

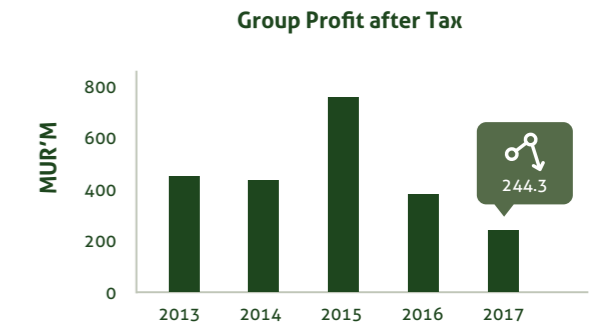
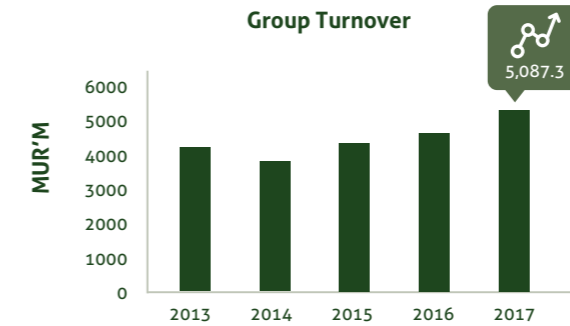
# OUR BUSINESS at a Glance

## Our organisational structure

Terra's organisational structure reflects the outcome of a restructuring exercise completed in 2016 that resulted in the establishment of four autonomous clusters: Cane, Power, Brands, and Property and Leisure. The strength of these clusters hinges on their unique business know-how that sets them apart from competitors and provides the platform for their international development.

The clusters are autonomous in their decision-making processes, budgeting and reporting, as well as in the day-to-day running of its operations. Each cluster's leadership team is fully accountable for its cluster's respective performance, and is empowered to develop its own businesses and to realise any international growth opportunities in line with proposals and plans that are duly approved by the Board of directors. The clusters are supported by some centralised functions aimed at developing a shared performance-based, permanent improvement culture, and at driving operational excellence and efficiency across the Group.

## TERRA MAURICIA LTD

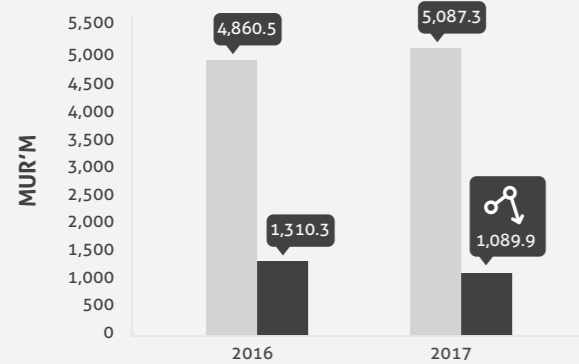


### CANE

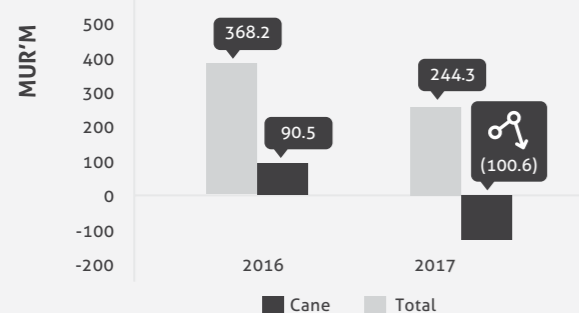
546

- Employee turnover rate = 4.76%
- 5,510 Ha of land under cane cultivation
- 867,643 tonnes of sugar cane milled
- 87,397 tonnes of sugar produced

Segmental Analysis Revenue



Segmental Analysis Profit after Tax

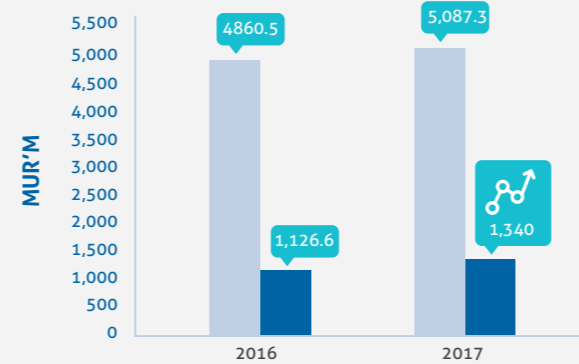


### POWER

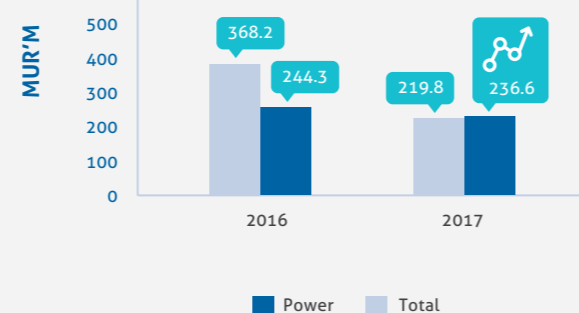
51

- Employee turnover rate = 0
- 427.5 GWh sold to CEB
- 95.6% availability on CEB network
- 43% renewable energy share

Segmental Analysis Revenue



Segmental Analysis Profit after Tax

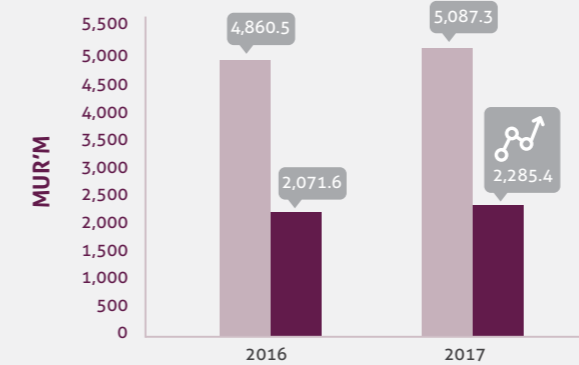


### BRANDS

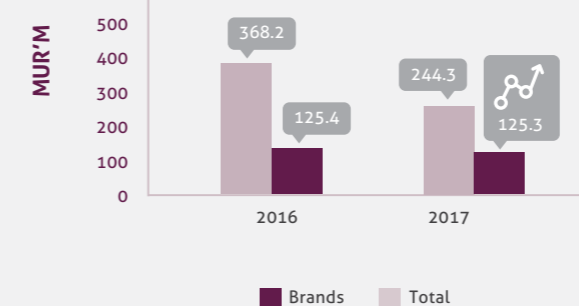
562

- Employee turnover rate = 24.4%
- 24 own brands
- 46% of sales from spirits and 20% from wines
- 6 million litres of alcohol produced

Segmental Analysis Revenue



Segmental Analysis Profit after Tax

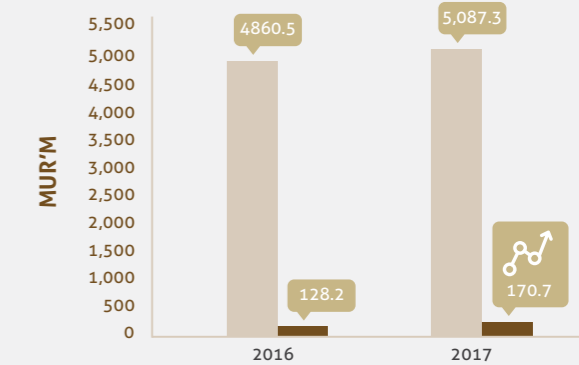


### PROPERTY AND LEISURE

137

- Employee turnover rate = 11.8%
- 454 Ha of land available for development
- 65,657 m<sup>2</sup> under rent
- 96.1% occupancy rate

Segmental Analysis Revenue



Segmental Analysis Profit after Tax

