

Our Business at a Glance

Our organisational structure

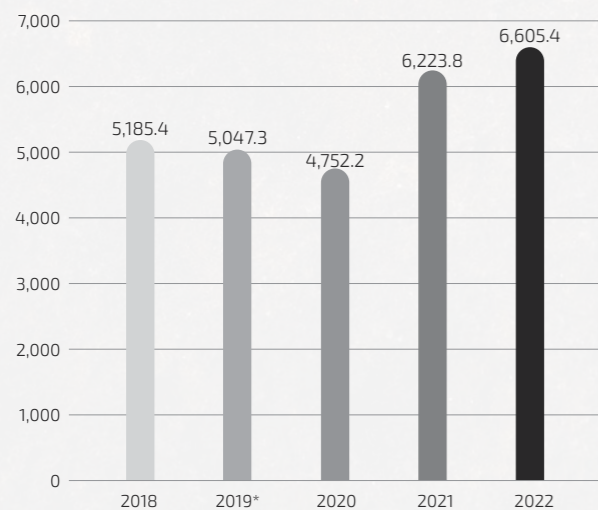
The Group consists of four autonomous clusters: Cane, Brands, Power, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

The clusters are autonomous in their decision-making, budgeting, reporting and day-to-day operations. Each cluster's leadership team is fully accountable for their respective performance. Leadership teams are also empowered to develop their businesses and realise international growth opportunities in line with proposals and plans approved by Terra's Board of Directors.

Centralised functions support the clusters to build a shared performance-based culture and drive operational excellence and efficiencies across the Group.

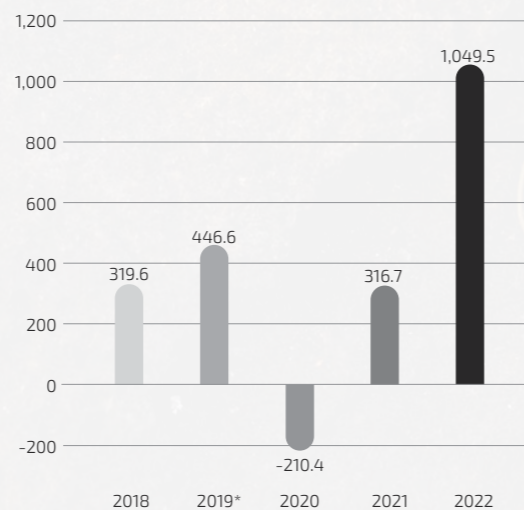
Terra Mauricia Ltd

Group Turnover (MUR'M)

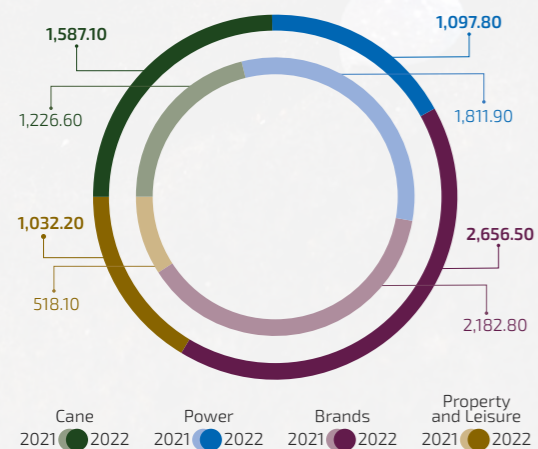


*The 2019 figures have been restated

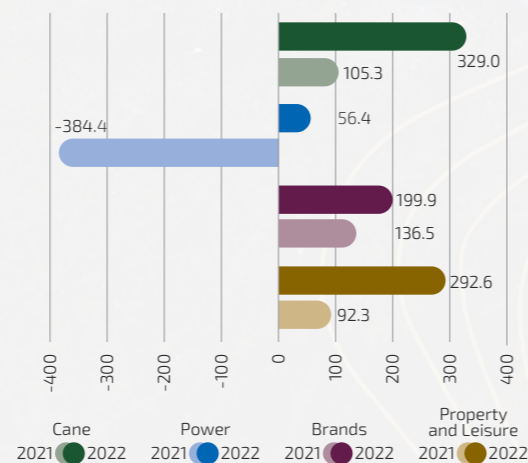
Group Profit/Loss after Tax (MUR'M)



Turnover - Contribution of each Cluster (MUR'M)



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



Our Business at a Glance (Cont'd)

CANE

- 218 employees at Terragri (2021: 224) ↓4%
- 687,241 T of sugar cane milled (2021: 718,969 T)
- 127 employees at Terra Milling (2021: 128) ↑1%
- 5,086 Ha of land under cane cultivation (2021: 5,044 Ha)
- 9% employee turnover rate (2021: 9.2%) ↑6%
- 75,958 T of sugar produced (2021: 71,952 T)

POWER

- 47 employees at Terragen (2021: 50) ↓5%
- 90.6% availability on the Central Electricity Board (CEB) network (2021: 95.6%)
- 3% employee turnover rate (2021: 0%)
- 9.4% renewable energy share (2021: 12.8%) ↓27%
- 211 GWh sold to CEB (2021: 443 GWh) ↓52%

BRANDS

- 513 employees at Grays Inc. (2021: 461)
- 52% sales from spirits (2021: 42%)
- 37 employees at Grays Distilling (2021: 41)
- 21% employee turnover rate (2021: 18%)
- 24 own brands (2021: 24)
- 4.4 million L of alcohol produced (2021: 4.5 million L) ↓2%

PROPERTY AND LEISURE

- 106 employees at Novaterra (2021: 95)
- 7% employee turnover rate (2021: 11%)
- 51 employees at L'Aventure du Sucre (2021: 56)
- 22.38 Ha of land developed (2021: 22.43 Ha) =
- M² under rent:
 - 37,061 m² industrial and commercial (2021: 34,644 m²) ↑7%
 - 21,322 m² residential (2021: 22,629 m²) ↓6%
 - 9,018 m² office (2021: 9,290 m²) ↓3%
 - 8,182 m² retail (2021: 8,182 m²) =