



# TERRA MAURICIA LTD

Position Statement of Group Managing Director

The Group Managing Director's primary role is to provide leadership and direction to the Executive Team of the Terra Group and to manage all business activities within established budgets and in alignment with agreed strategic objectives approved by the Board, in order to drive shareholder value.

The main features of the responsibilities of the Group Managing Director are as follows:

- To work with the Executive Team, the Board and the Investment Committee to formulate and drive appropriate strategic initiatives for the Group by:
  - Identifying potential strategic initiatives for growth and expansion
  - Developing specific tactical and action plans from overall strategy formulation and agreed vision for approval by the Board
  - Overseeing the implementation of the strategic plans and providing guidance and leadership to remove barriers and facilitate the accomplishment of objectives as agreed by the Board
  - Measuring the performance of the company as dictated by the Board's overall strategy and reporting regularly to the Board on progress
  - Enabling the Board to fulfill its governance function together with the Chairman;
- To provide sound financial management of the Terra Group by
  - Ensuring that the annual budget is based on sound financial and business principles before submitting to the Board for approval
  - Monitoring and controlling budget variances throughout the year
  - Initiating corrective action to effectively manage cash flow
  - Ensuring the sound management and optimisation of assets and capital allocation
  - Ensuring that all internal and external financial and non-financial reporting requirements are met
  - Supporting the Risk Management Process of the organisation in line with the Audit Committee and Board objectives;
- To promote and maintain a high standard Group image by
  - Building productive relationships with the media, institutional shareholders, business leaders and government officials
  - Representing Terra at various functions so as to promote visibility and build its reputation on the market
  - Ensuring that Board decisions are implemented according to plan and respecting a transparent reporting relationship
  - Promoting a code of ethics across the Terra Group
  - Promoting a conducive company culture and encouraging employee welfare activities
  - Building a culture of environmental awareness across the Group and supporting CSR functions
  - Ensuring that Corporate Governance best practices and principles are applied across the Group;
- To direct and coordinate the operations of the Group so as to maximise productivity and performance by:
  - Ensuring the coordination of activities amongst the companies and business units across the Group, through regular meetings with the Executive Team
  - Establishing performance objectives for each member of the Executive Team in harmony with action and tactical plans
  - Identifying improvements to policies, systems and procedures that will improve the efficiency of operations and support organisational growth.

**November 2017**