

OUR BUSINESS

at a glance

OUR ORGANISATIONAL STRUCTURE

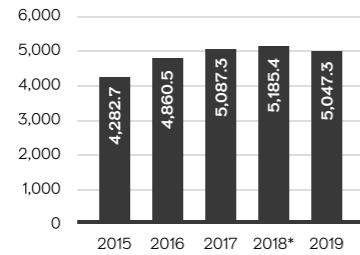
The Group consists of four autonomous clusters: Cane, Power, Brands, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

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 the Board of Directors.

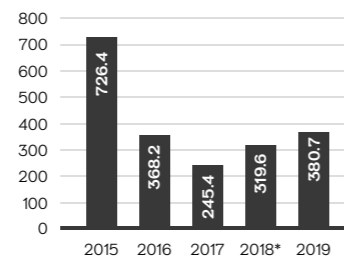
The clusters are supported by specific centralised functions aimed at developing a shared performance-based culture, and at driving operational excellence and efficiencies across the Group.

TERRA MAURICIA LTD

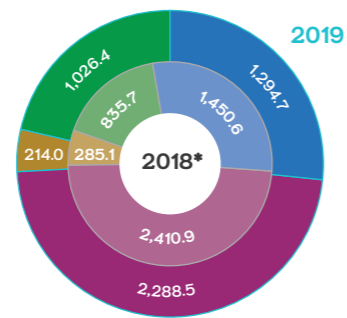
Group Turnover (MUR'M)



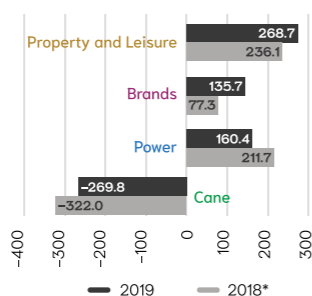
Group Profit after Tax (MUR'M)



Turnover - Contribution of each Cluster (MUR'M)



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



* The 2018 figures have been restated.

OUR BUSINESS AT A GLANCE (CONT'D)



CANE

Employees at Terragri (Agriculture) **290**

Employees at Terra Milling **144**

Employee turnover rate **24%**

Land under cane cultivation **5,147 Ha** \downarrow 0.9%

Sugar cane milled **919,615 T** \uparrow 22%

Sugar produced **94,711 T** \uparrow 18%



POWER

Employees at Terragen **48**

Employee turnover rate **13%**

Renewable energy share (from 16% restated) **17%** \uparrow 6%

Power sold to CEB **426.8 GWh** \uparrow 1%

Availability on CEB network **92%** \downarrow 1%



BRANDS

Employees at Grays Inc. **531**

Employees at Grays Distilling **44**

Employee turnover rate **21%**

Own brands **24 =**

Sales from spirits **51%**

Sales from wines **22%**

Alcohol produced **6 Million L =**



PROPERTY AND LEISURE

Employees at Novaterra **80**

Employees at L'Aventure du Sucre **66**

Employee turnover rate **14%**

Land developed **30.27 Ha**

Land under rent **62,767 m2** \downarrow 9%