

Our business at a glance

OUR ORGANISATIONAL STRUCTURE

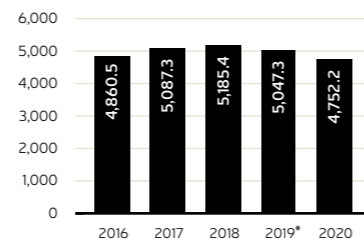
The Group consists of four autonomous clusters: Cane, Power, Brands, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

These clusters are autonomous in their decision-making processes, budgeting and reporting, as well as in the day-to-day running of their operations. The leadership team of each cluster is fully accountable for their cluster's respective performance, and is empowered to develop their own businesses and to realise international growth opportunities in line with proposals and plans approved by Terra's Board of Directors.

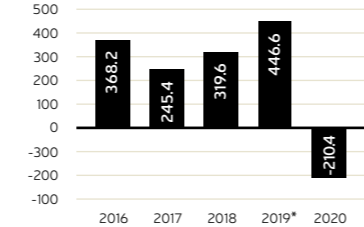
The clusters are supported by specific centralised functions aimed at developing a shared performance-based culture, and at driving operational excellence and efficiencies across the Group.

TERRA MAURICIA LTD

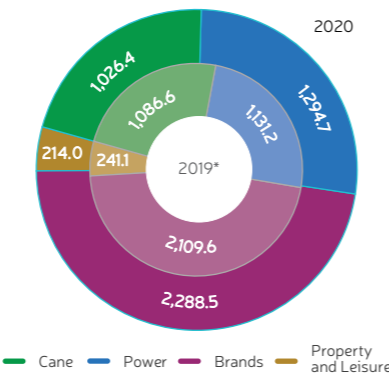
Group Turnover (MUR'M)



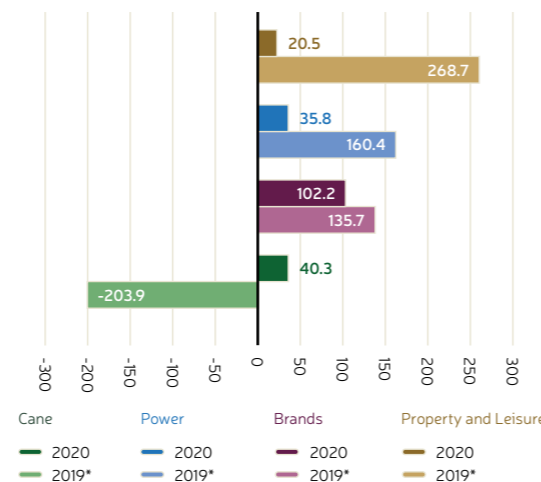
Group Profit/Loss after Tax (MUR'M)



Turnover - Contribution of each Cluster (MUR'M)



Profit after Tax - Contribution of each Cluster (MUR'M)



CANE

201

Employees at Terragri (Agriculture)

105

Employees at Terra Milling

12%

Employee turnover rate

5,340 Ha

Land under cane cultivation

-3%

704,629 T

Sugar cane milled

-23%

74,541 T

Sugar produced

-15%

POWER

48

Employees at Terragen

0%

Employee turnover rate

12.2%

Renewable energy share

-28%

376 GWh

Sold to CEB

-12%

93.3%

Availability on CEB network

+1%

BRANDS

490

Employees at Grays Inc.

43

Employees at Grays Distilling

18.3%

Employee turnover rate

24

Own brands

46%

Sales from spirits

14%

Sales from wines

5.4 million L

Alcohol produced

-9%

PROPERTY AND LEISURE

73

Employees at Novaterra

65

Employees at L'Aventure du Sucre

4%

Employee turnover rate

13.30 Ha

Land developed

67,554 m²

Under rent

+8%