversity, and food security.

Dr Fletcher's advice to the industry was to give back more than we took by replenishing the environment, involving the local communities, as well as supporting affected communities by protecting and restoring ecosystems. He noted the industry had long been criticized for its extractive feature, that was why regenerative tourism was important. He said the industry had to move beyond sustainability and actively restore and revitalize the ecosystem.

He acknowledged the industry was taking baby steps in the right direction; however there was a lot more that could be done to actively improve the environment, encouraging visitors and locals alike to play their part in the process. He added everyone should take steps to climate-proof the industry and stop putting hotels on the beach as it was putting the island's very expensive & important investment in peril. He said the sector needed to adopt regenerative tourism development plans, incentivize green tourism, adopt sustainable energy, practice conservation, introduce green transport options, build eco-friendly infrastructure to name a few. He asked that the sector use market advantages to promote green destinations by collaborating with established industry leaders. He advised on exploring regional collaborations and setting Saint. Lucia's own standards make St Lucia a global leader in regenerative tourism thereby creating a legacy.

Dr. Fletcher stated a copy of his presentation will be made available to all members.

Visit the SLHTA website for the presentation.

A token of appreciation was then presented to Dr. James Fletcher.

6. Presentation by Sponsor Lynch Caribbean Brokers

Mr. Damian, Managing Director of Lynch Caribbean Brokers lit up the room with an energetic presentation highlighting what's new and what to expect in the coming months. He noted their team consisted of an army of eighty-five across the region and was proud to be the representatives for SLHTA. They aspired to inspire global product innovation, local service invigoration, and service inspiration.

What's new; Lynch Caribbean brokers acquired local brokers, Sterling Brokers, and were excited about this new chapter. They had also partnered up with Sagicor Insurance to introduce attractive coverage, which was currently being designed. They were proud to be CARICOM's official risk partner, priding themselves as experts in tourism, representing multiple associations across the region.

What to expect in the coming months:

- St Lucia to be the first nation to introduce an Agri insurance for banana & plantain farmers
- Forming a global health program for members with worldwide jurisdiction coverage - Best Doctors program (SLHTA members get a 20% discount upon signing up)
- Launch of a general liability umbrella

He closed with the commitment of increased frequency payments, quarterly performance meetings, expansion of payment platforms, improved marketing and digital communications, and an annual health fair in collaboration with SLHTA.

7. Recognition Legends Awards

This year's legend awards were presented by President Erwin Louisy to five awardees recognized for their many years of outstanding service, devotion, exemplary and stellar contributions to the tourism industry. All the recipients have played their part, contributing to the growth, advocating for better policies, introducing innovative strategies, and providing support to the industry and the tourism product. The five awardees are as follows:

1. Laura Hunte – Hotelier
2. Bernard Johnson – Tour Operator/Main chicken supplier of his time
3. Lucien Norbie Joseph – Taxi Industry Leader
4. Lucius Joseph – German Tourism Specialist
5. Waltrude Patrick – Community & Employee Advocate

Two awardees were unable to attend. Awards were received on behalf of Laura Hunte by her son Collin Hunte & her husband. The award for Bernard Johnson was received by Sean Devaux on his behalf. All other awardees accepted their awards in person.

8. Eileen Paul Scholarship Recipient Remarks

Stephanie Haynes, a fourth-form student of St Joseph's Convent, was part of the first cohort of students to receive the Tourism Enhancement Fund Eileen Paul scholarship back in 2021. She addressed the member, expressing her sincerest gratitude for being chosen as a recipient.

She thanked the Association for what she described as a life-changing opportunity, which encouraged her to focus on her education and personal growth. As a result, she was able to write some CSEC subjects earlier, having completed six (6) subjects by form 4.

She gave further praise to the TEF, thanking them for choosing her, for putting success within her grasp, indicating to them that they were not only investing in dreams, but creating opportunities and making a difference.

9. Guest Remarks by Arlene Friday, CEO of GHTA

Arlene Friday, CEO of the Grenada Hotel & Tourism Association, expressed her gratitude to the SLHTA for their swift and timely support in the aftermath of hurricane Beryl, which affected the island last year. She considered it not just a gesture or act of kindness but a lifeline. It comforted the Grenada Hotel Association to know they were not alone, and she thanked SLHTA for an extraordinary act of solidarity in such dire circumstances.

She expressed a unified opinion that increasing sustainability was not just an environmental concern but essential to reducing the region's vulnerability. She noted the GHTA had committed to building a more sustainable future for their island through their Tourism Enhancement Fund, recognizing that proper waste management was a key factor in mitigating risks in climate change. They signed an MOU with the Grenada Solid Waste as well as a nonprofit group, Green Grenada Group to join in the reduction of plastic waste and waste management encouraging hotels and communities to practice recycling. Through their TEF, they have donated half a million dollars to the Grenada solid waste for the acquisition of a state of the art blast polarizing system, signifying their commitment to sustainable tourism and a proactive measure contributing to a cleaner greener Grenada overall.

Arlene noted that Grenada was working to enhance its sustainability and regenerative tourism. She reminded that collective actions could lead to positive change, practicing sustainable and regenerative tourism not only preserves our island's natural beauty, we are also safeguarding our communities and future generations from the impacts of climate change, creating a brighter, more resilient future for our beloved Caribbean.

Stephanie and Arlene were presented with a token of appreciation by the CEO Noorani Azeez.

10. Announcements of New Projects by CEO Azeez

1. Mr. Azeez announced the association was undertaking a merchandising project with one of the members, Sea Island Cotton Shop. He invited the Managing Director, Sherma Flavius, to expound on the project.
2. In keeping with the promise of regenerative tourism, another new project was an investment in the Marine Health Alliance, partnering with the Saint Lucia National Conservation Fund (SLUNCF) to maintain, restore, and safeguard our island's beauty. To expound on this project, the CEO invited Craig Henry, CEO of the SLUNCF to present.

Sherma Flavius

Inspired by the short spike in gun violence plaguing our country the SLHTA concluded we cannot wait for someone else to solve our problems. We must be the solution. In collaboration with other industry joined hands and declared one love one Saint Lucia and in that moment they witnessed a movement which brought persons from all walks of life together to encourage peace. SLHTA led the charge with the placement of billboards, hosting of community discussions, distributing of t-shirts with the one love one St Lucia slogan. The association recognized a sustainable approach to keep the momentum and a way to fund overhead costs and keep the social initiatives alive to ensure the hard work of the movement would continue to inspire change. This is where Sea Island Cotton was asked to consider placing branded t-shirts in stores. Though hesitant at first they recognized the unique opportunity to join the movement. One Love One St Lucia has evolved into a brand not just fashion statements but badges of hope, markers of solidarity reminding us peace takes more than passive wishes demands advocacy and engagement. She encouraged everyone to invest in our future join in the movement by spotting the brand as a symbol of collective pride.

Craig Henry

The SLUNCF is an association that supports conservation oriented activities through fundraising activities. The SLHTA, through TEF, partnered with the SLUNCF is the first partner of the Marine Health Alliance (MHA), pouring one hundred thousand dollars into its launch. The MHA is not just meant to be a sustainable finance mechanism but is designed to promote collaborations and partnerships towards a brighter future.

Craig noted that the Marine Health Alliance represents most of what was discussed in the presentation of Dr. Fletcher. He noted the global challenges of climate change as well as the opportunities that exist and the actions one must take, along with the concrete measures and steps to be taken to preserve our natural resources. He seconded the President's plea for a call to action, noting how inspiring it has been so far to see the potential of tourism and the economy. He reminded the gathering that glory stood in the natural resources and therefore it must be preserved.

He acknowledged Republic Bank for their support and assistance in setting up an online payment platform to encourage donations to the various programs of the MHA. He reassured everyone that the future looked bright and they should all keep working.

An official poster was unveiled of the MHA program.

11. Presentations from Sponsor Republic Bank

Republic Bank was represented by Capil Boodram, General Manager Retail and Operations. He indicated the bank had an exciting future ahead with the introduction of new technologies from a new POS system, tap-to-pay mobile devices that will enhance tourism.

Capil disclosed some of the core values of the bank which, in his words, aligned harmoniously with values of the SLHTA, professionalism, results, accountability and integrity, proving SLHTA to be a well-known premier association. He reaffirmed the bank's commitment to the association expressing how proud Republic Bank is and being part of the journey to success for a better tomorrow and a greater Saint Lucia.

12. Special Rendition By Millet Combined School

Students of Millet Combined School which formed part of the after-school program funded by SLHTA through TEF, graced members with an immaculate performance.

13. End of Open Session

The open session was officially brought to an end at 2:34 pm.



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Key Activities and Milestones

For the Period April 2025 – June 2026



Q1 2025 (January – March)

- Valentine's and Independence Day Gala
- Rodney Bay De-bushing and enhancement of Rodney Bay Police Station
- Tourism Legends Awards

Q2 2025 (April – June)

- Training of Rangers Unit ahead of reintroduction
- Venezuelan Embassy Strings Workshop
- Signing of a Memorandum of Understanding (MOU) with SunX Institute to promote Climate Friendly Travel
- Refuse To Be A Victim training workshop for security personnel
- Hosting of inaugural Healthy Food Fair in collaboration with the National Insurance Corporation
- SLHTA represents members at CHTA Marketplace43
- 3rd edition of the GIMIES

Q3 2025 (July – September)

- Signing of an MOU with DeVry University to expand educational opportunities for team members
- SLHTA represents members at 14th annual Saint Lucia UK Showcase
- SLHTA-backed Pantime Steel Orchestra takes home National Panorama Crown
- HR Advisory Committee meets with Assistant Labour Commissioner Nicolai Lansiquot to discuss sector concerns
- TEF Eileen Paul Scholarship welcomes new cohort, bringing recipients to fifty-seven and expanding to tertiary level
- TEF After-School programmes continue at Roseau Combined, Millet Primary and Faux-a-Chaud
- TEF supports Island Challenge hosted by Sandals Foundation to raise funds for Paediatric Care
- TEF facilitates screening of Saint Lucia: The Wild Side

Q4 2025 (October – December)

- SLHTA submits comprehensive recommendations on draft Electricity Bill to Government
- Security Stakeholder Meeting with Government, Royal Saint Lucia Police Force, and Ministry of Tourism
- TEF Annual Food Voucher Drive valued at EC\$100,000
- Saint Lucia competes at World Junior Surfing Championships for first time through TEF-backed Saint Lucia Junior Surf Team
- TEF sponsors Science, Technology, Engineering, Arts and Mathematics (STEAM) summer camp hosted by Faces of Development, engaging over 100 students
- Saint Lucia National Culinary Team wins Silver Medal at Taste of the Caribbean
- SLHTA participates in CHIEF
- TEF supports Do-Nation Foundation's International Men's Conference
- TEF supports Seagull Sports and Cultural Club Grassroots programme

Q1 2026 (January – March)

Water Security & Infrastructure

- Establishment of Water Working Group with Government and Water and Sewerage Company Inc.
- Appointment of Water Security Consultant
- Introductory meeting with Private Water Truckers

Industry Engagement & Representation

- SLHTA represents members at CHTA Marketplace44
- Marketing Update Meeting with Saint Lucia Tourism Authority
- Launch of Digital Loyalty Card

Social Impact & Community Support

- TEF donates EC\$50K to CHTA for Hurricane Melissa Relief Efforts
- TEF assists Lions Club in bringing back Kids Insight Medical Mission to Saint Lucia
- One Can, One Love food drive initiative launched
- TEF provides support to Bocage Secondary School for special education, robotics, clothing and textiles, feeding programme and school beautification
- TEF supports Saint Lucia Cancer Society Relay

Events & Development

- International Women's Day Brunch
- IFECASA Women In Service Conference 2026

Q2 2026 (April – June)

- SLHTA and LUCELEC discuss Global Energy Volatility
- SLHTA participates in capacity and demand study for land and marine-based tourism transportation services
- 4th Edition of the Saint Lucia Tourism Awards the GIMIES in collaboration with Ministry of Tourism and Saint Lucia Tourism Authority
- SLHTA facilitates training for St. Jude Hospital security personnel
- TEF hands over newly constructed shower facilities to Vieux Fort Comprehensive Secondary School, the leading camping site on island
- National Culinary Team Selection Cook-Off
- Group Medical Insurance Survey
- Trade license discussions and review of draft legislation





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Advocacy in Action: **Strengthening Tourism Through Policy Influence and Strategic Partnerships**

In any tourism destination, the true value of an industry association is measured not only by the services it provides to its members but by its ability to influence policy, shape national conversations, and secure practical solutions to the challenges facing the sector. Between March 2025 and May 2026, the Saint Lucia Hospitality & Tourism Association (SLHTA) demonstrated precisely that role, emerging as one of the most effective private sector advocates in Saint Lucia.

As the official voice of the hospitality industry, the SLHTA represents hotels, restaurants, tourism service providers, attractions, suppliers, and allied businesses whose collective contribution to the national economy remains among the largest in Saint Lucia. Throughout the period under review, the Association consistently elevated the concerns of its members to the highest levels of Government while simultaneously proposing practical, evidence-based solutions to strengthen the operating environment for tourism businesses and enhance the destination's

competitiveness.

Perhaps no issue better illustrates the Association's advocacy effectiveness than the national water security challenges that intensified during the 2026 dry season. Recognizing the threat posed to visitor satisfaction, employee welfare, business continuity, and investor confidence, the SLHTA moved beyond simply highlighting the problem. Through sustained engagement with Prime Minister Hon. Philip J. Pierre, Cabinet Ministers, WASCO executives, technical agencies,

and private sector stakeholders, the Association successfully advocated for direct intervention and the establishment of a dedicated public-private working group tasked with advancing immediate and medium-term solutions to national water supply challenges.

The significance of this achievement cannot be understated. Participating alongside the Prime Minister were Hon. Wayne Girard, Hon. Keithson Hilaire Charles, Hon. John Paul Estephane, WASCO Chairman Trevor Louisy, and WASCO Chief Executive Officer Zilta George-Leslie. The resulting action





agenda included accelerated focus on the Northern Pipeline Project, exploration of emergency water barging solutions, incentives for rainwater harvesting, improved coordination with water trucking operators, and long-term investments in water resilience and desalination infrastructure. These outcomes were not theoretical discussions; they represented tangible results arising from persistent advocacy led by the SLHTA on behalf of its members.

Equally important was the Association's ability to frame water security as a tourism competitiveness issue rather than simply a utilities concern. Through public statements, member consultations, technical assessments, and stakeholder engagements, the SLHTA consistently

highlighted the relationship between climate resilience, visitor satisfaction, employee wellbeing, and destination sustainability. In doing so, the Association successfully elevated the discussion from operational inconvenience to a matter of national economic importance.

The Association's advocacy was equally evident in the area of energy policy reform. During consultations on the proposed Electricity Bill, the SLHTA undertook a detailed review of the legislation and submitted comprehensive recommendations to the Government through the Ministry responsible for Infrastructure, Ports, Transport, Physical Development and Urban Renewal. Recognizing that electricity remains one of the largest operating costs facing hotels

and tourism businesses, the Association advocated for a modern legislative framework capable of encouraging innovation, reducing energy costs, and improving national competitiveness.

Among its recommendations were provisions to strengthen consumer participation in renewable energy generation, encourage investment in battery storage technologies, improve regulatory certainty for independent power producers, accelerate smart-grid development, and establish mechanisms that would support the transition to a more sustainable energy future. The Association also advocated for policy measures that would encourage greater competition, energy resilience, and affordability for businesses and households alike. These recommendations were reinforced through direct engagements with Government officials and senior representatives of LUCELEC as the Association continued to champion reforms capable of lowering operational costs across the tourism sector.

Food security and agricultural resilience also emerged as important areas of advocacy during the period under review. Recognizing the critical link between tourism and agriculture, the SLHTA engaged the Ministry of Agriculture to promote stronger relationships between local farmers and tourism enterprises. The Association consistently advocated for increased domestic food production, greater supply chain coordination, and wider



CONTINUED ON PAGE 34



adoption of climate-smart agricultural practices capable of reducing reliance on imported food products.

The SLHTA further strengthened these efforts through engagement with representatives of the Government of the Republic of China (Taiwan) and the Taiwan Technical Mission. Through these discussions, the Association explored opportunities for collaboration in agricultural modernization, water management, food security, climate resilience, and sustainable production systems. The Association viewed these partnerships as essential to increasing local food availability, strengthening rural livelihoods, and creating stronger economic linkages between tourism and agriculture. By advancing dialogue among Government agencies, tourism stakeholders, farmers, and international development partners, the SLHTA helped elevate food security from a sector-specific concern to a broader national competitiveness issue.

Beyond water, energy, and food security, the Association maintained a strong presence in policy discussions related to tourism competitiveness, labour productivity, workforce development, destination management, sustainability,

infrastructure development, and public safety. The SLHTA worked closely with the Ministry of Tourism under the leadership of Hon. Dr. Ernest Hilaire, as well as numerous Government agencies and statutory bodies, to ensure that tourism stakeholders remained active participants in national decision-making processes.

The Association also played a critical role in advancing discussions surrounding visitor safety and destination security. Through ongoing engagements with the Royal Saint Lucia Police Force, community stakeholders, tourism operators, and Government officials, the SLHTA advocated for measures aimed at strengthening public safety, reducing crime, and protecting Saint Lucia's reputation as a premier tourism destination. These efforts reflected the Association's understanding that visitor confidence and resident wellbeing are inseparable components of a successful tourism industry.

Importantly, the SLHTA's advocacy extended beyond traditional lobbying. By commissioning technical reviews, conducting member surveys, preparing policy submissions, convening industry consultations, and facilitating constructive dialogue among stakeholders, the Association

strengthened its reputation as a solutions-oriented organization. Rather than simply identifying challenges, it consistently presented recommendations supported by operational experience, industry data, and international best practices.

The period also demonstrated the strength of public-private collaboration in Saint Lucia. The SLHTA positioned itself not as an adversary to Government but as a strategic partner committed to national development. This collaborative approach enabled productive engagement with ministries, utility providers, law enforcement agencies, development partners, and regulatory authorities while maintaining a steadfast focus on protecting the interests of its membership.

For many tourism businesses, advocacy often occurs quietly behind the scenes. Yet the outcomes are visible. Whether through the advancement of water security initiatives, meaningful contributions to energy sector reform, support for agricultural development, promotion of climate resilience, engagement on public safety matters, or participation in broader economic policy discussions, the SLHTA has consistently ensured that the tourism industry's voice remains influential at the highest levels of national decision-making.

As Saint Lucia continues to navigate a rapidly evolving global tourism landscape, the events of 2025 and 2026 demonstrate that effective advocacy remains one of the industry's most valuable assets. The SLHTA's work during this period serves as a compelling example of how organized private sector leadership can influence policy, shape national priorities, strengthen public-private partnerships, and contribute meaningfully to the long-term resilience and sustainability of Saint Lucia's most important economic sector.

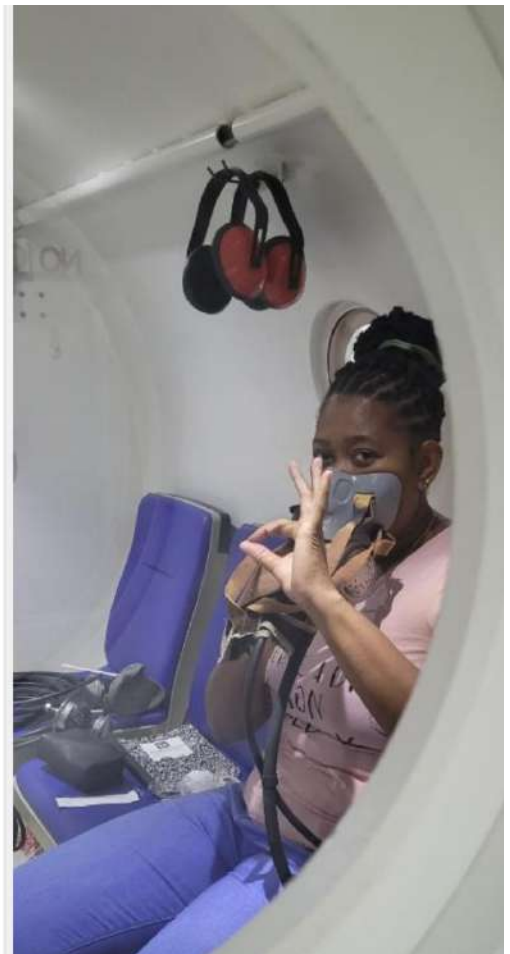
Saint Lucia Hyperbaric Society Reports 50 Successful Hyperbaric Treatments Since April 2025

The Saint Lucia Hyperbaric Society (SLHS) continues to support patient care and diving safety in Saint Lucia through the provision of hyperbaric oxygen therapy (HBOT) services. The SLHTA, mindful of the hyperbaric chamber's critical importance to the country's Tourism and Health sectors, assumed chairmanship of the SLHS in 2019.

From April 2025 to June 2026, the SLHS successfully completed 50 hyperbaric treatments across 10 patients. These treatments addressed a range of medical conditions where hyperbaric oxygen therapy plays an important role in recovery and healing, marking a significant milestone for regional medical infrastructure and specialized emergency response.

Clinical Applications and Patient Outcomes

Of the patients treated, seven received care for Decompression Sickness (DCS), commonly known as "the bends," a critical condition associated with rapid diving-related environmental pressure changes. Given Saint Lucia's prominent position as a premier global diving destination, the availability of immediate local hyperbaric intervention is vital. Timely hyperbaric treatment directly contributed to the positive clinical outcomes achieved in these cases,



preventing long-term neurological sequelae and facilitating full recovery for the affected divers.

Beyond diving accidents, the Society has successfully expanded its clinical reach to address chronic medical conditions. Over the same 14-month period, hyperbaric oxygen therapy was provided for two patients suffering from severe diabetic foot complications and one patient presenting with gangrene.

Advanced International Training and Education

In tandem with active patient care, members of the Saint Lucia Hyperbaric Society recently participated in an intensive Hyperbaric Medicine Course conducted by specialized diving physicians from the Divers Alert Network (DAN). This continuing medical education initiative substantially

CONTINUED ON PAGE 36

enhanced participants' core knowledge of hyperbaric medicine theory, advanced chamber operations, diving physiology, and critical patient management protocols.

The course also provided an invaluable collaborative opportunity to analyze hyperbaric facilities and treatment practices from around the world. This global exchange allows the Society to further strengthen its local knowledge base, align with international top-tier standards, and remain closely informed about cutting-edge developments within the field of hyperbaric medicine.

Future Commitment to Regional Health and Safety



The Saint Lucia Hyperbaric Society remains deeply committed to maintaining exceptionally high standards of specialized medical care, promoting continuous public and professional education,

and supporting the long-term health and safety of both local residents and visiting commercial or recreational divers who may require emergency hyperbaric treatment services.



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Krissy Joseph:

Building a Future in Technology

Across Saint Lucia, many families continue to navigate the challenges of meeting the costs associated with education, while remaining committed to ensuring their children have every opportunity to succeed.

It was against this backdrop that, in 2021—during a period of heightened economic pressure for many households—the Tourism Enhancement Fund launched the Eileen Paul Scholarship. The initiative is designed to support the children of hard-working team members within the tourism industry by providing EC\$2,000 annually for five years to secondary school newcomers.

Five years on, the programme has reached two key milestones, with 57 students having benefitted from the scholarship to date, reflecting its steady reach and impact. In August 2025, the scholarship was expanded to include tertiary-level support, marking an important step in its continued growth.

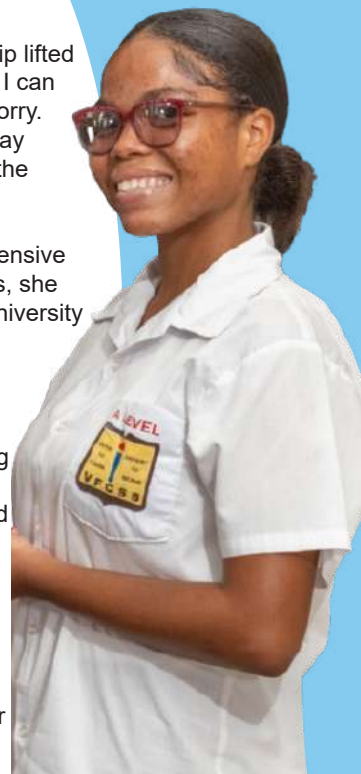
Krissy Joseph was the first beneficiary of this new level of support under the programme, and was also a member of its inaugural secondary school cohort in 2021. She is currently enrolled in her final year at Vieux fort Comprehensive Secondary School's A-level Department, pursuing studies in Entrepreneurship, Literature, Spanish and Caribbean Studies. "As a student raised by a hard-working single mother, life has not always been easy," Joseph recounted. "But my mother, while caring for my siblings and I, has carried the full weight of

providing for our family. Receiving this scholarship lifted a great burden from her shoulders, knowing that I can focus on my studies without constant financial worry. This scholarship motivates me to work harder, stay focused and one day give back and help others the way you have helped me."

Joseph developed a passion for Information Technology while enrolled at Soufriere Comprehensive Secondary School. After completing her A-Levels, she intends to enter the workforce before pursuing university studies in website development.

"For our School Based Assessment, we had to create a website and it was so interesting—it really caught my attention," She recalled. "I love designing websites and exploring different editing techniques to enhance them. I learnt a lot during that period, and from then I decided that I wanted to pursue it as a career."

The scholarship, Joseph says, represents more than financial assistance, serving instead as a reminder that her potential is recognised and that meaningful investment is being made in her future. "I hope that my journey can inspire other students like me to never give up no matter how difficult their circumstances may be. With perseverance and support, success is possible!" she said.



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A New Opportunity for Higher Learning

In 2025, the Saint Lucia Hospitality and Tourism Association (SLHTA) and DeVry University came together to launch a partnership focused on expanding access to higher education opportunities for tourism professionals in Saint Lucia.

This partnership provides access to DeVry University's online bachelor's and master's degree programmes, with eligible participants benefiting from 50% tuition savings and a waived application fee. Employees of SLHTA member companies, as well as independent members, are eligible to apply.

The partnership aligns with broader efforts to strengthen human capital within Saint Lucia's tourism industry and is expected to contribute to career advancement, skills diversification and improved mobility within the sector, particularly in areas such as hospitality management, business administration, human resources and technology.

"Through this partnership, employees



will benefit from flexible, online learning modalities, ensuring that their education can proceed alongside their professional commitments," said SLHTA President Erwin Louisy. "It will create opportunities for upward mobility, personal empowerment and career diversification—all of which strengthen not just individual livelihoods but also the resilience of the tourism industry as a whole. We will see stronger leaders emerge in our hotels, restaurants and service companies. We will see employees able to transition into managerial,

technological and specialized roles that would have otherwise required them to migrate or step outside the industry."

"We are preparing the next generation of leaders," added Scarlett Howery, Vice President of Public Workforce Solutions at DeVry University. "This official launch with SLHTA marks a meaningful moment for us. Education has the power to transform lives. It's about breaking down barriers to education. Our programs allow employees to build real-world skills that they can apply in a global economy. Access to a quality online education, especially for learners juggling life, family and work obligations, is a critical step."

By expanding access to flexible learning options, the initiative aims to support employees in furthering their education while remaining active in the workforce, thereby strengthening both individual career pathways and the wider resilience of the tourism industry.

Interested persons are encouraged to visit devry.prd.qualifai.ai/learn-more

East Winds unveils a timeless renovation



In October, East Winds, a 30-room boutique resort in Gros Islet, in the north of St Lucia, unveiled a stunning renovation that marries the nostalgia of the Caribbean's golden age with the demands of contemporary luxury. Sustainability was central to the project, with nearly 70% of the existing furniture being thoughtfully restored and refreshed in a vibrant new colour palette.

Superior and deluxe room categories tell a thoughtful narrative through furnishings, soft goods and an entirely new aesthetic. The design of the resort's common areas such as the Bamboo and Sunset Lounges pays homage to East Winds' classic roots, featuring furnishings that evoke mid-century modern and 1970s design influences, along with a collection of hand-picked antique accessories. The resort's restaurant, now named Bird of Paradise, also underwent a transformation, showcasing customised plates and vibrant fabrics that inject a fresh burst of colour into the dining experience.

The renovation was spearheaded by hospitality expert and designer Andria Mitsakos, the creative director and founder of Anthologist, a company that celebrates cultural preservation as its design ethos. Mitsakos drew on the resort's storied past, where sunset gatherings with a Planter's Punch epitomised leisurely Caribbean elegance. Her mission was to create the new decorative art pieces and fixtures in St Lucia as much as possible, and thus, she worked with Wilkie Henry

from Sea Island Cotton Shop. The pair worked in tandem with over 10 local suppliers including the Choiseul craft association to design, procure and develop locally manufactured products resulting in bespoke lamps, decorative objects, art and accessories, which infuse the spaces with authentic island character. Additionally, furniture was crafted by skilled artisans in Mitsakos's Santo Domingo factory, preserving the traditional craft of bamboo and rattan furniture making.

A new retail pop-up in the reception area will offer guests exclusive access to custom and curated items, further enhancing the East Winds experience. With a collection of spaces that are meant to stir the soul, the renovation aimed to create forward-looking guest experiences and rituals of service. At East Winds, Anthologist has designed an environment that's an escape unto itself.

This project not only celebrates the cultural heritage of the Caribbean but also respects the needs of today's traveller. By blending old-world charm with modern amenities, East Winds now stands as a beacon of timeless elegance, inviting guests to relive the heyday of Caribbean hospitality in an environment that honours the past while embracing the future.



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June 12, 2026

Noorani Azeez
#2 Alfiona Plaza
Rodney Heights, Gros Inlet
St. Lucia

Dear Mr. Azeez:

DeVry University would like to extend a warm thank you to the St. Lucia Hospitality and Tourism Association for the opportunity to work closely with the organization and its membership on a variety of career-relevant educational initiatives.

Your leadership and vision are a driving force for the advancement of the hospitality sector in St. Lucia. We look forward to continuing to work with you and SLHTA for years to come.

Best,

Scarlett Howery

Ms. Scarlett Howery
VP, Strategic Partnerships
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June 12, 2026

To Whom It May Concern,

LETTER OF ENDORSEMENT FOR THE ST. LUCIA HOSPITALITY AND TOURISM ASSOCIATION (SLHTA)

I am writing in my capacity as Chief Executive Officer of UpCaria Gateway to offer my full endorsement of the St. Lucia Hospitality and Tourism Association (SLHTA).

UpCaria Gateway is a purpose-built smart education ecosystem designed to bridge the gap between Caribbean talent and world-class international education. We go beyond the traditional marketplace by delivering a seamless, intelligent matching experience that connects students, employers, and global academic institutions.

Over the last 18 months, I have had the distinct pleasure of working closely with the SLHTA as we sought to bring credible, internationally recognized, tourism-related, and career-focused education and training opportunities to St. Lucia.

Throughout our collaboration, the SLHTA has consistently demonstrated exceptional leadership, professionalism, and a deep commitment to the advancement of the hospitality and tourism sector in St. Lucia. What has stood out most to me is the organization's unwavering focus on quality and credibility. They have been particularly careful to ensure that any institution seeking to provide education and training services within the sector possesses a strong international reputation, offers accredited programs, and understands the economic realities and workforce needs of the Caribbean region.

Thanks to their uncompromising standards and forward-thinking approach, my company has been able to identify and establish relationships with institutions in Switzerland and Poland, two of the world's leading centres for hospitality and tourism education.

The organization's dedication to building service excellence and professional competence within the tourism sector is both admirable and impactful. Their leadership continues to play an important role in strengthening the human capital capacity of St. Lucia's hospitality industry.

Global Supply Chain Challenges and their Impact on the Saint Lucia Hospitality Sector



Global supply chains form the backbone of modern economies by facilitating the movement of goods, services, and resources across international markets. Over the past several years, however, the world has experienced unprecedented supply chain disruptions caused by the COVID-19 pandemic, geopolitical conflicts, climate-related events, labor shortages, rising fuel prices, and shipping bottlenecks. These disruptions have highlighted the vulnerabilities of highly interconnected global trade systems and have had significant implications for tourism-dependent economies such as Saint Lucia.

The hospitality sector in Saint Lucia relies heavily on imported goods to maintain the standards expected by international visitors. Hotels, restaurants, villas, cruise operators, and tourism service providers depend on a consistent supply of food and beverages, cleaning supplies, furniture, technology, linens, maintenance equipment, and construction materials. When global supply chains are disrupted, businesses on the island experience delays in receiving essential goods, increased freight and transportation costs, and reduced product availability.

The COVID-19 pandemic provided one of the most significant examples of supply chain vulnerability. Factory shutdowns in Asia, port congestion in North America and Europe, and reduced shipping capacity created shortages across many industries. According to international organizations such as the World Bank and the International Monetary Fund, global trade experienced severe disruptions during 2020 and 2021, resulting in increased costs and delays that persisted long after travel restrictions were lifted. For island nations such as Saint Lucia, which import a substantial percentage of their consumer and commercial goods, these challenges were amplified by their geographic isolation and dependence on maritime transportation.

The hospitality industry has felt the effects through rising operational costs. Food prices have increased due to

higher transportation expenses and global agricultural supply shortages. Similarly, hotel renovation projects have faced delays because of shortages in construction materials, furnishings, and specialized equipment. These cost increases have reduced profitability and placed pressure on businesses to either absorb the additional expenses or pass them on to consumers through higher room rates and service charges. Smaller tourism enterprises, which often have limited financial reserves, have been particularly vulnerable to these economic pressures.



Beyond direct operational impacts, supply chain disruptions have also affected the utility services that underpin the hospitality industry. Hotels and tourism businesses depend heavily on reliable access to water, electricity, telecommunications, fuel, and wastewater management systems. Delays in procuring critical infrastructure components such as pumps, transformers, pipes, treatment chemicals, generators, renewable energy equipment, and spare parts can hinder the ability of utility providers to maintain and expand essential services. Rising global energy prices, driven by disruptions in international fuel markets and geopolitical instability, have also contributed to increased electricity costs for tourism operators. In Saint Lucia, growing concerns surrounding water security have further highlighted how supply chain constraints can affect infrastructure upgrades, maintenance schedules, and emergency response capabilities. Given that uninterrupted utility services are fundamental to guest satisfaction and operational continuity, these challenges pose a significant risk to the overall

competitiveness of the destination.

Supply chain disruptions can also influence visitor experiences and destination reputation. International travelers expect high standards of service regardless of external economic conditions. When hotels are unable to source specific food items, replacement parts, guest amenities, or maintenance supplies in a timely manner, service quality may suffer. In an increasingly competitive tourism environment, maintaining consistency in product delivery and customer experience is essential to preserving Saint Lucia's position as a leading Caribbean destination.

In response to these challenges, many hospitality businesses have adopted strategies aimed at improving resilience. Increased local sourcing of agricultural products, diversification of supplier networks, stronger inventory management systems, and investments in local production capabilities have become important risk mitigation measures. Likewise, efforts to strengthen water storage capacity, invest in renewable energy technologies, and improve utility infrastructure are helping to reduce dependence on vulnerable global supply chains. Regional cooperation among Caribbean states also presents opportunities to strengthen trade relationships and build more reliable supply networks within the region.

In conclusion, global supply chain disruptions have exposed significant vulnerabilities within the Saint Lucia hospitality sector. The effects extend beyond the availability of goods and services to include critical utility infrastructure that supports tourism operations. While the industry has demonstrated resilience and adaptability, the experience underscores the importance of strategic planning, supply chain diversification, local procurement initiatives, utility modernization, and regional collaboration. By strengthening these areas, Saint Lucia can enhance the sustainability and competitiveness of its hospitality sector while improving its ability to withstand future global economic and logistical shocks.



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Operating Cost Increases and their Impact on the Saint Lucia Hospitality Industry

The hospitality industry remains the cornerstone of Saint Lucia's economy, contributing significantly to employment, foreign exchange earnings, government revenue, and private sector investment. However, over the past several years, hotels, restaurants, attractions, transportation providers, and tourism service operators have faced unprecedented increases in operating costs. These cost pressures, driven by global inflation, supply chain disruptions, rising energy prices, labour shortages, and climate-related challenges, are placing considerable strain on the competitiveness and profitability of the tourism sector.

According to the World Bank, tourism generated approximately US\$1.9 trillion in international visitor spending globally in 2024 and supports extensive value chains involving accommodation, food services, transportation, retail, and utilities. As a result, tourism businesses are particularly vulnerable to fluctuations in global economic conditions that affect the cost of goods and services.

One of the most significant cost drivers affecting the Saint Lucian hospitality industry is energy. Hotels are energy-intensive operations requiring continuous air conditioning, refrigeration, water heating, laundry services, lighting, and transportation support. The World Bank has repeatedly highlighted the impact of rising energy prices on business performance, particularly in developing economies where electricity costs are already high. Research also demonstrates that increases in energy prices directly contribute to higher hotel and restaurant operating costs and ultimately higher service prices.

Food inflation represents another major challenge. Hospitality establishments depend heavily on imported food products due to limited



domestic production capacity. The World Bank's Food Security Update indicates that food price inflation remains elevated in many regions, including Latin America and the Caribbean. Rising costs for meat, dairy products, grains, cooking oils, and fresh produce increase menu prices and reduce operating margins for restaurants and hotels. These pressures are particularly acute for all-inclusive resorts, where food costs represent a substantial component of operating expenditure.

Global supply chain disruptions have further compounded these challenges. Since the COVID-19 pandemic, businesses worldwide have experienced higher freight costs, shipping delays, and increased procurement expenses. For Saint Lucia, an island economy heavily dependent on imports, these disruptions affect everything from building materials and furniture to cleaning supplies and spare parts. The result is increased maintenance costs, delayed capital projects, and higher replacement expenses for essential equipment.

Labour costs have also risen significantly. Hospitality operators are facing increased wage demands due to inflation and labour shortages across many tourism destinations. Competition for skilled workers has intensified, requiring employers to offer improved compensation packages, training opportunities,

transportation allowances, and employee benefits. While these investments are necessary to maintain service quality, they also place additional pressure on operating budgets.

Utility costs remain another area of concern. Water production and distribution costs are increasing globally due to climate variability, prolonged droughts, and infrastructure investment requirements. Saint Lucia's recent water challenges have demonstrated the vulnerability of tourism operations to utility disruptions. Hotels have increasingly invested in water storage systems, trucking services, desalination technologies, rainwater harvesting infrastructure, and conservation measures to maintain service standards. These investments, while necessary, significantly increase operating expenditure.

The cumulative impact of these cost increases threatens the international competitiveness of Saint Lucia's tourism product. As operating expenses rise, businesses are often forced to increase room rates, food prices, and service charges. However, excessive price increases may reduce destination competitiveness relative to other Caribbean destinations. Smaller tourism enterprises, in particular, may struggle to absorb rising costs, potentially leading to reduced profitability, deferred investments, workforce reductions, or business closures.

To remain competitive, the Saint Lucian hospitality industry must continue investing in energy efficiency, renewable energy, water conservation technologies, local sourcing initiatives, workforce productivity, and digital transformation. At the policy level, collaboration between government and the private sector will be essential to address utility costs, strengthen infrastructure resilience, support climate adaptation, and improve the ease of doing business. By adopting these measures, Saint Lucia can better position its tourism industry to withstand future cost shocks while maintaining the high-quality visitor experience upon which the sector's success depends.



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One Can, One Love: SUPPORTING COMMUNITIES THROUGH COLLECTIVE GIVING



Small acts of kindness can have a meaningful impact on the lives of others, particularly when communities come together with a shared purpose.

It was with this spirit of collective support that the SLHTA launched the “One Can, One Love” food drive initiative on February 27th, 2026. The initiative encourages team members across member companies to donate non-perishable food items on a fortnightly or monthly basis, helping to provide support to vulnerable groups and community organisations across the island.

Since its launch, several organisations have benefitted from donations, including the Saint Lucia Blind Welfare Association,



Do-Nation Foundation and the New Beginnings Transit Home.

“I’m very grateful for the groceries we received. This will go a long way in assisting or clients because a lot of them live below the poverty line, and they’re always very happy to

get some assistance. I want to thank all those who supported in making this possible.”-Rosemary Compton, Mapping and Outreach Officer, Saint Lucia Blind Welfare Association, an organisation dedicated to providing essential services and assistance to blind and visually impaired persons.

“This donation came as we joined in celebrating twenty years of Good Deeds Day globally. This contribution benefited thirteen families from Dennery as we hosted our first ever hamper drive and sports day for our young people. We continue to be grateful for organisations who continue to contribute towards the work that we do in communities across Saint Lucia.” – Diane Felicien, Founder, Do-Nation Foundation, an organisation dedicated to empowering individuals, strengthening communities, and inspiring a culture of volunteerism. “I want to extend a heartfelt thank you for the donation of grocery



items which we will be using in our meal preparations for our children. We have about nineteen children so the donation of goods and snacks will assist us greatly.”- Bernice Francis, Manager, New Beginnings Transit Home, a temporary residential place of safety for children between the ages of 2–16 who are victims of child abuse and severe neglect and who are in need of care and protection.



Support for the initiative has continued to grow through the contributions of member companies including Stolentime Saint Lucia, The Landings Resort & Spa and Bay Gardens Resorts, whose teams have assisted in helping the initiative reach those in need.

As the initiative continues, the SLHTA encourages additional companies to become part of the effort through regular food donations. Companies interested in contributing to the “One Can, One Love” initiative can contact tefadmin@slhta.info to get started.



Recipients of Tourism Enhancement Fund awards gather with SLHTA representatives and community partners at this year's recognition ceremony — one of more than 270 programmes supported island-wide since 2013.

Tourism Enhancement Fund continues to strengthen national development efforts

Creating a stronger and more sustainable Saint Lucia requires meaningful investment in people and communities.

When the Tourism Enhancement Fund (TEF) was established on October 1st, 2013, it marked a step toward deepening the tourism industry's role in the sustainable development of Saint Lucia. Funded through a voluntary US\$2 per night contribution from visitors, it has since supported initiatives that strengthen communities and contribute to the development of people across the island.

Since its launch, more than EC\$5 million has been disbursed, supporting over 270 programmes and initiatives. In 2025, the TEF further refined its thematic areas to respond to evolving national needs, while continuing to support projects aligned with the United Nations Sustainable Development Goals.

The focus areas now include youth empowerment, environmental conservation, socio-economic development, community infrastructure, tourism heritage preservation and crisis response.

CONTINUED ON PAGE 49



Caille Blanc Villa & Hotel becomes latest contributor to the Fund

The TEF's reach and impact are made possible through collaboration with contributing companies, who help raise awareness of the Fund and encourage customer contributions.

In April 2026, Caille Blanc Villa & Hotel made a significant contribution to the Fund, establishing a new annual donation commitment in support of its programmes. TEF Lifetime Honorary Member Karolin Troubetzkoy, who connected owner Alisa Coleman to the Fund.

Coleman stated: "At Caille Blanc Villa & Hotel, we believe true luxury is not only about breathtaking views and exceptional experiences, but also about investing in the people, culture, and environment that make Saint Lucia so extraordinary. By supporting the TEF, our family is giving back to the island and to the incredible people, including our dedicated team members, who have given us so much over the years. The TEF's commitment to youth empowerment, environmental preservation, heritage protection, and community development helps ensure that tourism continues to uplift Saint Lucia for generations to come."

She continued: "While the TEF is supported through the generosity of visitors, we feel strongly that hoteliers also have a responsibility to actively invest in the sustainability and wellbeing of the destination and communities we benefit from every day. That is why Caille Blanc Villa & Hotel is proud to commit to an annual contribution in support of the TEF and its important mission."

TEF Chairman Dr. Winston Anderson welcomed the contribution, highlighting its role in strengthening support for youth development, community upliftment, professional development and environmental initiatives. He described Caille Blanc Villa & Hotel as an example of private sector leadership in national development and encouraged wider participation in the Fund.



**SAINT LUCIA HOSPITALITY AND TOURISM
ASSOCIATION INC.**

COMPANY NO. 2011/C308

Financial Statements
For the Year Ended September 30, 2024
(Expressed in Eastern Caribbean Dollars)

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

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For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

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INDEPENDENT AUDITOR'S REPORT

To the Members of Saint Lucia Hospitality and Tourism Association Inc.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Saint Lucia Hospitality and Tourism Association Inc.** (the "Association"), which comprise the statement of financial position as at September 30, 2024, and the statement of income and expenditure, statement of changes in members' deficit, and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at September 30, 2024, and its financial performance and its cash flows for the year then ended in accordance with IFRS for SMEs Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* ("IESBA Code") together with the ethical requirements that are relevant to our audit of the financial statements in St. Lucia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SMEs Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association'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 management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Association's financial reporting process.



INDEPENDENT AUDITOR'S REPORT (CONT'D)

To the Members of Saint Lucia Hospitality and Tourism Association Inc.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 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 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association'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 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 Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Chartered Accountants
Castries, Saint Lucia
December 8, 2025

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Financial Position

As at September 30, 2024

(Expressed in Eastern Caribbean Dollars)

	Notes	2024 \$	2023 \$
Assets			
Current assets			
Cash and cash equivalents	4	3,799,155	3,716,936
Trade and other receivables	5	176,046	199,927
		<u>3,975,201</u>	<u>3,916,863</u>
Non-current asset			
Property and equipment	6	31,059	23,647
Total assets		<u>4,006,260</u>	<u>3,940,510</u>
Liabilities and Members' deficit			
Current liability			
Trade and other payables	7	484,186	573,014
Non-current liability			
Deferred income	8	3,739,221	3,671,733
Total liabilities		<u>4,223,407</u>	<u>4,244,747</u>
Members' deficit			
Accumulated deficit		<u>(217,147)</u>	<u>(304,237)</u>
Total liabilities and members' deficit		<u>4,006,260</u>	<u>3,940,510</u>

The accompanying notes form an integral part of these financial statements.

SIGNED ON BEHALF OF THE BOARD OF DIRECTORS



Director



Director

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Income and Expenditure
 For the Year Ended September 30, 2024
 (Expressed in Eastern Caribbean Dollars)

	Notes	2024 \$	2023 \$
Income			
Members' fees		442,981	441,476
Project management fees	9	383,592	396,543
Other income		363,881	99,483
Subventions		83,588	296,231
Sponsorship income		43,172	-
Training income		6,900	1,250
		<u>1,324,114</u>	<u>1,234,983</u>
Expenditure			
General and administrative expenses	11	<u>(1,237,024)</u>	<u>(1,204,368)</u>
Excess of income over expenditure		<u>87,090</u>	<u>30,615</u>

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Changes in Members' Deficit

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

	2024	2023
	\$	\$
Accumulated deficit		
At beginning of the year	(304,237)	(334,852)
Excess of income over expenditure	87,090	30,615
At end of the year	<u>(217,147)</u>	<u>(304,237)</u>

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Cash Flows

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

	Notes	2024 \$	2023 \$
Cash flows from operating activities			
Excess of income over expenditure		87,090	30,615
Adjustment for:			
Depreciation	6	10,670	9,286
Cash flows before changes in operating assets and liabilities			
		97,760	39,901
Decrease/(increase) in trade and other receivables		23,881	(79,173)
(Decrease)/increase in trade and other payables		(88,828)	278,980
Increase/(decrease) in deferred income		67,488	(198,559)
Net cash generated from operating activities		100,301	41,149
Cash flows from investing activity			
Purchase of property and equipment	6	(18,082)	(18,717)
Net increase in cash and cash equivalents		82,219	22,432
Cash and cash equivalents - beginning of the year	4	3,716,936	3,694,504
Cash and cash equivalents - end of the year	4	3,799,155	3,716,936

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements
 For the Year Ended September 30, 2024
 (Expressed in Eastern Caribbean Dollars)

1. Incorporation and principal activity

The **Saint Lucia Hospitality and Tourism Association Inc.** (the “Association”) was incorporated in Saint Lucia on October 24, 2011 under the Companies Act of 1996. The entity is a non-profit company and is dedicated to the development, growth and improvement of the hospitality industry in Saint Lucia. In keeping with this mandate, the Association is committed to representing, informing and educating its members in matters affecting the hospitality industry as well as upholding their interest. Members of the Association comprise a wide cross-section from the business community, including hotels, tour operators, financial institutions and manufacturers. On November 6, 2019, the Association changed its name from Saint Lucia Hotel and Tourism Association Inc. to Saint Lucia Hospitality and Tourism Association Inc.

The Association’s registered office and principal place of business is located at Rodney Bay, Gros Islet, Saint Lucia.

The financial statements were approved by the Board of Directors and authorised for issue on December 8, 2025.

2. Material accounting policy information**(a) Overall policy**

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

Statement of compliance

The financial statements of the **Saint Lucia Hospitality and Tourism Association Inc.** have been prepared in accordance with the International Financial Reporting Standards for Small and Medium-Sized Entities (“IFRS for SMEs”) as issued by the International Accounting Standards Board (“IASB”) and under the historical cost convention.

The preparation of financial statements in conformity with IFRS for SMEs requires the use of certain critical accounting estimates. The areas involving a higher degree of judgment or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

(b) Foreign currency translation**Functional and presentation currency**

Items in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the “functional currency”). The financial statements are presented in Eastern Caribbean dollars, which is the Association’s functional and presentation currency.

Transactions and balances

Monetary assets and liabilities denominated in currencies other than the Eastern Caribbean dollars are translated at the rate of exchange ruling at the reporting date. Non-monetary assets and liabilities and transactions denominated in currencies other than the Eastern Caribbean dollar are translated at the rate of exchange ruling at the date of the transaction. Foreign exchange gains and losses are charged to the statement of income and expenditure.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

2. Material accounting policy information (cont'd)**(c) Cash and cash equivalents**

Cash and cash equivalents are carried on the statement of financial position at cost. For the purpose of the statement of cash flows, cash and cash equivalents comprise balances with a maturity period of three months or less from the date of acquisition including cash on hand, deposits held on call with banks and bank overdraft.

(d) Trade receivables

Trade receivables are measured on initial recognition at fair value, and are subsequently measured at amortized cost using the effective interest rate method, less provision for impairment.

Trade receivables that are known to be uncollectible are written off by reducing the carrying amount directly. The other receivables are assessed collectively to determine whether there is objective evidence that an impairment has been incurred but not yet been identified. For these receivables appropriate allowance for estimated irrecoverable amounts is recognized. The Association considers that there is evidence of impairment if any of the following indicators are presented:

- Significant financial difficulties of the debtor
- Probability that the debtor will enter bankruptcy or financial reorganisation
- Default or delinquency in payments

(e) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

(f) Impairment of financial assets

The Association assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If such evidence exists, the carrying amount of the asset or group of assets is compared to the recoverable amount. The recoverable amount of a financial asset measured at amortized cost is the present value of expected future cash flows discounted at the instrument's effective interest rate. If the recoverable amount is less than the carrying amount, the difference is recognized as an impairment loss in the statement of income and expenditure. Subsequent impairment loss recoveries are credited to the statement of income and expenditure.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

2. Material accounting policy information (cont'd)**(g) Property, plant and equipment**

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses, if applicable. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to the statement of income and expenditure during the financial period in which they are incurred.

Depreciation is calculated using the straight line method to allocate the cost of each asset to their residual values over their estimated useful lives as follows:

Furniture and equipment	6 - 7 years
Computer hardware	4 years

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

Gains and losses on disposals are determined by comparing proceeds with carrying amounts. These are included in the statement of income and expenditure. When revalued assets are sold, the amounts included in other reserves are transferred to members' surplus.

(h) Intangible assets

Intangible assets are stated at historical cost less accumulated amortisation. Historical cost includes expenditure that is directly attributable to the acquisition of the item. Amortisation is calculated using the straight-line method to allocate the cost of the asset to their residual values over their estimated useful lives of four years.

(i) Trade and other payables

Trade and other payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

(j) Deferred income

Contributions to the Tourism Enhancement Fund less disbursements and commitments during the year are recognized as deferred income.

(k) Revenue recognition

Revenue is recognized on an accruals basis.

(l) Expense recognition

Expenses are recognized when incurred.

(m) Income tax

The Association is a not-for-profit entity and is therefore exempt from taxation under the provisions of the Income Tax Act.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

2. Material accounting policy information (cont'd)**(n) Provisions**

Provisions are recognized when the Association has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the obligation. The increase in the provision due to the passage of time is recognized as an interest expense.

(o) Contingencies

Contingent liabilities represent possible obligations and are disclosed in the financial statements unless the possibility of the outflow of resources embodying the economic benefit is remote. A contingent asset is not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

(p) Subsequent events

Post year-end events that provide additional information about the Association's position at the reporting date (adjusting events) are reflected in the Association's financial statements. Material post year-end events which are not adjusting events are disclosed.

(q) Comparatives

Certain prior year comparatives have been reclassified to conform to the presentation of the current year.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

3. Critical accounting estimates and judgments

When preparing the financial statements, management makes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses as below:

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. The estimated useful life of each asset is updated if expectations differ significantly from previous estimates due to physical wear and tear, or other limits in the use of the asset.

Impairment of non-financial assets

At each reporting date, the Association reviews the carrying amounts of its non-financial assets to determine whether there are any indications of impairment. If any such indications exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use or its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and risks specific to the asset.

An impairment loss is recognized if the carrying amount of the asset exceeds its recoverable amount.

Impairment losses are recognized in the statement of income and expenditure.

4. Cash and cash equivalents

	2024	2023
	\$	\$
Cash at bank	3,798,992	3,716,784
Cash on hand	163	152
	<u>3,799,155</u>	<u>3,716,936</u>

Included in cash at bank is a restricted amount of \$3,718,708 (2023 - \$3,654,296.99) relating to the Tourism Enhancement Fund ("TEF"), the use of which is further particularized in Note 9 to the financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

5. Trade and other receivables

	2024	2023
	\$	\$
Trade receivables	60,627	111,659
Less: Provision for impairment	<u>(29,205)</u>	<u>(56,255)</u>
Trade receivables, net	<u>31,422</u>	<u>55,404</u>
Loans receivable	30,000	30,000
Less: Provision for impairment	<u>(30,000)</u>	<u>(30,000)</u>
Loans receivable, net	<u>-</u>	<u>-</u>
Other receivables	<u>144,624</u>	<u>144,523</u>
	<u>176,046</u>	<u>199,927</u>

The movement on the Association's provision for the impairment of trade receivables is as follows:

	2024	2023
	\$	\$
At beginning of the year	56,255	56,255
Written-off during the year	(35,352)	-
Expensed during the year	<u>8,302</u>	<u>-</u>
At end of the year	<u>29,205</u>	<u>56,255</u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

6. Property and equipment

	Furniture and Equipment \$	Computer Hardware \$	Total \$
As at September 30, 2022			
Cost	103,982	74,526	178,508
Accumulated depreciation	(94,336)	(69,956)	(164,292)
Net book value	9,646	4,570	14,216
For the year ended September 30, 2023			
Opening net book value	9,646	4,570	14,216
Additions	7,687	11,030	18,717
Depreciation charge for the year	(5,609)	(3,677)	(9,286)
Closing net book value	11,724	11,923	23,647
As at September 30, 2023			
Cost	111,669	85,556	197,225
Accumulated depreciation	(99,945)	(73,633)	(173,578)
Net book value	11,724	11,923	23,647
For the year ended September 30, 2024			
Opening net book value	11,724	11,923	23,647
Additions	12,500	5,582	18,082
Depreciation charge for the year	(5,258)	(5,412)	(10,670)
Closing net book value	18,966	12,093	31,059
As at September 30, 2024			
Cost	124,169	91,138	215,307
Accumulated depreciation	(105,203)	(79,045)	(184,248)
Net book value	18,966	12,093	31,059

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

7. Trade and other payables

	2024	2023
	\$	\$
Trade payables: Tourism Enhancement Fund	257,498	255,581
Other payables	100,922	120,819
Accrued expenses	50,700	74,444
Trade payables	42,868	88,153
Value Added Tax	26,232	32,300
Payroll liabilities	4,219	-
Provision for gratuity	1,717	1,717
	<u>484,156</u>	<u>573,014</u>

8. Deferred income

	2024	2023
	\$	\$
Tourism Enhancement Fund		
Balance at beginning of the year	3,671,733	3,870,292
Contributions received during the year	1,943,679	2,247,620
Disbursements made and committed during the year	(1,879,341)	(2,466,162)
Other income	3,150	19,983
	<u>3,739,221</u>	<u>3,671,733</u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

9. Tourism Enhancement Fund

The Tourism Enhancement Fund ("TEF") was established on October 1, 2013. It is a voluntary fund established by the SLHTA in conjunction with resort members to facilitate a greater contribution to projects and activities which will add value to the local tourism industry and generate benefits to the various stakeholders who derive economic wellbeing from its growth.

The TEF allows members of the Association greater control of its own pool of financial resources to support activities of the Saint Lucia Tourism Association, undertake local product development projects and private sector initiatives designed to strengthen Saint Lucia's tourism product and strengthen the economic environment needed for the local tourism private sector to thrive.

Contributions are made by guests on a voluntary basis in the amount of EC\$5 (US\$2) per night at members' resorts. The funds are collected by the members and are remitted monthly to the Association.

These funds are restricted and can only be used for purposes described above. The uses of funds during the year are disclosed in Note 10 to the financial statements.

The Association earned project management fees of \$383,592 (2023 - \$396,543) during the year.

10. Tourism Enhancement Fund - disbursements and commitments:

	2024	2023
	\$	\$
Disbursements made:		
Tourism enhancement projects	916,433	1,580,911
Project management expenses	383,616	396,543
Employee benefit expenses	254,662	204,600
Bank charges	1,091	535
Other expenses	66,041	-
	<u>1,621,843</u>	<u>2,182,589</u>
Committed disbursements:		
Tourism enhancement projects	<u>257,498</u>	<u>283,573</u>
Disbursements made and committed during the year	<u><u>1,879,341</u></u>	<u><u>2,466,162</u></u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

11. General and administrative expenses

	Notes	2024 \$	2023 \$
Employee benefit expenses	12	515,189	517,378
Travel and entertainment		129,350	157,145
Professional fees		103,044	88,662
Other expenses		74,546	72,997
Fund raising expenses		73,958	34,907
Rent		66,938	42,722
Bank service charges		47,296	7,734
Utilities		41,400	39,782
Bad debt expense		37,941	18,672
Subscription and donations		33,066	81,126
Office expenses		31,131	24,437
Meetings and conferences		24,853	32,964
Repairs and maintenance		24,065	19,954
Advertising and promotion		23,577	56,602
Depreciation and amortisation	6	10,670	9,285
		<u>1,237,024</u>	<u>1,204,367</u>

12. Employee benefit expenses

	2024 \$	2023 \$
Salaries and wages	448,186	462,298
Other staff costs	67,003	55,080
	<u>515,189</u>	<u>517,378</u>

Key management personnel compensation

	2024 \$	2023 \$
Salaries and wages	247,200	247,200
Other benefits	21,466	39,608
	<u>268,666</u>	<u>286,808</u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2024

(Expressed in Eastern Caribbean Dollars)

13. Commitments

The Association leases its premises under an operating lease. The future aggregate minimum rental under the operating lease is as follows:

	2024	2023
	\$	\$
Not later than 1 year	14,000	42,000
1 to 5 years	-	14,000
	14,000	56,000

14. Contingent liabilities

The Association is contingently liable in the normal course of business in respect of bonds totaling \$15,000 (2023 - \$15,000) in favor of the Comptroller of Customs and a credit card account with a limit of \$20,000 (2023 - \$13,500).

**SAINT LUCIA HOSPITALITY AND TOURISM
ASSOCIATION INC.**

COMPANY NO. 2011/C308

Financial Statements
For the Year Ended September 30, 2025
(Expressed in Eastern Caribbean Dollars)

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Index to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

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Statement of Cash Flows	6
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PKF St. Lucia

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INDEPENDENT AUDITOR'S REPORT

To the Members of Saint Lucia Hospitality and Tourism Association Inc.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the **Saint Lucia Hospitality and Tourism Association Inc.** (the "Association"), which comprise the statement of financial position as at September 30, 2025, and the statement of income and expenditure, statement of changes in members' deficit, and statement of cash flows for the year then ended, and notes to the financial statements, including a material accounting policy information .

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at September 30, 2025, and its financial performance and its cash flows for the year then ended in accordance with IFRS for SMEs Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISA"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* ("IESBA Code") together with the ethical requirements that are relevant to our audit of the financial statements in St. Lucia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS for SMEs Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association'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 management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Association's financial reporting process.



INDEPENDENT AUDITOR'S REPORT (CONT'D)

To the Members of Saint Lucia Hospitality and Tourism Association Inc.

Auditor's Responsibilities for the Audit of the Financial Statements


Our objectives are to obtain reasonable assurance about whether the 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 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 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association'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 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 Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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


Chartered Accountants
Castries, Saint Lucia
June 10, 2026

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Financial Position

As at September 30, 2025

(Expressed in Eastern Caribbean Dollars)

	Notes	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	4	4,090,356	3,799,155
Trade and other receivables	5	262,702	176,046
		<u>4,353,058</u>	<u>3,975,201</u>
Non-current asset			
Property and equipment	6	38,361	31,059
		<u>4,391,419</u>	<u>4,006,260</u>
Liabilities and Members' deficit			
Current liability			
Trade and other payables	7	203,099	484,186
Non-current liability			
Deferred income	8	4,304,659	3,739,221
		<u>4,507,758</u>	<u>4,223,407</u>
Members' deficit			
Accumulated deficit		<u>(116,339)</u>	<u>(217,147)</u>
		<u>4,391,419</u>	<u>4,006,260</u>

The accompanying notes form an integral part of these financial statements.

SIGNED ON BEHALF OF THE BOARD OF DIRECTORS


 Director



 Director

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Income and Expenditure

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

	Notes	2025 \$	2024 \$
Income			
Members' fees		466,121	442,981
Project management fees	9	435,470	383,592
Other income		123,488	363,881
Taste of Caribbean		111,601	-
Training income		2,500	6,900
Subventions		-	83,588
Sponsorship income		-	43,172
		<u>1,139,180</u>	<u>1,324,114</u>
Expenditure			
General and administrative expenses	11	<u>(1,038,372)</u>	<u>(1,237,024)</u>
Excess of income over expenditure		<u><u>100,808</u></u>	<u><u>87,090</u></u>

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Changes in Members' Deficit
 For the Year Ended September 30, 2025
 (Expressed in Eastern Caribbean Dollars)

	2025	2024
	\$	\$
Accumulated deficit		
At beginning of the year	(217,147)	(304,237)
Excess of income over expenditure	100,808	87,090
At end of the year	(116,339)	(217,147)

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Statement of Cash Flows

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

	Notes	2025 \$	2024 \$
Cash flows from operating activities			
Excess of income over expenditure		100,808	87,090
Adjustment for:			
Depreciation	6	<u>11,396</u>	10,670
Cash flows before changes in operating assets and liabilities			
		112,204	97,760
(Increase)/decrease in trade and other receivables		(86,656)	23,881
Decrease in trade and other payables		(281,087)	(88,828)
Increase in deferred income		<u>565,438</u>	67,488
Net cash generated from operating activities			
		<u>309,899</u>	100,301
Cash flows from investing activity			
Purchase of property and equipment	6	<u>(18,698)</u>	(18,082)
Net increase in cash and cash equivalents			
		291,201	82,219
Cash and cash equivalents - beginning of the year	4	<u>3,799,155</u>	3,716,936
Cash and cash equivalents - end of the year	4	<u><u>4,090,356</u></u>	3,799,155

The accompanying notes form an integral part of these financial statements.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

1. Incorporation and principal activity

The **Saint Lucia Hospitality and Tourism Association Inc.** (the “Association”) was incorporated in Saint Lucia on October 24, 2011 under the Companies Act of 1996. The entity is a non-profit company and is dedicated to the development, growth and improvement of the hospitality industry in Saint Lucia. In keeping with this mandate, the Association is committed to representing, informing and educating its members in matters affecting the hospitality industry as well as upholding their interest. Members of the Association comprise a wide cross-section from the business community, including hotels, tour operators, financial institutions and manufacturers. On November 6, 2019, the Association changed its name from Saint Lucia Hotel and Tourism Association Inc. to Saint Lucia Hospitality and Tourism Association Inc.

The Association’s registered office and principal place of business is located at Rodney Bay, Gros Islet, Saint Lucia.

The financial statements were approved by the Board of Directors and authorised for issue on June 10, 2026.

2. Material accounting policy information**(a) Overall policy**

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

Statement of compliance

The financial statements of the **Saint Lucia Hospitality and Tourism Association Inc.** have been prepared in accordance with the IFRS for SMEs Accounting Standards as issued by the International Accounting Standards Board (“IASB”) and under the historical cost convention.

The preparation of financial statements in conformity with IFRS for SMEs Accounting Standards requires the use of certain critical accounting estimates. The areas involving a higher degree of judgment or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

(b) Foreign currency translation**Functional and presentation currency**

Items in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the “functional currency”). The financial statements are presented in Eastern Caribbean dollars, which is the Association’s functional and presentation currency.

Transactions and balances

Monetary assets and liabilities denominated in currencies other than the Eastern Caribbean dollars are translated at the rate of exchange ruling at the reporting date. Non-monetary assets and liabilities and transactions denominated in currencies other than the Eastern Caribbean dollar are translated at the rate of exchange ruling at the date of the transaction. Foreign exchange gains and losses are charged to the statement of income and expenditure.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

2. Material accounting policy information (cont'd)**(c) Cash and cash equivalents**

Cash and cash equivalents are carried on the statement of financial position at cost. For the purpose of the statement of cash flows, cash and cash equivalents comprise balances with a maturity period of three months or less from the date of acquisition including cash on hand, deposits held on call with banks and bank overdraft.

(d) Trade receivables

Trade receivables are measured on initial recognition at fair value, and are subsequently measured at amortized cost using the effective interest rate method, less provision for impairment.

Trade receivables that are known to be uncollectible are written off by reducing the carrying amount directly. The other receivables are assessed collectively to determine whether there is objective evidence that an impairment has been incurred but not yet been identified. For these receivables appropriate allowance for estimated irrecoverable amounts is recognized. The Association considers that there is evidence of impairment if any of the following indicators are presented:

- Significant financial difficulties of the debtor
- Probability that the debtor will enter bankruptcy or financial reorganisation
- Default or delinquency in payments

(e) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

(f) Impairment of financial assets

The Association assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If such evidence exists, the carrying amount of the asset or group of assets is compared to the recoverable amount. The recoverable amount of a financial asset measured at amortized cost is the present value of expected future cash flows discounted at the instrument's effective interest rate. If the recoverable amount is less than the carrying amount, the difference is recognized as an impairment loss in the statement of income and expenditure. Subsequent impairment loss recoveries are credited to the statement of income and expenditure.

(g) Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses, if applicable. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

and expenditure during the financial period in which they are incurred.

Depreciation is calculated using the straight line method to allocate the cost of each asset to their residual values over their estimated useful lives as follows:

Furniture and equipment	6 - 7 years
Computer hardware	4 years

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

Gains and losses on disposals are determined by comparing proceeds with carrying amounts. These are included in the statement of income and expenditure. When revalued assets are sold, the amounts included in other reserves are transferred to members' surplus.

(h) Intangible assets

Intangible assets are stated at historical cost less accumulated amortisation. Historical cost includes expenditure that is directly attributable to the acquisition of the item. Amortisation is calculated using the straight-line method to allocate the cost of the asset to their residual values over their estimated useful lives of four years.

(i) Trade and other payables

Trade and other payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method.

(j) Deferred income

Contributions to the Tourism Enhancement Fund less disbursements and commitments during the year are recognized as deferred income.

(k) Revenue recognition

Revenue is recognized on an accruals basis.

(l) Expense recognition

Expenses are recognized when incurred.

(m) Income tax

The Association is a not-for-profit entity and is therefore exempt from taxation under the provisions of the Income Tax Act.

(n) Provisions

Provisions are recognized when the Association has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and the amount has been reliably estimated.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

2. Material accounting policy information (cont'd)**(n) Provisions (cont'd)**

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the obligation. The increase in the provision due to the passage of time is recognized as an interest expense.

(o) Contingencies

Contingent liabilities represent possible obligations and are disclosed in the financial statements unless the possibility of the outflow of resources embodying the economic benefit is remote. A contingent asset is not recognized in the financial statements but disclosed when an inflow of economic benefits is probable.

(p) Subsequent events

Post year end events that provide additional information about the Association's position at the reporting date (adjusting events) are reflected in the Association's financial statements. Material post year-end events which are not adjusting events are disclosed.

(q) Comparatives

Certain prior year comparatives have been reclassified to conform to the presentation of the current year.

3. Critical accounting estimates and judgments

When preparing the financial statements, management makes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses as below:

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. The estimated useful life of each asset is updated if expectations differ significantly from previous estimates due to physical wear and tear, or other limits in the use of the asset.

Impairment of non-financial assets

At each reporting date, the Association reviews the carrying amounts of its non-financial assets to determine whether there are any indications of impairment. If any such indications exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use or its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and risks specific to the asset.

An impairment loss is recognized if the carrying amount of the asset exceeds its recoverable amount.

Impairment losses are recognized in the statement of income and expenditure.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

4. Cash and cash equivalents

	2025	2024
	\$	\$
Cash at bank	4,088,762	3,798,992
Cash on hand	1,594	163
	<u>4,090,356</u>	<u>3,799,155</u>

Included in cash at bank is a restricted amount of \$4,030,090 (2024 - \$3,718,708) relating to the Tourism Enhancement Fund ("TEF"), the use of which is further particularized in Note 9 to the financial statements.

5. Trade and other receivables

	2025	2024
	\$	\$
Trade receivables	120,323	60,627
Less: Provision for impairment losses	(2,143)	(29,205)
Trade receivables, net	<u>118,180</u>	<u>31,422</u>
Loans receivable	30,000	30,000
Less: Provision for impairment losses	(30,000)	(30,000)
Loans receivable, net	<u>-</u>	<u>-</u>
Other receivables	144,522	144,624
	<u>262,702</u>	<u>176,046</u>

The movement on the Association's provision for the impairment of trade receivables is as follows:

	2025	2024
	\$	\$
At beginning of the year	29,205	56,255
Written-off during the year	(27,062)	(35,352)
Expensed during the year	-	8,302
At end of the year	<u>2,143</u>	<u>29,205</u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

6. Property and equipment

	Furniture and Equipment \$	Computer Hardware \$	Total \$
As at September 30, 2023			
Cost	111,669	85,556	197,225
Accumulated depreciation	(99,945)	(73,633)	(173,578)
Net book value	11,724	11,923	23,647
For the year ended September 30, 2024			
Opening net book value	11,724	11,923	23,647
Additions	12,500	5,582	18,082
Depreciation charge for the year	(5,258)	(5,412)	(10,670)
Closing net book value	18,966	12,093	31,059
As at September 30, 2024			
Cost	124,169	91,138	215,307
Accumulated depreciation	(105,203)	(79,045)	(184,248)
Net book value	18,966	12,093	31,059
For the year ended September 30, 2025			
Opening net book value	18,966	12,093	31,059
Additions	18,698	-	18,698
Depreciation charge for the year	(5,856)	(5,540)	(11,396)
Closing net book value	31,808	6,553	38,361
As at September 30, 2025			
Cost	142,867	91,138	234,005
Accumulated depreciation	(111,059)	(84,585)	(195,644)
Net book value	31,808	6,553	38,361

Trade payables: Tourism Enhancement Fund	19,942	257,498
Other payables	78,551	100,922
Accrued expenses	34,347	50,700
Trade payables	30,640	42,868
Value Added Tax	30,105	26,232
Payroll liabilities	7,797	4,219
Provision for gratuity	1,717	1,717
	203,099	484,156

Deferred income

	2025	2024
Note	\$	\$
Tourism Enhancement Fund		
Balance at beginning of the year	3,739,221	3,671,733
Contributions received during the year	2,129,119	1,943,679
Disbursements made and committed during the year	10 (1,573,934)	(1,879,341)
Other income	10,253	3,150
Balance at end of the year	4,304,659	3,739,221

Tourism Enhancement Fund

The Tourism Enhancement Fund (“TEF”) was established on October 1, 2013. It is a voluntary fund established by the SLHTA in conjunction with resort members to facilitate a greater contribution to projects and activities which will add value to the local tourism industry and generate benefits to the various stakeholders who derive economic wellbeing from its growth.

The TEF allows members of the Association greater control of its own pool of financial resources to support activities of the Saint Lucia Tourism Association, undertake local product development projects and private sector initiatives designed to strengthen Saint Lucia’s tourism product and strengthen the economic environment needed for the local tourism private sector to thrive.

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements
 For the Year Ended September 30, 2025
 (Expressed in Eastern Caribbean Dollars)

9. Tourism Enhancement Fund (cont'd)

Contributions are made by guests on a voluntary basis in the amount of EC\$5 (US\$2) per night at members' resorts. The funds are collected by the members and are remitted monthly to the Association.

These funds are restricted and can only be used for purposes described above. The uses of funds during the year are disclosed in Note 10 to the financial statements.

The Association earned project management fees of \$435,470 (2024 - \$383,592) during the year.

10. Tourism Enhancement Fund - disbursements and commitments:

	2025	2024
	\$	\$
Disbursements made:		
Tourism enhancement projects	854,277	916,433
Project management expenses	435,470	383,616
Employee benefit expenses	260,475	254,662
Other expenses	3,052	66,041
Bank charges	718	1,091
	<u>1,553,992</u>	<u>1,621,843</u>
Committed disbursements:		
Tourism enhancement projects	<u>19,942</u>	<u>257,498</u>
Disbursements made and committed during the year	<u><u>1,573,934</u></u>	<u><u>1,879,341</u></u>

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

11. General and administrative expenses

	Notes	2025 \$	2024 \$
Employee benefit expenses	12	559,169	515,189
Professional fees		81,572	103,044
Rent		76,920	66,938
Subscription and donations		53,318	33,066
Utilities		40,376	41,400
Office expenses		36,088	31,131
Advertising and promotion		35,075	23,577
Other expenses		30,800	74,546
Repairs and maintenance		27,458	24,065
Bad debt expense		26,236	37,941
Fund raising expenses		25,010	73,958
Bank service charges		18,385	47,296
Depreciation and amortisation	6	11,396	10,670
Travel and entertainment		10,734	129,350
Meetings and conferences		5,835	24,853
		1,038,372	1,237,024

12. Employee benefit expenses

	2025 \$	2024 \$
Salaries and wages	445,945	448,186
Other staff costs	113,224	67,003
	559,169	515,189

Key management personnel compensation

	2025 \$	2024 \$
Salaries and wages	281,200	247,200
Other benefits	34,365	21,466
	315,565	268,666

SAINT LUCIA HOSPITALITY AND TOURISM ASSOCIATION INC.

Notes to the Financial Statements

For the Year Ended September 30, 2025

(Expressed in Eastern Caribbean Dollars)

13. Commitments

The Association leases its premises under an operating lease. The future aggregate minimum rental under the operating lease is as follows:

	2025	2024
	\$	\$
Not later than 1 year	43,050	14,000
1 to 5 years	-	-
	<u>43,050</u>	<u>14,000</u>

14. Contingent liabilities

The Association is contingently liable in the normal course of business in respect of bonds totaling \$15,000 (2024 - \$15,000) in favor of the Comptroller of Customs and a credit card account with a limit of \$20,000 (2024 - \$20,000).

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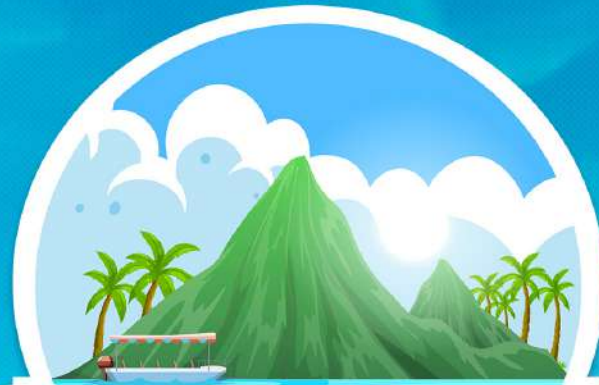
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