

AGENDA

Mauritian Economic Environment

Review of operations

Financial statements

Outlook



Mauritian Economic Environment 1/2

Economic growth remained stagnant in 2014 at 3.2%

Inflation was contained at 3.2% compared to 3.5% in 2013

Weak EURO v/s USD

As a result, import prices increasing & export revenues decreasing

Low sugar prices in Europe, sluggish tourism industry, contraction in construction sector, uncertainties around international treaties, job creation opportunities down



Mauritian Economic Environment 2/2

Abolition of sugar quotas to be effective in 2017, but already causing a sharp drop in sugar prices

Higher expectations from the labour force in several industries such as sugar, transport, tourism, etc.

The unresolved labour issues in the sugar industry have been referred to an arbitrator, who is expected to deliver her award by the end of July 2015

Change in Government following December general elections



AGENDA

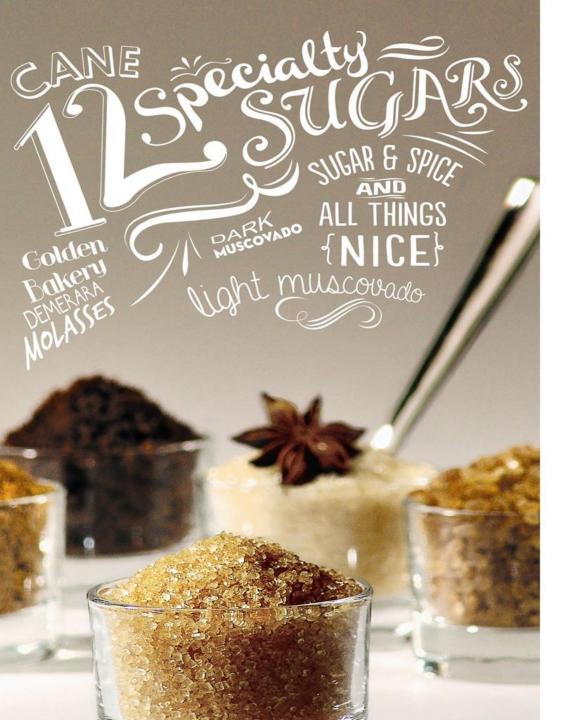
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CANE REVOLUTION

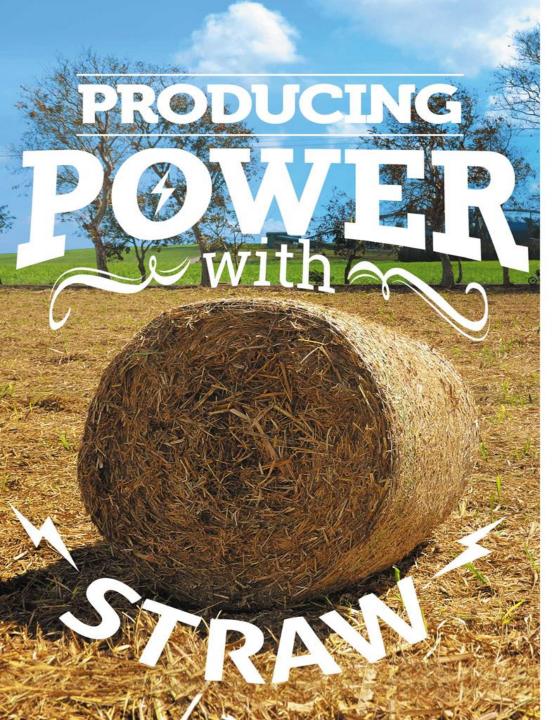
Once an incredibly valuable and sought-after commodity, it's hard to overstate the role that sugar has played in the history, identity, development and economy of Mauritius, since the first sugar canes were introduced by Dutch settlers in the 1600's up to modern times.

Terra, with its know-how in sugar cane cultivation and sugar manufacturing forged over more than one and a half century has, since the 1970's, through continuous innovation, developed 12 different types of specialty sugars, each crafted into valuable ingredients for both industrial use and direct consumption.

The innovative production of specialty sugars has been a path breaking and extraordinary adventure with its trials and troubles, its successes and setbacks. Through thick and thin, Terra has found its way to become the main producer of specialty sugar in Mauritius and a world reference in its sector.

| | 2014 MUR' M | | 2013 MUR' M | |
|----------|----------------|---------|----------------|-------|
| Turnover | | 25.1% | 1,263.6 | 31.0% |
| PAT | | (13.2)% | 57.3 | 12.3% |

- 905K tonnes cane milled by Terra Milling 13.1% increase over 2013
- Lower tonnage of sugar per Ha: 7.77 (2013: 7.85)
- Sugar accruing to group: 49.8K tonnes (± same as last year)
- Significantly lower sugar price: MUR 12,500 v/s MUR 16,500 in 2013
- One-off SIFB compensation of MUR 2,000/tonne
- Specialty sugars: 71.4K tonnes ± same as last year, but more competition & lower premiums
- Sucrivoire contributed MUR 115 M to cluster's results (2013: MUR 99 M)
- Reversal of impairment of Sucrivoire: MUR 166.3 M



POWER

PRODUCTION

A renewable energy par excellence, biomass is the oldest source of power used by humans. Thanks to innovation and technology improvement, waste known as biomass is put to valuable use for the production of clean and sustainable energy.

Terragen, in association with its partner Albioma, has foreseen the increasing importance of delivering effective long term biomass combustible and has implemented a project to that effect.

The exploitation of uncollected cane straw in the fields to produce renewable energy opens up a host of possibilities for generating electricity while optimising the use of this natural by-product.

This project has allowed Terragen to assemble knowledge, innovation and best practice for the supply of green power both on the technological and business sides.

| | 2014 | | 2013 | |
|----------|---------|-------|---------|-------|
| | MUR' M | | MUR' M | |
| Turnover | 1,119.8 | 28.7% | 1,102.1 | 27.0% |
| PAT | 212.9 | 49.3% | 132.4 | 28.4% |

- Record electricity off-take for 2014: 400.8 GWh (2013: 393.7 GWh)
- The improved PAT is mainly attributable to:
 - drop in the average coal price
 - Improved coal consumption per KWh (633.6 g v/s 662.9 g)
 - additional 15 GWh sold at excess fee
 - lower repairs & maintenance costs
 - shorter shutdown period
- Average tariff for 2014: MUR 2.64/kWh, the lowest by far, save for hydro
- Triple certification from AFNOR (quality, environment, occupational safety & health)
- Experiments conducted on alternative biomass sources



BRANDS

NEW TASTE

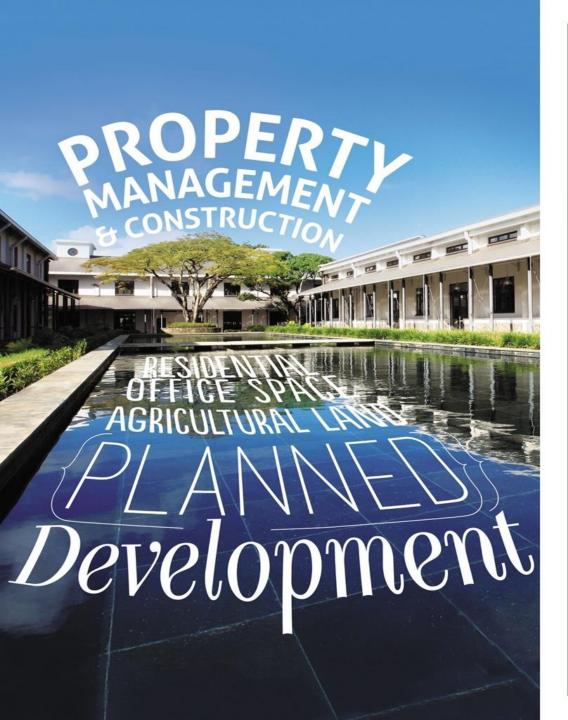
A pioneer of the distillation industry in Mauritius, Grays continually strives to be more efficient and keeps innovating and moving towards the international market. In the world of commerce, the concept of innovation is a linear process, which starts from research and development, to product in the market.

New Grove, an old rum made from cane molasses and aged in oak, showcases the rich heritage and excellence of the island's rum-making tradition. Its range comes in different flavours, namely Café, Honey and Vanilla. The other old rums elaborated by Grays, which reaped numerous gold awards, mesmerize the connoisseur and reflect the prestige and tradition of Mauritian rum.

Another object of pride for Grays is KGB vodka, born in April 2009. It is a vodka with attitude, being a premium triple-distilled cane-based vodka embodied in a world-class aluminium bottle. KGB vodka is available in many flavours and varieties, such as blackcurrant, lime, vanilla, apple, choc mint, cassis, citron and caramel.

| | 2014 MUR' M | | 2013 MUR' M | |
|----------|----------------|-------|----------------|-------|
| Turnover | 1,593.0 | 40.8% | 1,492.5 | 36.6% |
| PAT | 89.6 | 20.7% | 108.6 | 23.3% |

- Overall performance down on 2013, attributable to losses from distilling operations, mainly due to lower sales locally and weak bulk export market
- Commercial operations fared well, but margins were eroded on account of adverse market conditions
- Shift towards low value brands continues
- New Goodwill contributed MUR 32.2 M (2013: MUR 26.3 M) to the cluster's results



RESIDENTIAL

DEVELOPMENT

One of the leading land and property development companies in Mauritius, Sagiterra prides itself of having an in-depth expertise of the local market and a wide range of land and property development related skills. Adopting a need-to-basis approach, Sagiterra has been the initiator of one of the first residential projects with uniform fences, security gates, a comprehensive cahier des charges and a syndic in Mauritius.

Being a firm supporter of sustainable practice, Sagiterra also integrates green concepts, both through awareness of customers and design of products, in all its projects.

OTHER ACTIVITIES

| | 2014 MUR' M | | 2013 MUR' M | |
|----------|----------------|-------|----------------|-------|
| Turnover | 212.4 | 5.4% | 219.8 | 5.4% |
| PAT | 186.9 | 43.2% | 167.8 | 36.0% |

- Land: disposals of MUR 52.6 M translated into a profit of MUR 17.4 M (2013: MUR 25.9 M)
- Sagiterra earned fee and commission income of MUR 26 M & recorded a profit of MUR 4.2 M (2013: loss of MUR 7.7 M)
- Terrarock's turnover decreased by 14.4% to MUR 131 M, while profit after tax decreased by 29.2% to MUR 15 M
- Sugarworld: Turnover increased by 7.5% to MUR 61.5 M while profit after tax dropped by 21.2% to MUR 2.6 M

OTHER ACTIVITIES

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Contribution of associates to this segment's PAT

| | 2014 | 2013 |
|----------------------------|-------|-------|
| • Swan | 83.4 | 76.9 |
| • UIL | 45.4 | - |
| AMCO | 19.8 | 16.5 |
| • RG | 8.9 | 13.0 |
| Orange | 12.9 | 21.9 |
| OTAL | 170.4 | 128.3 |
| | | |

Other investments

Banyan Tree Bank - 10% stake

- PAT of MUR 113.5 M (2013: loss of MUR 7.7 M).
- Total assets at year end: MUR 3,166 M
- ROE: 36%

AceTer Global - 79% stake

Turnover for its first full year of operation MUR 4.5 M and forecasting a growth of 100 % in 2015

Harel Mallac & Co Ltd - 26% Effective holding No Board representation, results not equity accounted. PAT of MUR 73.4 M. Our dividend share MUR 1.6 M



WHISTLE

BLOW

The first Code of Ethics of the group was published in 2005 as a pro-active move to further good governance and was reviewed in 2013, after the rebranding of Terra, reinforcing the traditional values which had always guided the group since its inception.

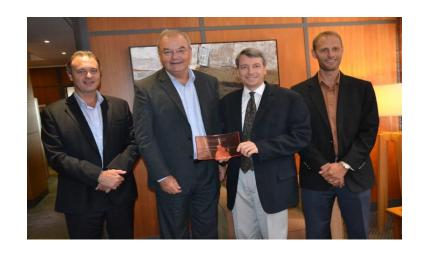
In view of introducing a "whistle blowing" mechanism into the Code, Transparency Mauritius (TM) was approached, with the assistance of the Mauritius Institute of Directors (MIoD) and a Memorandum of Understanding signed in December 2013 between Terra and TM.

A balanced and proper mechanism was developed to ensure, on the one hand, that employees would feel secure and "protected" in their whistle blowing about unethical behaviour and practices and, on the other hand, that all necessary safeguards and enquiries were foreseen (as well as eventual penalties) to preclude mischievous and malevolent accusations creating unpleasant situations for innocent persons.

The introduction of the whistle blowing policy underscores Terra's determination for the Code being an effective tool to foster a pervasive atmosphere and practice of ethical behaviour in the group.

GOVERNANCE & REPORTING

- Revision of the code of ethics. Inclusion of whistle blowing policy
- 4th time winner of PWC corporate governance reporting award
- First Integrated Report in compliance with G4 framework of Global Reporting Initiative
- Succession of CEO: Nicolas Maigrot to join in October 2015







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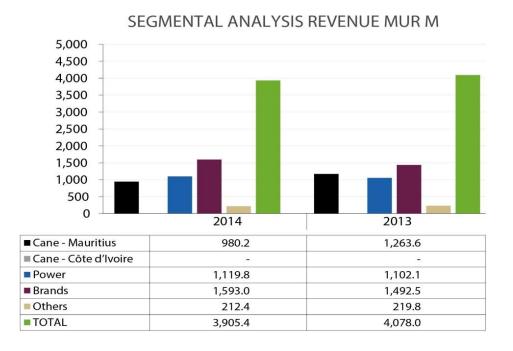
Key figures 1/3

| | 2014 | 2013 |
|-------------------------------------|----------|----------|
| Balance Sheet | MUR' M | MUR' M |
| Shareholders' interest | 17,459.4 | 16,463.8 |
| Cash & cash equivalent | 115.2 | 259.3 |
| Net current assets | 213.6 | 169.8 |
| Total borrowings | 1,600.1 | 1,400.1 |
| Income Statement | | |
| Turnover | 3,905.4 | 4,078.0 |
| Profit before finance costs | 70.2 | 313.1 |
| Finance costs | (66.8) | (25.0) |
| Share of associated results | 296.5 | 232.3 |
| Reversal of impairment of associate | 166.3 | - |
| Taxation | (34.0) | (47.8) |
| Profit after tax | 432.2 | 472.6 |
| Attributable to equity holders | 317.3 | 365.1 |
| Dividends | 182.0 | 182.0 |

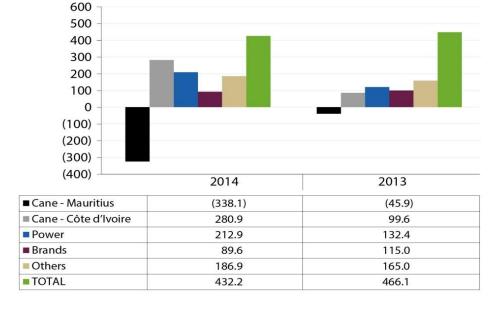
MUR'M

Segmental Analysis

MUR'M



SEGMENTAL ANALYSIS PROFIT AFTER TAX MUR M





Key figures 2/3

| Cash Flow | 2014 | 2013 |
|--|---------|---------|
| | MUR' M | MUR' M |
| Cash flow from operating activities | 212.0 | 518.7 |
| Cash flow used in investing activities | (286.6) | (888.1) |
| Cash flow from / (used in) financing activities | 82.5 | 577.9 |
| Increase / (Decrease) in cash and cash equivalents | 7.9 | 208.5 |



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| | 2014 | 2013 |
|---|---------|---------|
| | MUR' M | MUR' M |
| EBITDA | 534.3 | 658.5 |
| Free cash flow (after capex & replantation costs) | (126.7) | 122.8 |
| Capex (including replantation costs MUR 110.1) | 338.7 | 395.9 |
| Investments | 103.3 | 613.9 |
| Net Debt | 1,484.8 | 1,140.8 |

• EBITDA

- excludes any gain or loss on standing crop.
- excluding non cash / non recurring items.
- Free cash flow Net cash from operating activities less capex & replantation costs.
- Net debt
- -Total borrowings less cash.



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Outlook 1/3

Challenges

- Sugar
- Distilling operations







Outlook 2/3

Prospects - Mauritius

- Energy
- Smart City







Outlook 3/3

Prospects - Africa:

- Terravest
- PEX
- Inside Capital Partners
- Grays











