

Our Business at a Glance

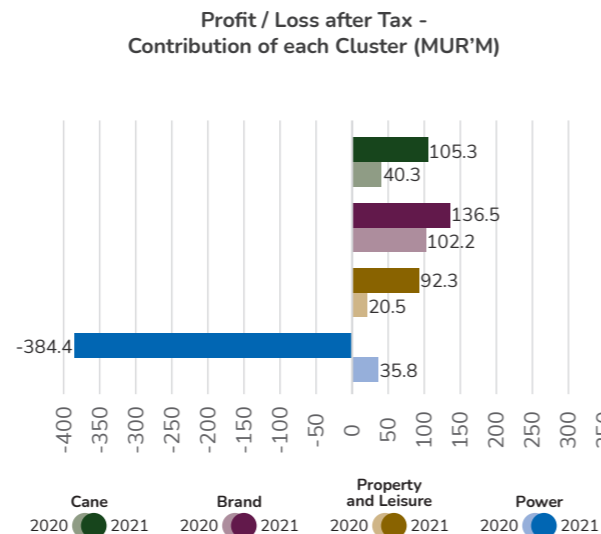
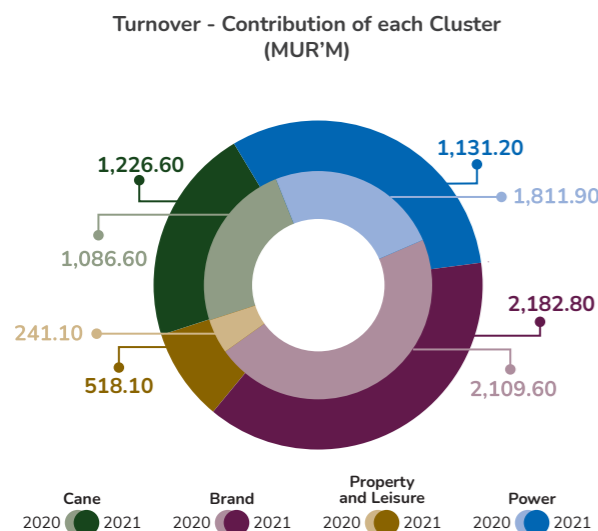
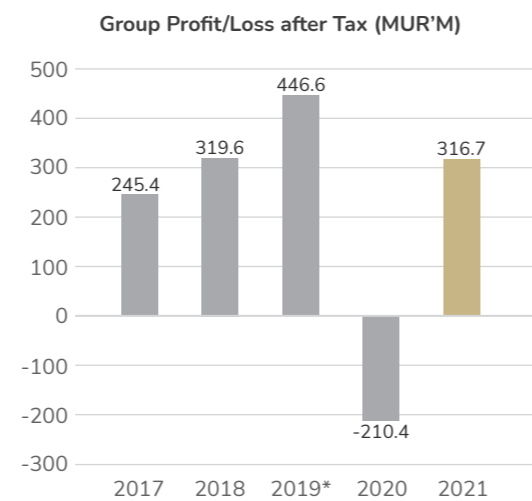
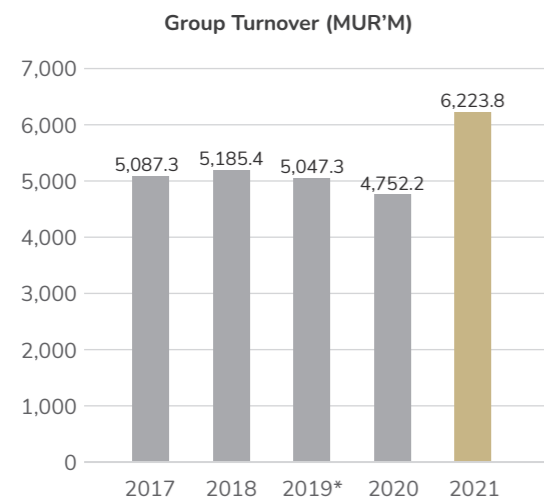
Our Organisational Structure

The Group consists of four autonomous clusters: Cane, Brands, Power, 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



Cane

- 224** employees at Terragri (Agriculture)
- 128** employees at Terra Milling
- 9.2%** employee turnover rate
- 718,969 T** of sugar cane milled ▲2%
- 5,044 Ha** of land under cane cultivation (including 58 Ha of organic cane cultivation) ▼6%
- 71,952 T** of sugar produced ▼9%

Power

- 50** employees at Terragen
- 0%** employee turnover rate
- 12.8%** renewable energy share ▲5%
- 95.6%** availability on CEB network ▲2%
- 443 GWh** sold to CEB ▲18%

Brands

- 461** employees at Grays Inc.
- 41** employees at Grays Distilling
- 24** own brands
- 42%** sales from spirits
- 18.6%** employee turnover rate
- 18%** sales from wines
- 4.5 million L** of alcohol produced ▼17%

Property and Leisure

- 72** employees at Novaterra
- 56** employees at L'Aventure du Sucre
- 11%** employee turnover rate
- 22.43 Ha** of land developed ▲69%
- M² UNDER RENT:**
 - 34,644 m²** Industrial and commercial ▲2%
 - 22,629 m²** Residential ▼9%
 - 9,290 m²** Office ▲8%
 - 8,182 m²** Shopping Mall

*The 2019 figures have been restated