

SUSTAINABILITY REPORT

2019



terra

ABOUT THIS report

Terra is a conglomerate, established in Mauritius and operating locally and regionally. Formerly known as Harel Frères, it started out as a small sugar factory in 1838. Today, Terra is one of the major players in the sugar cane sector in Mauritius, managing some 6,000 hectares of agricultural land in the northern part of the island. The Group has diversified its activities, from an essentially sugar-based company to one with interests in energy production, alcohol production and commercial distribution, and property development, along with investments in construction and financial services.

Dear Shareholder,

The Board of Directors of Terra Mauricia Ltd ('Terra') is pleased to present this Sustainability Report, which provides information relating to the sustainability performance of Terra and its subsidiaries for the year ended 31 December 2019. Developed in accordance with GRI Sustainability Reporting Standards (Core option), it is complementary to our Annual Integrated Report, which is guided by the principles of IIRC's International <IR> Framework. The material matters reviewed in this report were identified through a structured process involving Terra's executive management team and other senior managers and external stakeholders, which included the review of the business model and operating context relating to each of Terra's four clusters: Cane, Power, Brands, and Property and Leisure.

The purpose of this online Sustainability Report 2019 is to present to our stakeholders how our material sustainability topics are addressed and managed. The report provides a review of our 2019 performance with regard to environmental, social and governance (ESG) matters.

This report covers the operations of the Group for the year ended 31 December 2019. The Group comprises the following entities: Terragri (Corporate), Terragri (Agriculture), Terra Milling, Novaterra (Terragri (Property)), Terragen, Sugarworld, Grays Inc., Grays Distilling, Topterra and Terrarock.

While Terra's executive management team was responsible for preparing this report, the Board has reviewed the report and believes that it provides a balanced and appropriate presentation of those matters that have, or could have, a material effect on Terra's ability to create value over time. The Board has applied its collective mind to the preparation and presentation of information in this report, which has been guided by the principles contained in GRI Standards. The Board approved this report on 27 August 2020. This report is published in digital version on Terra's website.

Yours faithfully,



ALAIN REY
Chairman



NICOLAS MAIGROT
Managing Director

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OUR VISION, MISSION

and values

VISION

A VISION IS WHAT WE SEE WHEN WE LOOK AHEAD. IT'S OUR VIEW OF THE WORLD AS WE WOULD LIKE IT TO BE. WHEN WE LOOK TO THE FUTURE, WE SEE A WORLD IN WHICH DEVELOPMENT IS SUSTAINABLE.

WHERE EVERY INDIVIDUAL HAS THE OPPORTUNITY TO SUCCEED, WITHOUT COMPROMISING THE NEEDS OF THE NEXT GENERATION.

WHERE NATURAL RESOURCES ARE USED RESPONSIBLY AND EFFICIENTLY AND THE ONGOING DEVELOPMENT OF SOCIETY AND THE ENVIRONMENT ARE KEPT IN BALANCE.

MISSION

A PURPOSE DEFINES WHY WE ARE HERE. IT'S THE *RAISON D'ÊTRE* THAT MOTIVATES THE CONTRIBUTION WE MAKE TOWARDS OUR VISION.

OUR PURPOSE IS TO CULTIVATE RESOURCES FOR A BETTER FUTURE. AS A DIVERSIFIED INVESTMENT HOLDING GROUP, OUR OBJECTIVE IS TO MAINTAIN SUSTAINABILITY ACROSS ALL SECTORS.

WE AIM TO PROTECT AND ENHANCE THE RESOURCES OF OUR NATURAL AND COMMERCIAL ENVIRONMENTS, WHILE ENSURING THE CONTINUING DEVELOPMENT OF THE PEOPLE WHO INHABIT THEM.

VALUES



Respect

Defines the way we relate to people in our Group and community.



Tenacity

Encourages us to work towards perfection through every endeavour.



Integrity

Guides our every action.



Passion

Gives us the strength and enthusiasm to contribute always with commitment.



Innovation

Inspires us to advance by taking the initiative.



VALUE

we created in 2019

CUSTOMERS

CANE

Specialty sugars
in 12 varieties
88,095 T \uparrow 8%



PROPERTY AND LEISURE

Land developed
this year
30.27 Ha

Visitors to
L'Aventure du Sucre
102,026 \downarrow 9%



POWER

Power supplied
to national grid
426.8 GWh \uparrow 1%

National energy mix
15% =

Share on national renewable
energy production
(from 16% restated)
17% \uparrow 6%

Plant availability
on CEB network
92% \downarrow 1%



BRANDS

Retail shops opened
in Beau Vallon, Bagatelle
and La Croisette
3

Direct B2B customers
(Mauritius)
12,700 \uparrow 12%

Regular B2C customers
(Mauritius)
3,250 \downarrow 2%



VALUE WE CREATED IN 2019 (CONT'D)

EMPLOYEES

Investment on employee training
and development
MUR 7.8 M \downarrow 10%

Payment in salaries, wages
and other benefits
MUR 1,030.7 M \uparrow 22%

Additional jobs provided
13



SOCIETY

CSR projects sponsored
34 \uparrow 3%

CSR sponsorship channelled
through Terra Foundation
MUR 2.4 M \downarrow 11%

Taxes paid in Mauritius
MUR 67.1 M \uparrow 9%

Customs and excise duty
paid in Mauritius
MUR 651.4 M \downarrow 4%

Procurement spend
MUR 2,707.5 M \downarrow 9%



ENVIRONMENT

Renewable energy produced
542,854 GJ \uparrow 15%

Biogenic GHG (Scope 1) emitted
277,629 T \uparrow 22%

'Bagasse' ash recycled
13,308 T \uparrow 4%

Non-hazardous waste recycled
332 T \uparrow 24%



OUR BUSINESS

at a glance

OUR ORGANISATIONAL STRUCTURE

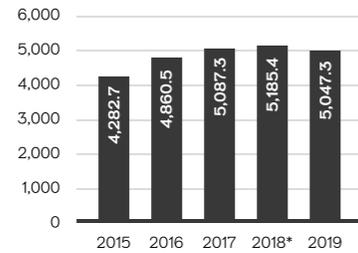
The Group consists of four autonomous clusters: Cane, Power, Brands, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

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 the Board of Directors.

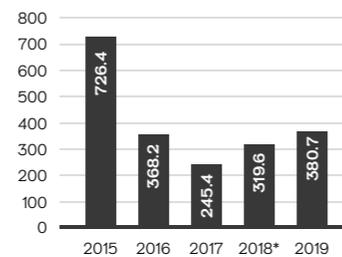
The clusters are supported by specific centralised functions aimed at developing a shared performance-based culture, and at driving operational excellence and efficiencies across the Group.

TERRA MAURICIA LTD

Group Turnover (MUR'M)



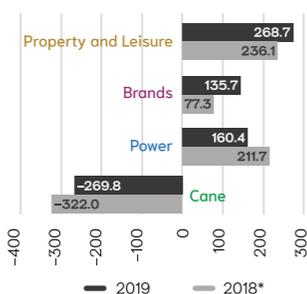
Group Profit after Tax (MUR'M)



Turnover - Contribution of each Cluster (MUR'M)



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



* The 2018 figures have been restated.

OUR BUSINESS AT A GLANCE (CONT'D)



CANE

Employees at Terragri (Agriculture) **290**

Employees at Terra Milling **144**

Employee turnover rate **24%**

Land under cane cultivation **5,147 Ha** \downarrow 0.9%

Sugar cane milled **919,615 T** \uparrow 22%

Sugar produced **94,711 T** \uparrow 18%



POWER

Employees at Terragen **48**

Employee turnover rate **13%**

Renewable energy share (from 16% restated) **17%** \uparrow 6%

Power sold to CEB **426.8 GWh** \uparrow 1%

Availability on CEB network **92%** \downarrow 1%



BRANDS

Employees at Grays Inc. **531**

Employees at Grays Distilling **44**

Employee turnover rate **21%**

Own brands **24 =**

Sales from spirits **51%**

Sales from wines **22%**

Alcohol produced **6 Million L =**



PROPERTY AND LEISURE

Employees at Novaterra **80**

Employees at L'Aventure du Sucre **66**

Employee turnover rate **14%**

Land developed **30.27 Ha**

Land under rent **62,767 m²** \downarrow 9%

CHAIRMAN'S *Message*

It is my pleasure once again to provide the opening message for Terra's annual Sustainability Report that has been developed in accordance with GRI's Sustainability Reporting Standards.

This report forms an important part of the Terra Group's commitment to integrated reporting. Although our separately available Integrated Report includes a review of those sustainability issues that have a material impact on value creation, we believe there is merit in publishing a more detailed Sustainability Report that provides additional information on a broader range of issues, intended for a wider target audience.

Ever since it started out as a small sugar factory in 1838, the Terra Group has continued to create and share value for its many different stakeholders, reflecting the Group's longstanding appreciation that its success is inextricably linked to the wellbeing of the communities within which it operates, the health of its employees, and the natural environment from which it accesses its resources. Ensuring positive social and environmental performance is simply good business practice.

As Chairman, my role is to ensure that the Board provides the necessary oversight of the Group's activities, and that the executive team is doing the best it can with the resources entrusted to it to continue to provide value for all its stakeholders in a responsible and ethical manner.



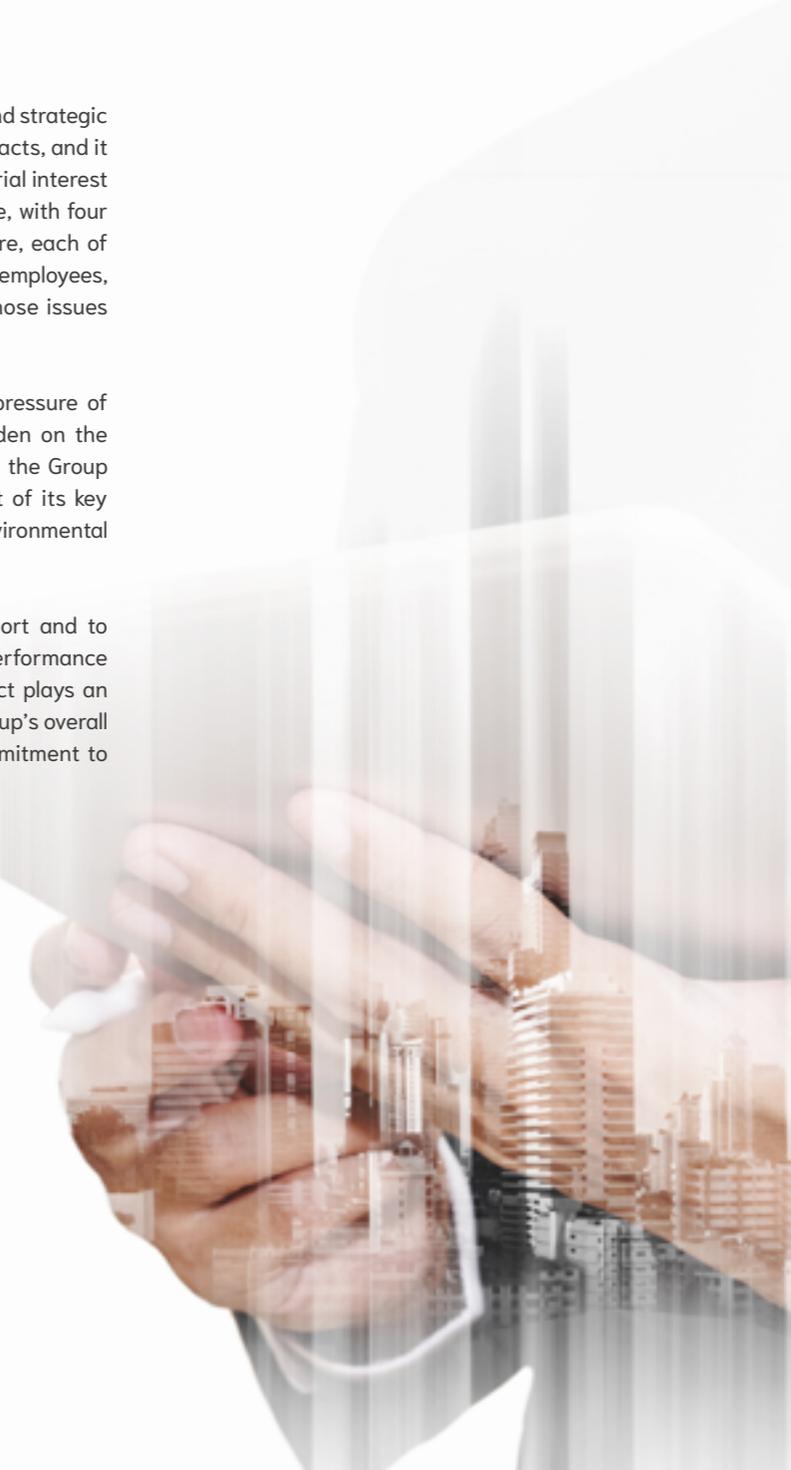
CHAIRMAN'S MESSAGE (CONT'D)

This report reviews the Group's management practices, performance and strategic objectives relating to its most significant social and environmental impacts, and it provides information on those issues identified as being of most material interest to the Group's stakeholders. Given the Group's decentralised structure, with four autonomous clusters – Cane, Power, Brands, and Property and Leisure, each of which interacts slightly differently with its neighbouring communities, employees, and the environment – the report has been structured to focus on those issues that are most material to each of these clusters.

This has been a better year for the Group, despite the continuing pressure of improved but still low global sugar prices, placing a significant burden on the Group's revenue and share price. It is also pleasing to report that of the Group has continued to deliver generally strong performance against most of its key sustainability indicators – relating to employee safety and health, environmental impact and community investment – across all four clusters.

I encourage you, as one of Terra's stakeholders, to review this report and to provide us with frank feedback, both on the nature of the Group's performance and the quality of its disclosure. Being held to account in this respect plays an important motivating role in helping us all to further strengthen the Group's overall sustainability initiative, in order to ensure that it delivers on its commitment to transparency and accountability.

ALAIN REY
Chairman of the Board
27 August 2020



MANAGING DIRECTOR'S Message

The year 2019 has seen better operational results for Terra, this improvement mainly emanates from the Cane (on account of better sugar prices) and Brands clusters. Our Net Profit after Tax increased by 19% (i.e. from MUR'M 319.6 in 2018 to MUR'M 380.7 in 2019) and the profit attributable to the equity holders of the Company increased by 33% (i.e. from MUR'M 197.3 in 2018 to MUR'M 262.8 in 2019).



MANAGING DIRECTOR'S MESSAGE (CONT'D)

The continuing pressure of low sugar prices has required a sustained focus on driving enhanced efficiencies and productivity across our clusters, underpinned by a strong culture of operational excellence. This focus is completely aligned with our commitment to delivering strong sustainability performance and has contributed to another year of generally positive performance in occupational health and safety, employee wellbeing, environmental stewardship and community engagement. This pleasing performance in managing our material environmental, social and governance impacts, together with generating substantial value for our stakeholders through our core business activities, has enabled us to continue to make a positive contribution to Mauritius' developmental priorities and the UN Sustainable Development Goals.

To optimise the sustainability performance of each of our entities, in December 2018 we established a sustainability management platform, and this year we finalised a five-year sustainability framework (2019–2023) that has three clear focus areas and 16 specific commitments. Through this framework, we will be sharing best industry practices internally to further enhance the environmental and social performance of our operations, and to identify specific opportunities for improvement across our value chain. We are in the process of defining specific objectives and targets, and we will be implementing these as from 2020.

INVESTING IN EMPLOYEES

Terra's ability to create value depends ultimately on the health, wellbeing and productivity of our employees. We continued our efforts this year to build a strong leadership bench-strength by investing in executive and leadership development coaching programmes, through our collaboration with the African Leadership College (ALC) Leadership Programme that focuses on 'intrapreneurship' and innovation. As part of our continued focus on becoming more efficient, we initiated certain 'lean management' principles in collaboration with the National Productivity and Competitiveness Council (NPCC) for our agriculture cluster. We also launched a Culture and Engagement Journey in our property and agriculture clusters, co-creating the working culture with identified Change Ambassadors. To ensure that our HR strategy and activities are strongly aligned with our business objectives, and to deepen a performance-driven culture, we continued to work this year on embedding appropriate key performance indicators for each team and for each role within that team.

OCCUPATIONAL HEALTH AND SAFETY

It is pleasing to report that there were no employee or contractor fatalities this year and that we made good progress in terms of the specific objectives set in each cluster to deliver on our established safety goals. We continued to implement various health and safety initiatives across the Group, providing relevant employee training and awareness programmes, upgrading safety equipment where needed, and maintaining our OHS management systems. Following the recent restructuring of staff at Terra Milling, we have placed a strong emphasis on training our new leadership teams on their roles and responsibilities regarding health and safety, with the aim of securing certification in 2020 in terms of the ISO 45001:2018 (health and safety) standard. Terragen secured a successful recertification audit for its integrated management system based on ISO 9001:2015 (quality), ISO 14001:2015 (environment) and ILO OSH 2001 (health and safety) standards, for another three-year period.

ENVIRONMENTAL STEWARDSHIP

Our business activities depend on the use of natural resources, such as water, energy, serviceable land and sugar cane. Given this dependency, we recognise the strategic importance of integrating environmental issues into our activities, and in having a common platform to ensure better monitoring of our impacts. As reviewed in more detail throughout this report, the Group's business model reflects the principles of a closed-loop circular economy, with many of the by-products of one of our operations serving as a raw material input for another. We maintained a strong focus this year on reducing water consumption in our Cane operation, minimising the use of irrigation and improving the utilisation of effluents from Terra Milling and Terragen to irrigate our sugar cane fields. We considerably reduced the levels of solid fertilisers and herbicides applied in cane fields, and made valuable progress in our research and development activities relating to organic sugar, identifying 175 hectares that we plan to convert to organic cane over the next three years. We have continued to make progress in decarbonising our energy mix by gradually shifting from coal to biomass in our Power business; this year, the increase in the levels of cane straw combusted to 9,639 tonnes, resulted in around 5,260 tonnes of coal being replaced. Following the closure of the Méline milling plant, we secured a significant increase in *bagasse* supply, and we are continuing to explore the viability of burning eucalyptus as an additional source of biomass. We maintained a strong priority on integrating environmental issues in the design and construction of our Beau Plan Smart City project.

MANAGING DIRECTOR'S

Message (cont'd)

SUPPORTING NEIGHBOURING COMMUNITIES

The Terra Group continues to support neighbouring and other communities through the corporate social responsibility (CSR) programme administered by Terra Foundation, building on the significant social value created through the Group's core business activities: through the provision of direct and indirect employment, the development of skills, and our contribution to the national tax base. Following government's approval of our list of long-term projects, we were able to continue investing 50% of our CSR funds into local communities, with the balance being paid through the Mauritius Revenue Authority to the National Social Inclusion Foundation for redistribution to local projects and NGOs. We maintained partnerships with 22 NGOs, sponsoring a total of 34 projects in 2019, with the majority of our funding (87%) being delivered in the North.

The Group's sustainability performance – and strong commitment to disclosure in accordance with the IIRC's International <IR> Framework and GRI's Sustainability Reporting Standards – continues to be externally recognised, as evidenced by Terra's listing on the Sustainability Index (SEMSI) of the Mauritian Stock Exchange since 2015.

Maintaining transparency and delivering strong environmental, social and governance performance, remains an important objective and a key part of our commitment to creating value for our stakeholders over the short, medium and long term.



NICOLAS MAIGROT
Managing Director
27 August 2020



MANAGING

Sustainable Development



OUR APPROACH TO SUSTAINABILITY MANAGEMENT

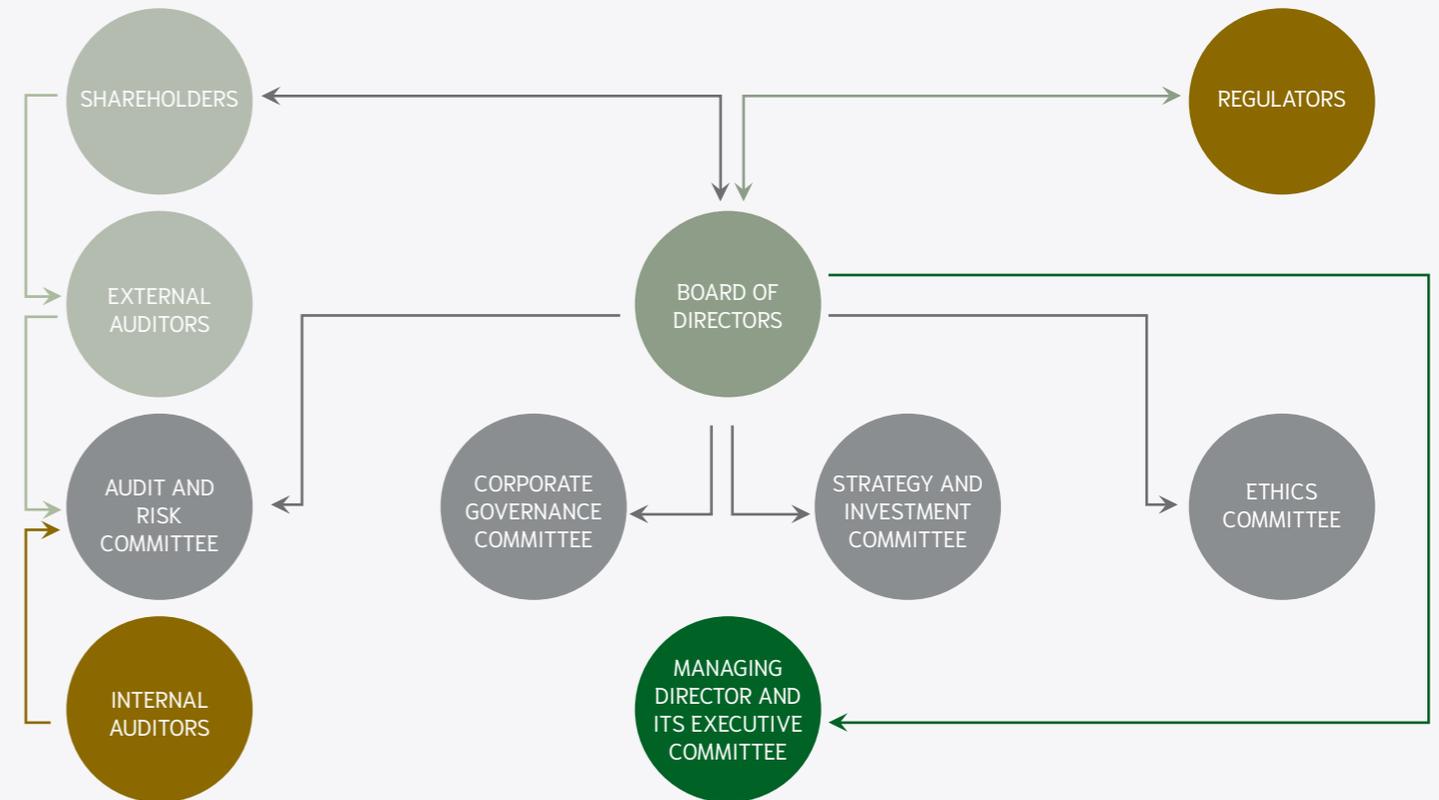
Terra understands its responsibility to effectively manage its sustainable development issues. Terra's Board of Directors assumes overall responsibility for managing sustainable development and delegates certain responsibilities to various committees as shown below. It also ensures compliance with the Companies Act, the Code of Corporate Governance and other applicable legal requirements. The focus areas of the Board Committees are provided on pages 78 to 80 of the Annual Integrated Report 2019.

Although Terra's clusters are autonomous in their decision-making processes, budgeting and reporting – with each leadership team fully accountable for its cluster's respective performance – there are some areas where strategic guidance and support services are provided at a Group level. These are human capital management, corporate social responsibility actions and environmental management.

Terra's Corporate Human Resources (HR) Department, managed by the Group HR Manager under the direction of Terra's Managing Director and supported by the HR teams at Grays and Terragri, provides the Group's strategic guidance on HR issues. The management of environmental aspects within Terra is addressed across various platforms: Corporate Governance Committee, Executive Committee and at entity level. Environmental issues are managed laterally with the support of Group HSEQ (Health and Safety, Environment, Quality) and by designated people within the clusters. The HSEQ function of Terra facilitates knowledge transfer and guides the clusters to enhance their environmental performance. This is supported by following a reporting process in accordance with GRI Standards and the implementation of HSEQ management systems where applicable. Terra Foundation, which operates under the management of its Board, has an operational CSR Committee to promote community development and implement actions.

MANAGING SUSTAINABLE DEVELOPEMENT (CONT'D)

TERRA'S CORPORATE GOVERNANCE STRUCTURE



INTEGRATING SUSTAINABILITY THROUGHOUT THE BUSINESS

To enhance the performance of each of our entities, we set up a structured sustainability platform in December 2018 and developed a five-year framework in 2019. Through this platform and framework, we will be sharing best industry practices with the aim of further improving the economic, environmental and social performance of our operations, as well as identifying practical opportunities across our broader value chain. This requires us to critically look at all aspects of our operations across the business units and to engage with our stakeholders on sustainability issues.

SEMSI LISTING

Since 2015, Terra has been listed on the Stock Exchange of Mauritius' Sustainability Index (SEMSI). Following Terra's excellent performance in a review exercise undertaken in August 2019 by the SEMSI Supervisory Committee, the Company remained on the Index.

MANAGING

Sustainable Development (cont'd)

Our 2019–2023 sustainability framework has three focus areas and 16 commitments, as listed below:

CREATING VALUE FOR THE BUSINESS AND STAKEHOLDERS

- Increasing operational efficiency and enhancing productivity;
- Continuously improving our operations;
- Developing new business opportunities; and
- Promoting innovation.

CARING FOR OUR PLANET

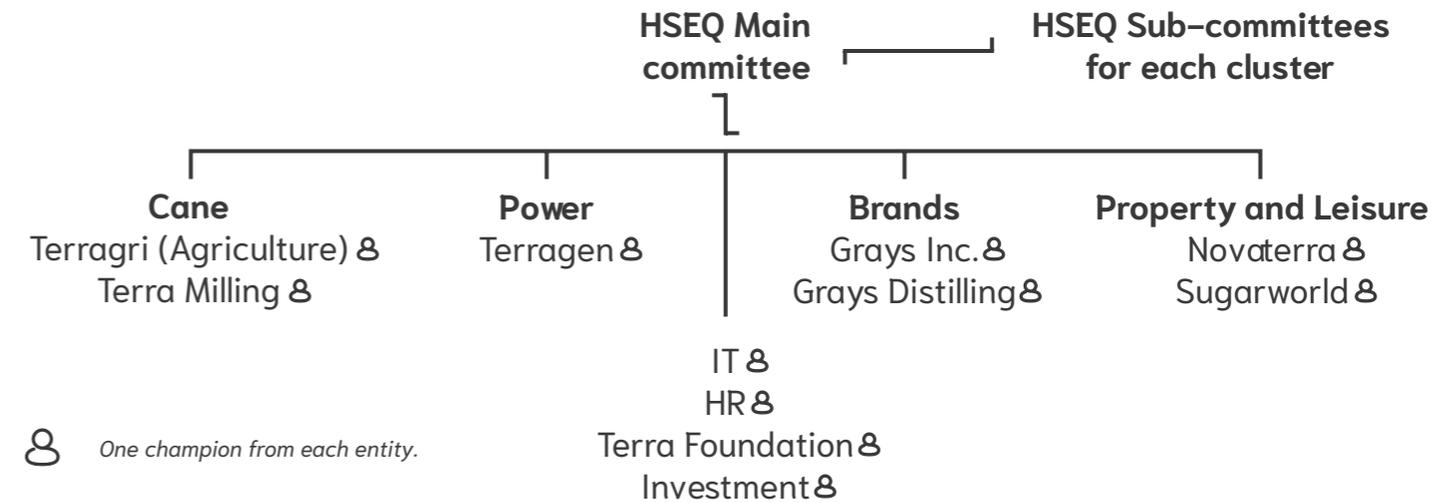
- Reducing water use in our processes;
- Managing energy use to reduce the emission of greenhouse gases;
- Improving our carbon footprint;
- Reducing waste throughout operations and promoting efficient disposal of waste;
- Minimising the generation of effluent and discharging it as per regulations;
- Promoting sustainable sourcing and supply chain sustainability;
- Promoting a circular business; and
- Adapting our operations to climate change impacts.

SUPPORTING AND CREATING POSITIVE CHANGE AND OPPORTUNITIES FOR PEOPLE

- Nurturing and developing our people to help them achieve their potential;
- Providing a safe and healthy work environment for our employees;
- Promoting inclusive business; and
- Addressing the social challenges of our businesses.

The sustainability framework is relevant at both Group and business unit levels; respective objectives and targets will be set in 2020. The diagram below illustrates the operating structure of the sustainability platform that will help monitor the impacts of the business units and track our progress in meeting our sustainability commitments over the next five years. An intensive series of meetings with internal stakeholders took place from mid-2018 to 2019, which helped in identifying the material focus areas for each business unit. Specific objectives and targets are currently being defined, and we will structure our reporting in line with these in 2020. While our Annual Integrated Report covers largely the first focus area throughout our cluster sections, the second and third focus areas are elaborated on in this Sustainability Report.

MANAGING SUSTAINABLE DEVELOPEMENT (CONT'D)



OUTLOOK

During 2020 our focus will be on:

- Setting objectives and targets for material topics for each business unit, with respect to our sustainability commitments.
- Sharing and transferring good practices across the clusters in the sustainability platform.

MANAGING

Sustainable Development (cont'd)

OUR MATERIAL SUSTAINABILITY TOPICS

In line with the two focus areas – planet and people, and materiality assessment – sustainability topics were identified in each business unit of Terra. GRI standards guided this exercise. There are common topics to be monitored across all entities and some topics that are specific to each entity owing to the nature of their operations. The material sustainability topics for all entities are shown. As stated earlier in this report, there is ongoing work on some of these identified material topics which will be published in the 2020 report.

Material Sustainability Topics – Common to all business units			
		Environment	Social
		Raw materials management	Occupational health and safety
		Energy management	Training and education
		Water management	Labour/management relations
		Effluent management	Local communities
		Waste management	Social impacts of operations
		Carbon footprint	Raw materials sourcing
		Raw materials sourcing	Supplier's social responsibility
		Supplier's environmental responsibility	
Material Sustainability Topics – Specific			
Cluster	Entity	Environment	Social
Cane	Terragri (Agriculture)	Climate change impacts on agriculture	Food safety
	Terra Milling	-	Food safety
Power	Terragen	(See common topics listed above)	(See common topics listed above)
Brands	Grays Inc.	Packaging life cycle management	Food safety
			Food waste management
			Product health and nutrition
	Pharmaceutical products supply chain integrity		
Grays Distilling	(See common topics listed above)	(See common topics listed above)	
Property and Leisure	Novaterra	Management of tenant sustainability impacts	-
		Climate change adaptation	-
	L'Aventure du Sucre	Packaging life cycle management	Food safety
Other	Topterra	(See common topics listed above)	Nutritional content
			Food waste management
			Customer safety
Terrarock	(See common topics listed above)	(See common topics listed above)	

MANAGING SUSTAINABLE DEVELOPEMENT (CONT'D)

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT AGENDA

The 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), adopted by all United Nations Member States, came into effect in January 2016. The Agenda seeks to drive collaboration between all countries in implementing actions to promote peace and prosperity for people and the planet. The SDGs recognise that strategies for economic growth should also provide for reducing inequality, ending poverty, improving health and education, climate actions, and supporting healthy oceans. Achieving the Agenda requires the collective involvement of government, policy makers, businesses, various stakeholders and communities.

Terra, as a conglomerate of diverse types of business, contributes directly and indirectly to the 17 SDGs, and its impacts vary significantly for each cluster of operations. Our materiality assessment related to sustainability identified, that will have a high impact on six SDGs. We shall therefore focus on how our operations are contributing to these six goals.

ENSURE ACCESS TO WATER AND SANITATION FOR ALL



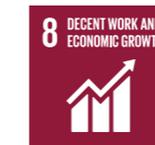
Given the water-stressed nature of Mauritius, we have ongoing measures in place across our operations to reduce or optimise our water consumption. We also manage our effluents to prevent pollution, and we dispose of our hazardous waste at a designated facility.

ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY



The Power cluster contributes significantly by providing the country with access to affordable, reliable, renewable and modern energy. The aim is to increase the share of renewable energy in the national mix, and to pursue other alternatives. The other clusters of Terra are investigating the use of solar energy at their operations.

PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, EMPLOYMENT AND DECENT WORK FOR ALL



Terra contributes to GDP growth by providing employment and decent jobs to a diverse population. It also ensures that employees work in a safe and healthy environment by adopting safe work practices and measures. Innovation and diversification of operations are encouraged across the companies.

MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE



The Property cluster is actively involved in promoting inclusive and sustainable urbanisation, and is providing green public spaces for people. The Agriculture cluster implements efficient measures for land preparation and plantation. Terra contributes to the development of storm water drains for the country to mitigate impacts of natural disasters.

ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



Terra's business units consume many types of natural resources and are conscious about and responsible for an efficient use of natural resources. Materials are reused and recycled in processes. Waste generation and management are also being improved.

TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS



The Power cluster has a significant impact on this goal. It is continually improving its energy efficiency and reducing its CO₂ emissions, and investigating opportunities to use other biomass as energy sources.

MANAGING

Sustainable Development (cont'd)

CARING FOR OUR PLANET - TERRA GROUP ENVIRONMENTAL PERFORMANCE

Our business activities depend on the use of natural resources, such as water, energy, serviceable land and sugar cane. Given this dependency, we recognise the strategic importance of integrating sustainability into the business and having a common platform to ensure better monitoring of our impacts. As outlined below and on pages 10 and 11, the Group's business model reflects the principles of a closed-loop circular economy, with many of the by-products of one of our operations serving as a raw material input for another.

During 2019, there were no cases within the Group of non-compliance with legal requirements relating to the environment. We continue to work with industry associations and government authorities to assist us in managing our environmental footprint.

MANAGING SUSTAINABLE DEVELOPMENT (CONT'D)

OUR 2019 KEY ENVIRONMENTAL FIGURES

DIRECT RENEWABLE MATERIALS

TERRAGRI LTD (AGRICULTURE)
Organic fertilisers (CMS): 13,917 tonnes
Filtered mudcake (scum): 4,328 tonnes

TERRA MILLING LTD
Sugar cane: 919,615 tonnes

TERRAGEN LTD
Bagasse: 311,544 tonnes
Sugar cane trash: 9,639 tonnes

GRAYS DISTILLING LTD
Molasses: 24,094 tonnes

GRAYS INC. LTD
Alcohol (100%): 729 m³
Bulk wines and spirits (65%): 734 m³

TOPTERRA LTD
Vinasse: 40,094 m³

DIRECT NON-RENEWABLE MATERIALS

TERRAGRI LTD (AGRICULTURE)
Liquid mineral fertilisers: 1,546 tonnes
Solid fertilisers: 457 tonnes
Diesel: 1,085 m³

TERRAGEN LTD
Coal: 188,085 tonnes

TERRAROCK LTD
Boulders: 380,364 tonnes

WATER CONSUMPTION

Terragri Ltd: 5,051,600 m³
Terragen Ltd: 1,522,596 m³
Terra Milling Ltd: 509,413 m³

RENEWABLE ENERGY CONSUMPTION

BAGASSE AND SUGAR CANE TRASH
Terragen Ltd: 62,103 GJ
Terra Milling Ltd: 651,432 GJ

NON-RENEWABLE ENERGY CONSUMPTION

COAL
Terragen Ltd: 131,100 GJ
Terra Milling Ltd: 373,151 GJ

DIRECT GHG EMISSIONS (SCOPE 1)

TERRAGEN LTD
Bagasse: 263,525 tonnes of biogenic CO₂
Sugar cane trash: 14,104 tonnes of biogenic CO₂
Coal: 436,637 tonnes of CO₂

TERRAGRI LTD (AGRICULTURE)
Diesel: 2,825 tonnes of CO₂

WASTE GENERATION

GRAYS INC. LTD
Recycled non-hazardous waste
Glass bottles (damaged): 30 tonnes
Plastic waste: 4.7 tonnes
Cardboard & paper waste: 23.1 tonnes

TERRAGRI LTD (AGRICULTURE)
Recycled hazardous waste
Used oil: 4 m³
Used tyres (vehicles): 15 tonnes

OUTLOOK

During 2020 our focus will be on:

- Securing QSE certification of Grays Inc. and Grays Distilling, which will have a direct impact on their environmental performance.
- Ensuring effective integration of environmental measures during the conception phase of the Smart City development.



MANAGING

Sustainable Development (cont'd)

RECOGNITION AND CERTIFICATION IN OUR BUSINESS UNITS

Stock Exchange of Mauritius' Sustainability Index	Terra Group
BRC Global Standards for Food Safety certification	Terra Milling
Sedex Supplier (B) membership	Terra Milling
Integrated management system certification – ISO 9001:2015; ISO 14001:2015; ILO OSH 2001	Terragen
Trip Advisor Certificate of Excellence 2019 award	<i>L'Aventure du Sucre</i>
Gold Medal to New Grove Bourbon cask at the world contest of Bruxelles (Spirits Selection)	Grays Inc.

INVESTING IN OUR PEOPLE

Having the right technical and leadership skills, diversity of experience, and a strong performance-oriented culture, is fundamental to Terra's ability to generate value. Terra's Corporate Human Resources (HR) Department, supported by the HR teams at Grays and Terragri, provides the Group's strategic guidance on HR issues, as well as various shared and value-added services, such as customised training and development programmes, HR efficiency matrices, and remuneration and benefit policies. Although training is managed by conducting a training needs analysis in each cluster and then formulating an annual training plan, we achieve economies of scale by running some Group learning programmes for all clusters with similar requirements.

Entity	Headcount as at 31 December 2019
Terragri Ltd (Corporate)	38
Terragri Ltd (Property)	80
Terragri Ltd (Agriculture)	290
Terra Milling Ltd	144
Terragen Ltd	48
Grays Inc. Ltd	531
Grays Distilling Ltd	44
Sugarworld Ltd	66
Terra Finance Ltd	5
Terrarock Ltd	43
Total	1,289

MANAGING SUSTAINABLE DEVELOPMENT (CONT'D)

FOSTERING A PERFORMANCE-BASED CULTURE

During 2019, we further embedded the importance of appropriate key performance indicators (KPIs) for each team and for each role within that team, to ensure that the HR strategy is aligned with business objectives. After agreeing key result areas and KPIs at the executive level the previous year, we began discussions with other senior managers in 2019 with the aim of deepening the performance-driven culture. In 2020, we plan to progress towards more continuous performance management processes rather than one-off assessments. We will also be participating in a remuneration survey, as we do every two years, for both executives and staff. Our objective is to use the survey results to monitor and strengthen our remuneration policies and ensure they respect market ranges.

LEARNING AND DEVELOPMENT

Investing in the learning and development of our employees remains a key strategic focus. This year, we continued our efforts to build a strong leadership bench-strength by providing executive and leadership development coaching programmes. We continued our collaboration with the African Leadership College (ALC) on co-creating a Leadership Programme that focuses on 'intrapreneurship' and innovation. This will be launched in 2020. As part of our continued focus on becoming more efficient, we initiated certain 'lean management' principles in collaboration with the National Productivity and Competitiveness Council (NPCC) for our agriculture cluster. We have launched a productivity improvement programme, which is already starting to reap benefits. We are looking forward to pursuing the next steps in the KAIZEN process and disseminating it to our other clusters. We also launched a Culture and Engagement Journey in our property and agriculture clusters, co-creating the working culture with identified Change Ambassadors. During the engagement, we identified certain values that each cluster wanted to embed into their operations. For Novaterra, as a new and fast-growing cluster, this meant a culture of being a learning organisation, focused on results. For Terragri (Agriculture) this meant changing from a traditional approach to agriculture to becoming a modern organisation. We will also roll out a new training identification and evaluation model in 2020.

HEALTH AND SAFETY

The Group has a continual improvement approach to providing a healthy and safe working environment for all its employees, sub-contractors and visitors. In 2019, the clusters focused their efforts on enhancing an optimal safe working environment for their employees. These are detailed in each cluster's sustainability performance section. At Group level, this year we introduced "sophrology", a relaxation technique comprising easy-to-do physical and mental exercises to mitigate stress and other psychosocial hazards. This innovative initiative was introduced during the health and safety week in May 2019, where employees experienced how the art of breathing can help relieve stress in the workplace.

Key health and safety statistics are shown below, and further details are provided in Annexure 1.

	Cane			Power			Brands			Property and Leisure		
	2019	2018	2017	2019	2018	2017	2019	2018	2017	2019	2018	2017
Fatalities	0	0	1	0	0	0	0	0	0	0	0	0
Number of injuries with lost day > 24h	87	72	77	1	0	1	33	32	29	4	3	2
Injury rate	53.0	37.2	29.0	9.9	0.0	9.6	42.4	21.0	21.1	11.0	9.1	6.0
Lost day rate	0.36	0.31	0.29	0.14	0.00	0.38	0.04	0.13	0.16	0.09	0.03	0.02

MANAGING

Sustainable Development (cont'd)

PROTECTING LABOUR RIGHTS

Terra continues to ensure that all its employees are adequately remunerated and provided with a respectful working environment free from inappropriate or unprofessional behaviour, including any form of harassment or discrimination. We recognise the right of every employee to freedom of association. In the Cane cluster, 96% of workers are unionised across six different unions; sector workers are also regulated by sugar industry remuneration orders that set the minimum wages and conditions of employment for various categories of workers. The collective bargaining process, which started in 2018, is ongoing for both our staff and labour force, and we hope that a satisfactory outcome will be reached in 2020. In October 2019, new employment legislation was introduced in Mauritius and we are in the process of achieving full compliance in all our clusters. This legislation resulted in an unexpected increase in staff and labour costs, having a significant financial impact across operations. We are keen to explore opportunities to use imported labour for activities where we struggle to find suitably skilled workers locally and we are waiting for a framework from the Government to provide guidance.

OUTLOOK

In 2020, our focus will be on the following priority areas:

- In the Cane cluster, we will maintain a strong emphasis on monitoring labour costs and maximising productivity. Collective bargaining agreement negotiations are still ongoing with the various unions;
- In our Brands cluster, we will continue to identify more opportunities to optimise manpower structures and processes in order to further improve overall efficiencies. We will launch Work Improvement Teams to further enhance work processes; and
- We will enhance our performance management processes by introducing new practices, including the use of Objectives and Key Results (OKR), which will be piloted initially within the Cane and Property clusters.



CANE



CARING FOR OUR PLANET

GROWING A SUSTAINABLE RESOURCE – SUGAR CANE

Sugar cane is grown on around 5,200 hectares of land owned by Terragri (Agriculture). Grown on a large scale, it prevents soil erosion. In our ecological system and business model, sugar cane is a valuable resource that contributes to the sustainable development of our island. It also has a good carbon dioxide absorption rate.

We have made valuable progress on research and development relating to organic sugar, identifying 175 hectares to be converted to organic cane over the next three years. Although growing organic cane is not difficult, our challenges will be the control of weeds in fields, the risk of cane fire, the co-habitation of vegetable production with organic cane, and managing the production of non-organic cane grown by other planters with Terra's organic cane. Organic sugar production at the milling factory will also be a challenge. To achieve the Mauritius Chamber of Agriculture's vision for 1,500 hectares of land to be converted to organic cane in the next three years, all growers will need to invest further in such land; Terra is ready to meet this challenge.

There were significant improvements in 2019 with regard to our fertiliser and herbicide usage with considerably reduced levels of solid fertilisers and herbicides applied in cane fields. Measures implemented include timely weed control, seed bank management, using drone technology to take pictures of fields, to facilitate spot herbicide application instead of complete coverage, and evaluating cover crops in inter-rows of ratoon cane to control weeds and decrease dependence on herbicides. Our liquid fertilisers blend consists of an average of 91% of organic Concentrated Molasses Stillage (CMS) content, with the remainder made of mineral fertiliser. Filtered mudcake is a good source of organic matter that enhances and preserves the soil fertility. We continued to improve on automation of processes at Terra Milling, which has enhanced the mill's performance and operational efficiencies.

CANE (CONT'D)

Direct Renewable Materials		2019	2018	2017
Terragri (Agriculture)	Organic fertilisers (CMS), tonnes	13,917	14,117	10,562
	Filtered mudcake (scum), tonnes	4,328	4,346	6,629
Terra Milling	Sugar cane, tonnes	919,615	751,122	867,643
Direct Non-Renewable Materials		2019	2018	2017
Terragri (Agriculture)	Liquid mineral fertilisers, tonnes	1,546	1,569	1,174
	Solid fertilisers, tonnes	457	1,043	1,141

WATER AND EFFLUENT MANAGEMENT

The total water usage for irrigating sugar cane fields was lower in 2019, as Terragri (Agriculture) was allocated a specific volume of water by the local authority, and no irrigation was practised during weekends. Heavy rainfall during some months also contributed to this reduced volume. All effluents generated by Terra Milling and Terragen are used to irrigate the fields. The effluent irrigation network was extended in 2019. New pivots will be installed in 2020 for an additional area of 60 hectares to redirect effluent to fields.

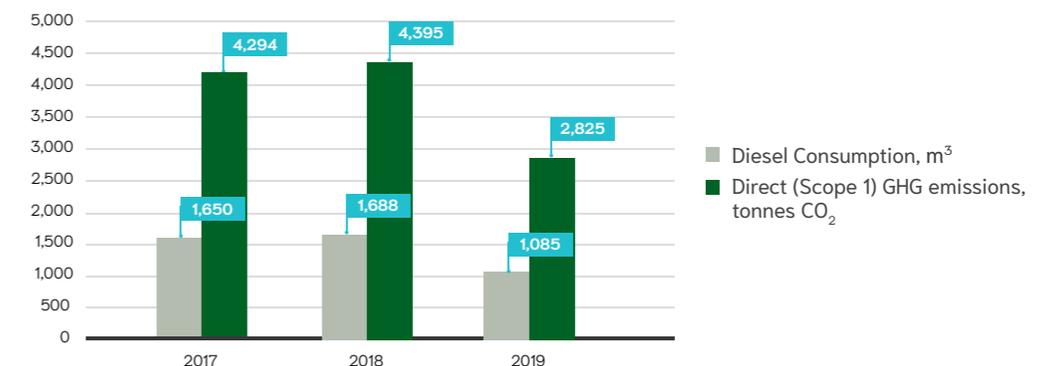
Terra Milling ensures that process water is reused and recycled before it is discharged for irrigation. The water consumption was higher in 2019, owing to the increased quantity of cane processed.

Water Consumption, m ³	Source of water withdrawal	2019	2018
Terragri (Agriculture)	Surface water	5,051,600	4,957,518
Terra Milling	Surface water	509,413	392,482
Effluent used for irrigation	Terra Milling and Terragen	509,400	850,000

ENERGY MANAGEMENT

We have been implementing more efficient harvesting and soil preparation measures, as well as introducing new technologies and field maintenance activities. This involves the increased use of artificial intelligence, designated software and drones in our growing activities. We also enhanced the mill's performance, improved operational efficiencies at the factory, and enhanced the control and automation process. All these measures have contributed towards optimising energy consumption.

Fuel Consumption at Terragri (Agriculture) and equivalent GHG emission



Terra Milling Energy Consumption	2019	2018	2017
Renewable energy – <i>bagasse</i> and cane trash (GJ)			
Electricity consumed	52,439	45,896	57,146
Steam consumed	598,993	522,139	628,053
Non-renewable energy – Coal (GJ)			
Electricity consumed	40,677	37,107	29,088
Steam consumed	332,474	285,579	221,427

WASTE MANAGEMENT

Any waste generated during operations is directed to registered disposal facilities. Empty herbicides plastic containers used by Terragri (Agriculture) were recycled by a local company, which converted the waste plastic into furniture. The herbicides containers, once emptied, are rinsed three times, to ensure that no residue remains inside the containers before disposal. There are on-going discussions and efforts with the Mauritius Chamber of Agriculture and the Food and Agricultural Research and Extension Institute to find a solution for reducing, reusing and recycling the waste plastic containers, in line with Government's drive to drastically reduce plastic packaging nationally.

Waste Generation	Category	Waste type	Quantity	Disposal method
Terragri (Agriculture)	Hazardous	Used tyres, tonnes	15 (-15%)	Landfilling
	Hazardous	Used oil, m ³	4 (-7%)	Recycling
Terra Milling	Non-hazardous	Organic waste, tonnes	446 (-24%)	Landfilling (Terra)
	Non-hazardous	Filtered mud cake (scum), tonnes	28,064 (+29%)	Reuse in sugar cane fields
	Non-hazardous	Scrap metal, tonnes	155 (+49%)	Recycling

SUPPORTING AND CREATING POSITIVE CHANGE AND OPPORTUNITIES FOR PEOPLE

SUPPLYING GOOD QUALITY SPECIALTY SUGARS

Terra Milling is known for producing good quality specialty sugars. The adoption of the BRC Global Standard since 2007 has helped to enhance food safety management throughout its operations. As a Sedex Supplier (B) member, Terra Milling enforces compliance with labour laws, health and safety, and environmental regulations, and business ethics. Food safety and Sedex audits held in 2019 presented positive findings and recommended additional training of staff, as well as regular verification of control points.

The Mauritius Sugar Syndicate (MSS) facilitates communication between Terra Milling and its customers. Key actions taken together with MSS in 2019 included holding frequent meetings with MSS sales coordinators to ensure effective sugar transport and storage and reduce warehousing time, planning of customer audits on site, and responding to customer queries related to products and food safety measures. Customer feedback helps Terra Milling to continually improve its processes. It was encouraging to get positive feedback from customers regarding significant improvement in preventing foreign body contamination in sugar, keeping sugar within agreed specifications, and sparkling sugar crystals. However, a few damaged bags and caking of sugar were also reported, for which preventative actions were taken. A structured method of measuring the level of customer satisfaction will be implemented in 2020.

HELPING THE COMMUNITIES

We contribute significantly to helping and developing the communities where we operate, recognising that we are all interdependent. The cluster supported the 'National Disaster Risk Reduction and Management' under the aegis of the Ministry of Social Security, National Solidarity and Environment and Sustainable Development, to make available its resources such as vehicles during national disasters. The Mauritian Wildlife Foundation again solicited Terragri (Agriculture) to use its land as helicopter landing ground for transporting endemic species to and from Round Island.

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

Considerable emphasis was placed in 2019 on leadership programmes and business strategy for leaders at Terra Milling and Terragri (Agriculture). This has helped the management and staff to acquire tools and skills to better devise strategies, and to develop a culture change programme within the organisation. A Culture and Engagement Journey was started by the end of 2019 with 25 employees at Terragri (Agriculture); this will continue in 2020. Working in an industry that faces continuous financial stress can impact on staff morale, making effective engagement essential. The culture journey includes a life coach, interactive sessions and monthly meetings geared towards cultivating and sustaining a strong culture of being a results oriented, learning and caring organisation. This initiative will be rolled out to all employees within the business. These efforts are expected to foster a positive work environment and a more engaged workforce.

HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

Following the recent restructuring of staff at Terra Milling, management recognised the need to train the new leaders on their roles, responsibilities and accountabilities regarding health and safety. Training on the ISO 45001:2018 (health and safety) standard was given to the new leaders and employees, in order to continue with its implementation and secure a certification in 2020. Working at height was one of the major hazards identified at the factory and management thus placed an emphasis on mitigating the risks through investments in new equipment, including a boom lift and a forklift. At Terragri (Agriculture), fire in fields was a major risk in 2019. Training was reinforced to provide a group of employees with the appropriate skills and attitude for efficient and safe fire-fighting, and a safe field fire-fighting system was established. Measures for safe working at height during difficult weather conditions were taken through investment in new equipment.

POWER



CARING FOR OUR PLANET

SUSTAINING THE SUGAR CANE INDUSTRY

Terragen supplies 15% of the national electricity consumption to CEB, which distributes it to the population and is among the cheapest suppliers of electricity on the island. The sugar industry has contributed largely to the Mauritian economy as one of its main pillars. It has now diversified and is valorising its co-products efficiently for the production of energy, alcohol and organic fertilisers (concentrated molasses stillage). By taking all the *bagasse* produced by Terra Milling and, to some extent, the sugar cane straw left in the fields, Terragen is fully supporting the sugar cane sector. The share of renewable energy produced by Terragen is around 17% of national renewable energy production.

INCREASING THE SHARE OF RENEWABLE ENERGY SOURCE: BAGASSE AND CANE STRAW

We are gradually delivering on our commitment to decarbonise our energy mix by shifting from coal to biomass. This year we increased levels of cane straw combustion to 9,639 tonnes, an addition of 1,392 tonnes on 2018. The cane straw contribution replaced around 5,260 tonnes of coal. There was also a significant increase in *bagasse* supply owing to the closure of Medine milling plant where part of the canes from its factory area was directed to Terra Milling. The specific coal consumption is closely monitored so as to generate maximum electricity with less coal. In 2019, 603g of coal was burnt for each kWh of electricity produced, which was consistent with 2018 performance.

We have started exploring the viability of burning eucalyptus as an additional source of biomass, have planted 3.26 hectares and established a nursery at Mount. The eucalyptus trees have been planted on marginal land where sugar cane cannot be mechanised. The target is to plant 50 hectares by 2022.

POWER (CONT'D)

Terragen Direct Materials	2019	2018	2017
Renewable materials (tonnes)			
Bagasse	311,544	252,940	294,793
Cane straw	9,639	8,247	7,526
Non-renewable materials (tonnes)			
Coal	188,085	192,798	188,892

WATER AND EFFLUENT MANAGEMENT

Water consumption is closely monitored and managed. We have been able to further reduce our water consumption by 9.5% since 2018, through process improvement that include reducing water in cleaning operations and tracking leaks in water circuits. There are two important ongoing projects that will enable an additional decrease in water consumption in 2020: PURATE technology will be used in cooling tower water to reduce biological growth and decrease cooling water blowdown; and modification of chemical treatment. Water is recirculated and reused in the process to reduce effluent generation. The resulting effluent, which is always used by Terragri (Agriculture) for irrigating sugar cane fields, was estimated at 380,649 m³ in 2019.

Terragen water consumption, m ³	2019	2018	2017
	1,522,596	1,578,574	1,698,912

ENERGY MANAGEMENT

Our energy consumption was lower in 2019 due to effective monitoring of auxiliaries equipment and replacement of one steam air heater.

Energy consumption within Terragen	2019	2018	2017
Renewable energy – <i>Bagasse</i> & cane straw (GJ)			
Electricity production	542,854	472,147	519,364
Electricity supplied to Terra Milling	52,439	45,896	57,146
Steam supplied to Terra Milling	598,993	522,139	628,053
Electricity sold to CEB	428,313	371,702	401,799
Electricity consumption within Terragen	62,103	43,294	60,419
Non-renewable energy – Coal (GJ)			
Electricity production	1,279,762	1,319,800	1,303,775
Electricity supplied to Terra Milling	40,677	37,107	29,088
Steam supplied to Terra Milling	332,474	285,579	221,427
Electricity sold to CEB	1,107,985	1,142,525	1,137,000
Electricity consumption within Terragen	131,100	151,420	137,688

POWER *(cont'd)*

POWER (CONT'D)

REDUCING GREENHOUSE GAS EMISSION AND MONITORING AIR EMISSIONS

Terragen's commitment to reduce coal in its energy mix has a direct positive impact on reducing greenhouse gas emissions. The increase in biomass combustion in 2019 resulted in higher biogenic carbon dioxide emission, which represented around 39% of total emissions. We monitor the parameters of combustion through an online continuous automatic system, and our air emissions are also controlled by an independent laboratory operating under the Mauritius Cane Industry Authority (MCIA) on a quarterly basis, and annually by a foreign accredited laboratory.

Terragen ensured 100% compliance in 2019 with respect to its Environmental Impact Assessment (EIA) licence and Environment Protection Act (EPA) 2002 – Standards for Air 1998. Solid particles (dust) are controlled through many methods, including equipping each boiler unit with an efficient electrostatic precipitator, and using dust suppression equipment on the *bagasse* handling system. In 2019, we have successfully installed a dust suppression equipment on the coal handling system, while some additional trees were planted around the coal ash storage area.

Direct GHG Scope 1 emissions (in tonnes CO ₂ equivalent – CO ₂ , CH ₄ , N ₂ O)	2019	2018	2017
Sugar cane straw (biogenic CO ₂)	14,104	12,289	11,156
<i>Bagasse</i> (biogenic CO ₂)	263,525	213,816	247,877
Coal	436,637	449,973	437,089

Other significant air emissions – NO _x , SO ₂ , particulate matter (PM)				
Parameter (mg/Nm ³ at 6% O ₂)	2019	2018	2017	EPA Standards for Air 1998 (mg/m ³)
NO _x	548	553	631	1000
SO ₂	910	836	809	None
PM 10 – <i>bagasse</i> & sugar cane straw	42	22	15	400
PM 10 – Coal	76	45	46	200

REUSING BAGASSE ASH AND COAL ASH

This year 57% of our coal fly ash (6,241 tonnes), up from 35% in 2018, was sent to the Thermal Valorisation plant in the south of the island for re-burning and transformation into an additive for the production of cement. This process reduces the carbon content from around 20% to less than 5% and reuses the energy released to produce electricity. This plant was established to provide a permanent environmental solution to coal ash reuse. Part of *bagasse* ash is mixed with filtered mud-cake and used as organic fertiliser in sugar cane fields.

Fuel ash (tonnes)	2019	2018	2017
<i>Bagasse</i> fly ash	13,308	12,815	14,260
Coal fly ash	10,506	16,388	20,480
Coal bottom ash	24,832	25,414	26,687

Terragen generates minor quantities of hazardous and non-hazardous wastes that are directed to registered recyclers and waste disposal facilities. In 2019, 7 m³ of used oil were recycled, while 101 tonnes of metals were scrapped.

SUPPORTING AND CREATING POSITIVE CHANGE AND OPPORTUNITIES FOR PEOPLE

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

Specialised technical training initiatives were conducted for employees in areas such as electrical safety and competence, health and safety management system, and preventative maintenance on machinery and equipment. Training on leadership skills was also given to some employees to promote their personal development, while some were trained on crisis communication skills.

HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

Terragen secured a successful recertification audit for its integrated management system based on ISO 9001:2015 (quality), ISO 14001:2015 (environment) and ILO OSH 2001 (health and safety) standards, for another three-year period. The health and safety culture was further reinforced in 2019 through numerous actions such as continuous safety and health awareness for employees and service providers, a 15-minute weekly communication session on diverse topics, and encouraging identification and reporting of near-miss incidents. More emphasis was placed around major risks such as fire and lone working in 2019. The fire safety system was also enhanced. We unfortunately had an accident in late 2019 – the first employee accident in three years. The employee was driving a telescopic handler when the machine overturned on the inclined side of the effluent pond. He was injured on the head and the arm, and had 14 injury days leave. Following the incident, two principal actions were taken to prevent a similar recurrence: raising awareness for telescopic handler drivers on safe work practices, and reinforcing risk assessments prior to lifting engine usage. Terragen will continue active engagement with employees and sub-contractors through sensitisation and training to ensure the prevention of accidents.

BRANDS



CARING FOR OUR PLANET

MANAGING RAW MATERIALS INPUT AND ENERGY

Raw materials used for the production and bottling of spirits and wines are monitored to ensure efficient consumption. Areas for improvement in this process have been identified; introduced measures include optimising the filtration process during blending of liquor and reducing the glue consumption of the labelling machine. It is also encouraging to see some of Grays Inc.'s key suppliers using recycled materials in the raw materials. New glass bottles purchased contain at least 25% recycled material, while cardboard boxes contain at least 60% recycled paper content. The use of plastic crates for stacking and transporting one product, namely 'Seven Seas', instead of cardboard boxes, has prevented a significant number of boxes from being landfilled. Returnable crates increased by 22% in 2019 (49,000 crates in 2018). These plastic crates are made from reduced virgin plastic.

In promoting glass recycling, Grays Inc. incentivises the return of glass bottles at the consumer end by remunerating between MUR 10 and MUR 25 per empty bottle returned. This currently applies to all locally produced cane spirits such as Seven Seas, Deluxe, Dukes and King Cane brands. Glass bottles that were recycled accounted for 73% of units produced in 2019 compared to 51.7% in 2018.

At Grays Inc., we invested in a burner that runs on non-potable alcohol (a by-product of the distillation process), moving away from using heavy fuel oil towards renewable fuel. This is operational since June 2020. The replacement of old air conditioning units with more efficient units started in 2019. This will further reduce the electricity consumption.

Grays Distilling continues to be confronted to a limited availability of molasses in Mauritius, which constrains the distillery from producing at full capacity. The installation of a new boiler operating on coal has contributed to an improved combustion efficiency and has reduced the generation of coal ash and GHG emissions. A new fermentation unit will be installed in 2020 to further increase the efficiency and yield. We are also ready to achieve Fairtrade and Kosher certification and are awaiting confirmed orders from customers to get the processes started.

BRANDS (CONT'D)

Direct renewable materials		2019	2018	2017
Grays Distilling	Molasses, tonnes	24,094	24,888	23,863
Grays Inc.	Alcohol (100%), m ³	729	817	758
	Bulk wines and spirits (65%), m ³	734	630	610

Energy consumption within Grays Distilling		2019	2018	2017
Renewable energy consumption (CEB), GJ		510	591	634
Non-renewable energy consumption (CEB and coal), GJ		68,379	73,662	62,735

WATER AND EFFLUENT MANAGEMENT

Consumption of water for distillation is closely monitored to make sure that only the required volume of water is utilised and reused in closed circuits. Water from a canal is used for cooling the condensers and is returned to the canal. Effluent generated from the process is disposed of in accordance with the national environmental regulations and standards.

Water consumption at Grays Distilling, m ³		2019	2018	2017
Surface water		74,248	72,761	74,642
Public water utility (CWA)		943	1,480	1,407

WASTE MANAGEMENT

Grays Inc. and Grays Distilling have put in place a waste segregation and management system. Most of their waste is disposed of at registered facilities.

	Category	Waste type	Quantity	Disposal method
Grays Inc.	Non-hazardous	Damaged glass bottles, tonnes	30 (=)	Recycled by external company
	Non-hazardous	Plastic, tonnes	5 (-48%)	Recycled by external company
	Non-hazardous	Cardboard, tonnes	19 (-32%)	Recycled by external company
Grays Distilling	Non-hazardous	Scrap metal, tonnes	7 (+118%)	Recycled by external company
	Non-hazardous	Coal ash, tonnes	615 (-38%)	Taken and disposed of by Terragen

BRANDS *(cont'd)*

SUPPORTING AND CREATING POSITIVE CHANGE AND OPPORTUNITIES FOR PEOPLE

SUPPLYING WORLD CLASS PRODUCTS TO OUR CUSTOMERS

In addition to complying with applicable legislation, Grays Inc. and Grays Distilling pay particular attention to meeting the requirements of their customers. The operations are governed by numerous legal requirements including those of the Custom Act 1988, Excise Act 1994, Food Act 1999, Public Health (Prohibition on advertisement, sponsorship and restriction on sale and consumption in public places of alcoholic drinks) regulations 2008, and Public Health Act 2009. The regulations relate to the health and safety aspects of the products, sale and labelling of alcoholic products, and advertisement. There were no cases of non-compliance with laws and regulations in 2019. Food items require pre-market approval before sale to ensure that the ingredients comply with national standards. Similarly, pharmaceutical and selected para-pharmaceutical products require the approval of the Pharmacy Board. Alcoholic products display health warning signs, including the inadvisability of consuming alcohol during pregnancy, and labels to promote recycling.

Prior to being launched on the market, any new product goes through several steps of appraisal to ensure that it meets customer requirements and adds value. Grays is implementing an integrated management system based on ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards to enhance production, sales, environmental management, and provide a healthy and safe workplace for its employees.

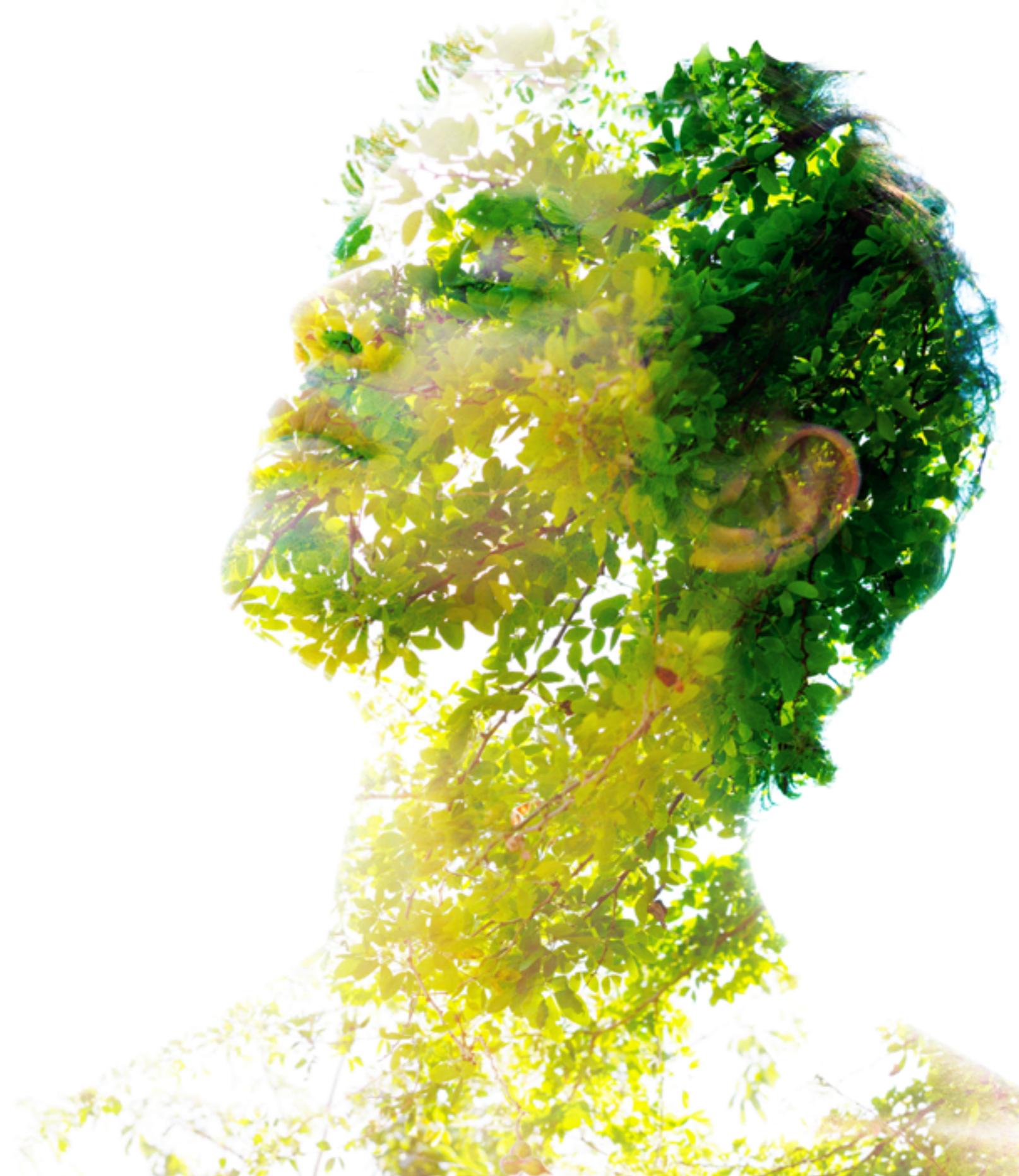
Grays Inc. is furthermore improving its process of managing customer feedback and complaints. In 2019, surveys were conducted with 321 clients in the traditional trade category to get their feedback on products and services being delivered. The clients gave good satisfaction scores, and were happy with the quality of products and business relationship. There were a few areas proposed for improvement, such as the high price of some products, the low frequency of delivery, and fewer discounted products compared to modern trade shops. These issues are being analysed, and actions will be taken as far as is practicable.

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

Ensuring that our employees have the right skills for their role is important for their personal development. It also supports their growth within our companies and ability to reach their potential. Employees attended several trainings sessions on leadership and supervision to help them acquire the specific skills to coach and guide team members, to innovate and convert strategic ideas into actions.

HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

At Grays Inc. and Grays Distilling Ltd, we continued to reinforce the risk prevention culture through employee awareness initiatives and root cause analysis of accidents, along with the implementation of preventative measures. The principal Health and Safety hazards were slip and trip, noise, chemical exposure and repetitive motion. The implementation of ISO 45001, together with awareness sessions and risk assessment exercises, have helped to enhance the safety and health culture. New fire certificates were obtained for some blocks and those outstanding are being processed by the authorities. Training initiatives conducted in 2019 included first aid, fire safety, manual handling, ergonomic, road safety and stress management.



PROPERTY AND LEISURE

PROPERTY AND LEISURE (CONT'D)

CARING FOR OUR PLANET

ADOPTING ENVIRONMENTAL PRACTICES

Novaterra is subject to a number of regulations regarding land development projects. It ensures compliance by collaborating with all stakeholders and following-up on an established work programme. We are proactive with regard to the environmental and sustainability aspects of any development project, and integrate these at the conception phase. The development of the Smart City includes various environmental features such as internet of things and smart grids, big data management, efficient water consumption devices, energy efficiency equipment, smart mobility, effluent treatment, solid waste management, and a potential 2 MW solar powered farm. Some of these features are being closely studied and will be installed as the construction progresses. We also require the collaboration of tenants to support this venture. We will develop guidelines with strong emphasis on sustainable approaches during the design and landscaping stages, and on the use of eco-friendly materials, among others, so as to integrate tenants on the same journey.

This year, fourteen solar lamps (6 kW) were installed at the existing residential area of Beau Plan and eight (4.8 kW) in the parking lot at Beau Plan Business Park. 'Le Hameau' residential zone has been designed to integrate smart metering devices to monitor water consumption. *Mission Verte's* waste segregation and recycling bin is operating quite well in the Business Park and residential zone.

Some 98% of the purchases of *L'Aventure du Sucre* were from local suppliers so as to promote job creation along the supply chain. Recent environmental initiatives include: replacing around 800 lamps with LED lamps in the museum a few years ago, and gradually replacing all other lamps for the entire site; ensuring minimal packaging when purchasing food items; using biodegradable takeaway containers at restaurants instead of polystyrene; use of natural wheat drinking straws instead of traditional plastic ones; using wooden spoons for tasting in the boutique; recycling used kitchen oil; prioritising digital media; recycling office paper; using vegetable oil-based ink for printing on packaging and flyers; and prioritising the sale of items that contain 100% natural ingredients, and that are eco-friendly and organic.

SUPPORTING AND CREATING POSITIVE CHANGE AND OPPORTUNITIES FOR PEOPLE

CARING FOR OUR CUSTOMERS AND COMMUNITIES

At Novaterra, we have secured 80% of the leasing of the Mahogany, the upcoming retail centre of the Smart City, attracting a good mix of reputable tenants including a supermarket (Intermart), and other well-known tenants and brands such as the Mauritius Commercial Bank and Kentucky Fried Chicken. We are in discussion with other brands and are confident we will secure additional "pullers". We are at present investing substantially in the infrastructure needed to make Beau Plan more accessible to the public. We are also working with the National Development Unit on land-drainage to support the Government's master plan on solving flooding problems in the north of the island. Beau Plan is regarded to be a flood prone area and flash floods could significantly impact the development. We started substantial drainage works in 2019 to mitigate potential flooding.

The Mahogany shopping centre will be a key employer for the surrounding village communities, helping us to fully integrate them in the development of the region. We have facilitated various projects and initiatives in the villages of Bois Rouge and Pamplemousses in 2019. These actions included: sponsoring the Street Art on oceans preservation at Bois Rouge; inviting key stakeholders to the Beau Plan Smart City Launch; communicating with the surrounding residents through the Beau Plan Journal; supporting the Pamplemousses Youth Council on household waste management; organising a Christmas party for children of Pamplemousses; and yearly sponsoring of 'Yool le Clown' at SSR Hospital for child patients. It is encouraging to receive positive feedback from tenants in the existing residential area as a result of the property management software in place since 2018, the regular monitoring of the site and an enhanced relationship with clients.

Sugarworld launched the new artistic and scientific exhibition 'Refraction – Ocean State Citizen', in collaboration with the street artist Joshila Dhaby, and with the support of Terra Group. This successful exhibition brings to light the challenges we face to protect a unique ecosystem under threat and focuses on the activities needed to help preserve marine life. For the fifth consecutive year, Sugarworld also hosted the eco-friendly Kaz'out festival. A record total of 5,000 participants enjoyed open-air concerts with artists from Mauritius, Rodrigues, Madagascar, France, Tunisia and Jamaica, fun art workshops, the visit of the museum and a craft market. Organised by Lively Up and mainly sponsored by the Group, this emblematic event in the Mauritian cultural calendar stimulates the cultural scene and promotes closer ties between local communities,

giving residents from Pamplemousses, The Mount and Montagne Longue the opportunity to experience the backstage of the festival through dedicated workshops and helping them discover careers in the creative industry.

L'Aventure du Sucre was awarded a Trip Advisor Certificate of Excellence 2019. Around 102,026 persons visited the museum in 2019. There was a 99% satisfaction score in the guest book available at the museum, on Trip Advisor and on Google review. Some of the visitors' comments included appreciation of the sugar cane history, pedagogical support for museum, guided visits, audio guide and good maintenance of the site. There were a few visitors who said that the museum ticket price is expensive. Maintaining high standards of hygiene at the restaurant and boutique is very important to ensure a safe food and service to customers. Several measures have been adopted to store food items safely and prevent food contamination.

TRAINING AND DEVELOPMENT OF OUR EMPLOYEES

Employees of both Novaterra and *L'Aventure du Sucre* attended training in leadership and business strategy thinking, emotional intelligence, and roles and responsibilities of first-aiders. These training initiatives have equipped the employees with skills, tools and knowledge to convert strategic ideas into actions, to effectively collaborate with team members, and to understand their responsibilities and actions as first-aiders. The innovation intrapreneurial programme resulted in our employees devising an intrapreneurial project in which they developed an application called the 'Beau Plan Smart City App' which will be used within the Smart City.

HEALTH AND SAFETY OF OUR EMPLOYEES AND THEIR WELL-BEING

With the onset of construction of the roads and the retail centre of Beau Plan Smart City, Novaterra communicated effectively with employees, tenants and visitors of the Beau Plan Business Park to ensure their safety in non-authorized zones and to guide them on diversion routes and road closures. A major risky activity undertaken in 2019 was the renovation of the roof of *La Villebague* house, which required constant supervision of employees to ensure their safety. Regular audits from tour operators have resulted in *L'Aventure du Sucre* formally setting up a steering committee to attend to all issues raised in audits and ensure compliance with international health and safety requirements, including food safety.

PROPERTY AND LEISURE (cont'd)

THE BEAU PLAN SMART CITY MASTER PLAN

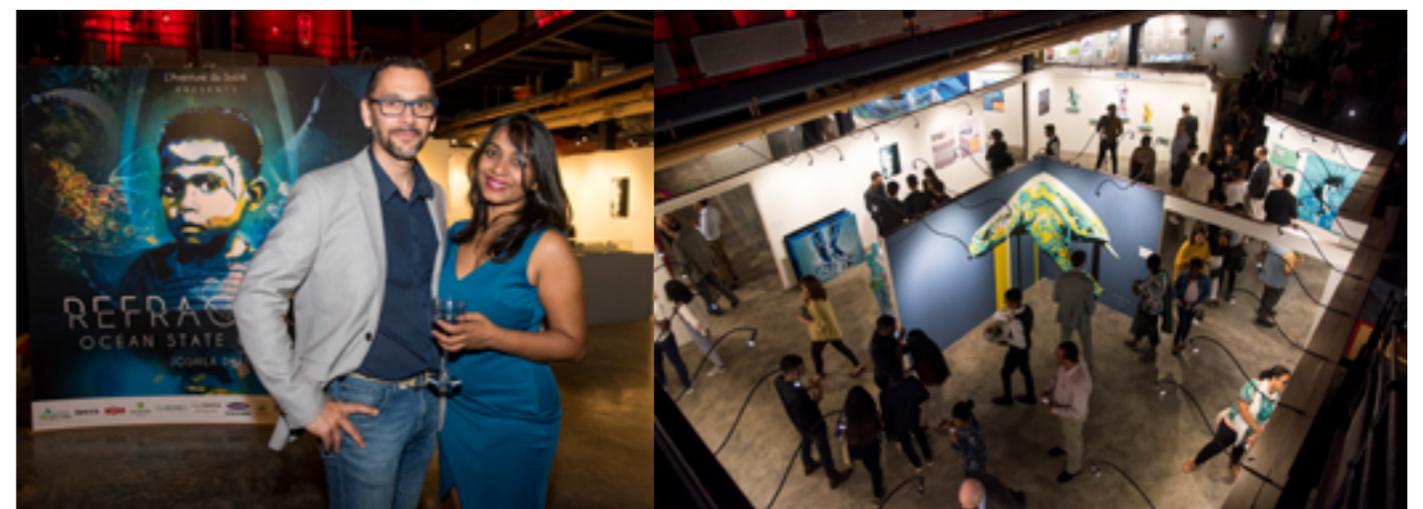


PROPERTY AND LEISURE (CONT'D)

THE KAZ-OUT FESTIVAL



THE INAUGURATION OF JOSHILA DHABY'S EXHIBITION



OTHER BUSINESS

Units

TOPTERRA

Topterra evaporates the *vinasse* produced by Grays Distilling to a concentrate and delivers it to Intego to be blended with other components and used as fertiliser. Topterra has an in-house wastewater treatment station that processes acid condensate, which is a liquid waste generated from the concentration of *vinasse*. In 2019, 23,105 tonnes of acid condensate were processed which represent around 99% of treated effluent. Water from a nearby canal is used for cooling purpose and returned to the canal.

Topterra prioritises purchasing from reliable local suppliers located within a 10 km radius of the operations. Around 56% of raw materials and services was sourced locally.

		2019	2018	2017
Direct renewable material	<i>Vinasse</i> , m ³	40,094	62,153	53,409
Renewable energy consumption	Electricity supply from CEB, GJ	306	453	510
Non-renewable energy consumption	Electricity supply from CEB and steam (coal) supply from Grays Distilling, GJ	21,494	40,556	33,922
Water consumption	Surface water, m ³	14,095	21,850	26,500
	Public water utility, m ³	100	130	140

TERRAROCK

Terrarock, incorporated in 1990 to add value to Terra's field derocking operations, is engaged in the manufacture and sale of building materials, mainly hollow concrete blocks, aggregate and rocksand. Operational management has been entrusted to The United Basalt Products Ltd. Terrarock has outsourced its energy management to a sub-contracting company named 'Energy Management' which monitors its energy consumption and keeps the company advised where there is deviation.

		2019	2018	2017
Direct non-renewable Material	Boulders, tonnes	380,364	350,729	361,879
Renewable energy consumption	Electricity supply from CEB, GJ	686	724	827
Non-renewable energy consumption	Electricity supply from CEB, GJ	4,214	4,449	4,688
Water consumption	Surface water, m ³	58,634	43,236	44,030
	Public water utility, m ³	50,905	39,559	13,281
Effluent and waste management	Solidified mud, tonnes	21,525	28,176	26,346
	Solidified mud is generated after sedimentation of effluents. It is disposed of in fields because it is composed of only soil.			

TERRA FOUNDATION

"A rock solid partner"

DELIVERING VALUE FOR LOCAL COMMUNITIES

In addition to the significant social value created through the Group's core business activities by providing direct and indirect employment and upskilling its workforce, Terra also provides focused support to neighbouring communities. Our Corporate Social Responsibility (CSR) programme, coordinated through Terra Foundation, is in line with Government's CSR guidelines promoting community development at both a regional and national level. The foundation's primary focus remained centred on the geographical areas around Terra's Beau Plan and Belle Vue operations. Going forward, we aim to allocate more resources to ensuring that the local communities fully tap the potential benefits associated with the development of our Smart City in Beau Plan.

OUR 2019 PERFORMANCE

This year, in accordance with the Income Tax Act, Group companies were required to increase their contribution to the Mauritius Revenue Authority (MRA) from 50% to 75% of the 2% of book profits. This contribution is passed on to the National Social Inclusion Foundation (formerly the National CSR Foundation) for redistribution to local projects and NGOs. The remaining 25% was remitted to Terra Foundation. A facility was, however, granted to companies already committed to long-term projects to apply for a 25% reduction in their remittance to the National CSR Foundation. Following approval of our list of projects, this enabled us to continue investing 50% of our CSR funds into local communities. We maintained partnerships with 22 NGOs, sponsoring a total of 34 projects in 2019, with 87% of our funding being delivered in the North. During the year, the employees dedicated 35 hours for community actions, including painting an office room and creating of a 'kids' corner' at Lovebridge's northern branch, welcoming Rodriguan students on an educational tour in Mauritius, and helping to organise a Christmas fun day at the Beau Plan Creative Park in collaboration with Novaterra for the vulnerable children of Pamplermousses village.

MEASURING IMPACT

Our budget of MUR 2.4 million (net of administrative expenses) supported 1,669 beneficiaries in total. We conduct evaluation reports every year to assess the work of the various NGOs that we partner with, and every five years we conduct an in-depth assessment, bringing together our NGO partners and the beneficiaries. We actively engage with other CSR foundations to identify regional needs and to monitor the impact of programmes delivered.

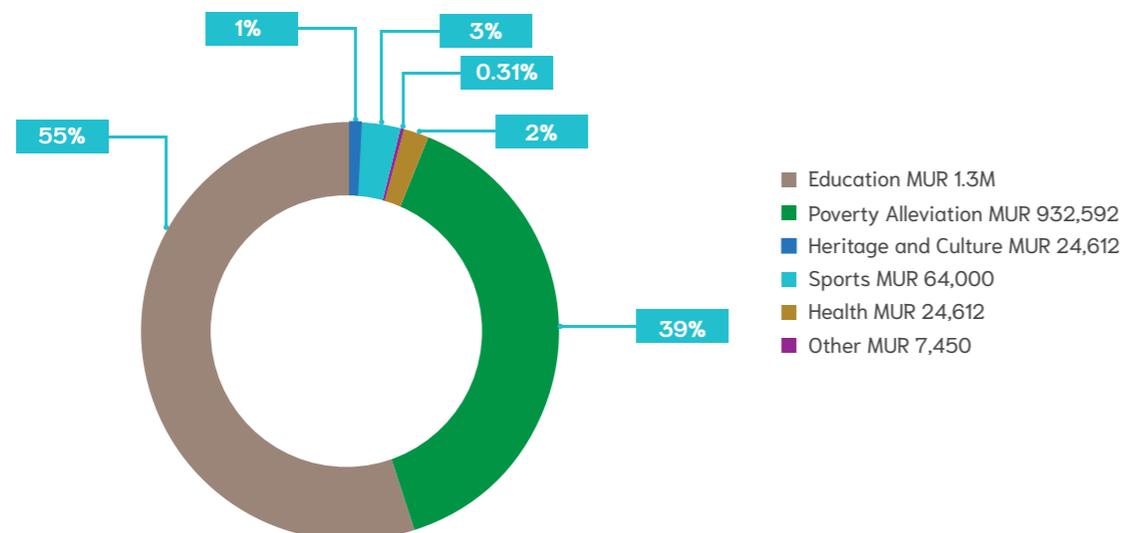
OUTLOOK

Our focus will remain on our immediate neighbourhoods and in particular on the areas adjacent to Novaterra's Smart City in Beau Plan, where we will conduct a social survey in 2020 to identify community needs. Based on the outcomes of the survey, and within the limits of our means, which are likely to be drastically reduced by the economic consequences of the Covid-19 pandemic, we will continue to work with existing NGO partners to meet both societal needs and the needs of the business. This could involve recruiting and training of people from local communities for new positions. Over time, we see our NGO partnerships being concentrated around core community and business objectives to ensure greater impact.

TERRA FOUNDATION (cont'd)

TERRA FOUNDATION (CONT'D)

Sponsorship by areas of intervention



MAJOR PROJECTS SPONSORED BY AREAS OF INTERVENTION

EDUCATION AND TRAINING	
NGO	Project
H. Ramnarain Govt. School (ZEP school)	Terra has been supporting this ZEP school (zone of priority education) situated in an unfavoured area for the past 15 years. In 2019, the main project was the sponsorship of the two remedial classes and the remedial programme which reached some 82 students. A total of five projects were sponsored to address absenteeism, failures at examinations and provide some welfare and rewards to the vulnerable children. The sponsorship for the parent's Club was also maintained.
Autisme Maurice	The foundation maintained its support for the sponsorship of two educators of this NGO caring for autistic children, which the foundation has been supporting for the past six years.
Lizie dan la main	The foundation contributed to the funding of a financial secretary and educators' fees for the visually impaired beneficiaries entrusted to the care of this NGO.
Action for Integral Human Development	The foundation continued to support the programme 'Les Amis de Zippy' which develops children skills to cope with their emotions, difficult situations and violence. It sponsored two schools in the North, reaching some 75 pupils and eight educators.
Association Amour sans Frontières	The foundation contributed to the meals of the physically and mentally impaired children.
Action for Economic and Social Development	A scholarship was sponsored for one student from a low-income family studying at College Technique St Gabriel.
Rodriguan schools	The foundation sponsored the entry fees at L'Aventure du Sucre, a lunch as well as some give-aways for a delegation of 267 people, including 159 students from five primary schools of Rodrigues. The employees of Terra volunteered for the welcome of the delegation and preparation of the lunch packs which were made 'in-house'.
Various NGOs	Terravest Ltd offered some 275 Q-Desks for distribution to NGOs. The foundation organised the transfer of the desks to the North and the distribution to 10 NGOs.

POVERTY ALLEVIATION	
NGO	Project
SAFIRE	The foundation maintained its sponsorship of the Cycling Academy and the sports coach, as well as pedagogical activities and a contribution for the social worker for this NGO monitoring some 80 vulnerable children in difficulty and some 20 parents in a pocket of poverty at 'Cité Mère Teresa' in Triolet.
Caritas	Sponsorship was provided for the breakfast and lunch of vulnerable students, IT courses for the youths, and holiday activities for 350 children.
Lovebridge	The monitoring programme and empowerment of 10 vulnerable families in Pamplemousses, including the follow-up of the children at school, and of the parents for various administrative steps.
SOS Children's Villages Mauritius	Sponsored the Christmas gifts of one SOS family.
Jeunes Créatifs Paul & Virginie	Sponsored the Christmas gifts of the children of Bois Rouge.
APEA	Public fund raising.
Caritas Baie du Tombeau	Providing a visit at L'Aventure du Sucre.

HEALTH CARE	
NGO	Project
T1 Diams	Partial contribution for the therapy activities and other supports for some 189 vulnerable children suffering from type 1 diabetes.
Bois Rouge Youth United Club	Contribution for the organisation of a medical screening in Pamplemousses.

SPORTS	
NGO	Project
Association de Développement de Pamplemousses (ADP)	Sponsored the transport costs of the beneficiaries attending their weekly football training sessions.

CULTURE	
NGO	Project
Jeunes Créatifs Paul & Virginie Caritas Pamplemousses Eclaireurs du Nord	The foundation sponsored some 42 children and six adults of these NGOs on the occasion of the KAZ'Out cultural and musical festival. The beneficiaries of these NGOs were able to participate in the various workshops proposed and to visit the Sugar museum.

GROUP PERFORMANCE

Data

	2019	2018	2017
OUR PEOPLE			
Permanent employees	1,289	1,397	1,386
Temporary/ seasonal employees	422	414	629
Employee turnover	21%	16%	13%
Number of injuries (work lost day > 24h)	129	111	109
Injury rate	41.5	27.0	23.2
Loss day rate	0.68	0.20	0.23
Work related fatality	0	0	1
Investment in employee training and development, MUR'M	7.8	8.7	10.5
Jobs provided (new)	13	23	157
Salaries, wages and other benefits paid, MUR'M	1,030.7	842.4	922.7
OUR SOCIETY			
CSR projects sponsored in communities	34	33	77
CSR sponsorship, MUR'M	2.4	2.7	8.6
Taxes paid to Mauritian Government, MUR'M	67.1	61.7	53.1
Customs and excise duty paid to Mauritian Government, MUR'M	651.4	679.3	617.8
Procurement of goods and services from suppliers, MUR'M	2,679.2	2,931.5	2,898.0
OUR ENVIRONMENT			
Water Consumption, m ³	7,308,806	7,983,941	11,668,969
Renewable energy consumption, GJ	715,036	613,097	747,589
Non-renewable energy consumption, GJ	644,229	592,773	546,553
GHG emission (Scope 1) – Biogenic, tonnes of CO ₂ e	277,629	226,105	259,033
GHG emission (Scope 1) – Fossil fuels, tonnes of CO ₂ e	439,462	454,368	441,383
WASTE RECYCLED – NON-HAZARDOUS			
Scrap metal, tonne	263.1	194.2	213.1
Glass bottles (damaged), tonne	30.0	31.5	52.9
Plastic waste, tonne	15.9	14.4	12.6
Paper and cardboard, tonne	23.3	28.0	48.0
WASTE RECYCLED – HAZARDOUS			
Used tyres, tonne	15.0	17.6	19.8
Used oil, m ³	14.3	21.7	36.8
Bagasse ash, tonne	13,308	12,815	14,260
Coal fly ash, tonne	10,506	16,388	20,480
Coal bottom ash, tonne	24,832	26,407	26,687
Recycled coal fly ash (Thermal Valorisation Co. Ltd)	6,241	5,200	1,229

Note: The data provided for the environmental category are from those companies of the Group which have significant impacts with respect to the above topics.

GLOSSARY

INJURY RATE

Frequency of injuries, relative to the total time worked by all workers during the reporting period.

KAIZEN

Japanese term meaning “Change for better”. It is a business philosophy, developed by Mr Masaaki Imai, founder of the KAIZEN Institute, aimed at continuously improving operations and involving all employees. KAIZEN sees improvement in productivity as a gradual and methodical process.

LOST DAY

Time ('days') that cannot be worked (and are thus 'lost') as a consequence of a worker or workers being unable to perform their usual work because of an occupational disease or accident.

LOST DAY RATE

Impact of occupational diseases and accidents as reflected in time off work by the affected workers. The lost day rate is expressed by comparing the total lost days to the total number of hours scheduled to be worked by workers in the reporting period.

LIST OF Acronyms

ALC	African Leadership College
B2B	Business to Business
B2C	Business to Consumer
BRC	British Retail Consortium
CEB	Central Electricity Board
CMS	Concentrated Molasses Stillage
CH ₄	Methane
CO ₂	Carbon Dioxide
CSR	Corporate Social Responsibility
CWA	Central Water Authority
EIA	Environmental Impact Assessment
EPA	Environment Protection Act
ESG	Environmental, social and governance
GHG	Greenhouse Gas
GJ	Giga Joules
GRI	Global Reporting Initiative
GWh	Giga Watt per hour
HR	Human Resources
HSEQ	Health and Safety, Environment, Quality
IIRC	International Integrated Reporting Council
ILO	International Labour Organisation
IR	Integrated Reporting
ISO	International Organisation for Standardisation
IT	Information Technology
kWh	Kilo Watt per hour
LED	Low Electricity Device
MSS	Mauritius Sugar Syndicate
MUR	Mauritian Rupee
MW	Mega Watt
NGO	Non-Governmental Organisation
NO _x	Nitrogen Oxides
N ₂ O	Nitrous Oxide
NPCC	National Productivity and Competitiveness Council
OSH	Occupational Safety and Health
PM	Particulate Matter
QSE	Quality, Safety, Environment
SAFIRE	<i>Service d'Accompagnement, de Formation, d'Intégration et de Réhabilitation de l'Enfant</i>
SDG	Sustainable Development Goal
SEDEX	Supplier Ethical Data Exchange
SEMSI	Stock Exchange of Mauritius Sustainability Index
SO ₂	Sulphur Dioxide
ZEP	<i>Zone d'Education Prioritaire</i>

ANNEXURES

ANNEXURE 1 - INFORMATION ON EMPLOYEES

TABLE 1.1: NUMBER OF EMPLOYEES (BY GENDER, EMPLOYMENT TYPE AND CONTRACT)

		Terragri Ltd (Corporate)	Terragri Ltd (Property)	Terragri Ltd (Agriculture)	Terra Milling Ltd	Terragen Ltd	Grays Inc. Ltd	Grays Distilling Ltd	Sugarworld Ltd	Terra Finance Ltd	Terrarock Ltd	
Total employees by category (permanent)	Total Employees (permanent)	38	80	290	144	48	531	44	66	5	43	
	Total Employees (including temporary)	38	103	421	402	48	531	44	68	5	43	
	Management	M	10	6	7	4	5	9	1	3	2	0
		F	5	0	1	0	2	7	1	4	0	1
	Staff	M	6	25	35	26	20	96	6	5	1	3
		F	11	13	12	2	1	124	1	3	1	1
	Operatives	M	5	33	223	110	20	223	35	29	0	38
		F	1	3	12	2	0	72	0	22	1	0
Employees by employment contract	Permanent	M	21	63	265	142	45	325	42	37	3	41
		F	17	16	25	2	3	199	2	29	2	2
	Fixed term/temporary	M	0	21	128	256	0	3	0	0	0	0
		F	0	3	3	2	0	4	0	2	0	0
Permanent employees by employment type	Full-time	M	21	64	265	142	45	328	42	37	3	41
		F	17	16	25	2	3	203	2	29	2	2
	Part-time	M	0	0	0	0	0	0	0	0	0	0
		F	0	0	0	0	0	0	0	0	0	0
Percentage of total employees covered by collective bargaining agreements (102-41)		0%	0%	91%	92%	0%	0%	26%	0%	0%	60%	

TABLE 1.2: TOTAL NUMBER OF NEW EMPLOYEE HIRES BY AGE GROUP AND GENDER

	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 - 24 yrs	0	0	2	1	0	0	0	0	0	1	17	4	0	0	2	2	0	0	0	0
25 - 34 yrs	1	1	13	7	1	1	1	0	2	0	20	6	0	0	1	2	0	0	0	0
35 - 44 yrs	1	1	8	4	3	0	1	0	2	0	11	4	0	1	1	0	0	0	0	0
45 - 54 yrs	0	0	9	4	0	0	0	0	1	0	4	2	0	0	0	0	0	0	0	0
55+	0	0	6	1	2	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0

ANNEXURES *(cont'd)*

ANNEXURES (CONT'D)

TABLE 1.3: TOTAL NUMBER OF EMPLOYEE TURNOVER BY AGE GROUP AND GENDER

	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 – 24 yrs	0	0	0	0	0	0	0	0	0	0	26	5	0	0	2	2	0	0	2	0
25 – 34 yrs	0	1	1	1	1	0	0	0	1	1	29	11	0	0	2	2	0	0	7	0
35 – 44 yrs	0	0	1	0	0	0	0	0	3	0	15	12	0	0	1	3	0	0	8	1
45 – 54 yrs	0	0	1	0	81	0	6	0	0	0	7	5	1	0	0	1	0	0	13	1
55+	0	0	4	0	15	0	2	0	1	0	8	4	0	0	0	0	0	0	11	0

TABLE 1.4: RATE OF NEW EMPLOYEE HIRES BY AGE GROUP AND GENDER

	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 – 24 yrs	0.0%	0.0%	2.5%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	3.2%	0.8%	0.0%	0.0%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%
25 – 34 yrs	2.6%	2.6%	16.3%	8.8%	0.3%	0.3%	0.7%	0.0%	4.2%	0.0%	3.8%	1.1%	0.0%	0.0%	1.5%	3.0%	0.0%	0.0%	0.0%	0.0%
35 – 44 yrs	2.6%	2.6%	10.0%	5.0%	1.0%	0.0%	0.7%	0.0%	4.2%	0.0%	2.1%	0.8%	0.0%	2.3%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
45 – 54 yrs	0.0%	0.0%	11.3%	5.0%	0.0%	0.0%	0.0%	0.0%	2.1%	0.0%	0.8%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
55+	0.0%	0.0%	7.5%	1.3%	0.7%	0.0%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

TABLE 1.5: RATE OF EMPLOYEE TURNOVER BY AGE GROUP AND GENDER

	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
18 – 24 yrs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.9%	0.9%	0.0%	0.0%	3.0%	3.0%	0.0%	0.0%	4.7%	0.0%
25 – 34 yrs	0.0%	2.6%	1.3%	1.3%	0.3%	0.0%	0.0%	0.0%	2.1%	2.1%	5.5%	2.1%	0.0%	0.0%	3.0%	3.0%	0.0%	0.0%	16.3%	0.0%
35 – 44 yrs	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	2.8%	2.3%	0.0%	0.0%	1.5%	4.5%	0.0%	0.0%	18.6%	2.3%
45 – 54 yrs	0.0%	0.0%	1.3%	0.0%	27.9%	0.0%	4.2%	0.0%	0.0%	0.0%	1.3%	0.9%	2.3%	0.0%	0.0%	1.5%	0.0%	0.0%	30.2%	2.3%
55+	0.0%	0.0%	5.0%	0.0%	5.2%	0.0%	1.4%	0.0%	2.1%	0.0%	1.5%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.6%	0.0%

TABLE 1.6: TYPES AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, AND TOTAL NUMBER OF WORK-RELATED FATALITIES BY GENDER

	Terragri Ltd (Corporate)		Terragri Ltd (Property)		Terragri Ltd (Agriculture)		Terra Milling Ltd		Terragen Ltd		Grays Inc. Ltd		Grays Distilling Ltd		Sugarworld Ltd		Terra Finance Ltd		Terrarock Ltd	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number of accidents (workday lost > 24hours)	0	0	0	0	27	0	60	0	1	0	26	5	2	0	3	1	0	0	4	0
Injury rate	0.0	0.0	0.0	0.0	34.7	0.0	72.0	0.0	10.4	0.0	50.0	29.3	25.9	0.0	34.7	12.8	0.0	0.0	31.3	0.0
Occupational disease rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lost day rate	0.00	0.00	0.00	0.00	0.36	0.00	0.38	0.00	0.15	0.00	0.25	0.12	0.08	0.00	0.34	0.04	0.00	0.00	10.32	0.00
Work-related fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TABLE 1.7: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER AND BY EMPLOYEE CATEGORY

Employee category	Gender	Terragri Ltd (Corporate)	Terragri Ltd (Property)	Terragri Ltd (Agriculture)	Terra Milling Ltd	Terragen Ltd	Grays Inc. Ltd	Grays Distilling Ltd	Sugarworld Ltd	Terra Finance Ltd	Terrarock Ltd
Management	M	44.7	47.3	104.4	68.5	32.4	43.7	4.0	10.0	101.0	0.0
	F	23.4	0.0	104.4	0.0	15.5	39.5	7.0	49.3	0.0	11.0
Staff	M	24.7	25.4	20.0	55.5	28.5	3.7	13.5	32.8	12.0	12.0
	F	21.3	15.8	20.0	55.5	24.5	3.5	0.0	42.7	37.0	0.0
Operatives	M	0.0	8.2	3.7	8.0	16.5	0.5	0.3	25.0	0.0	0.5
	F	0.0	16.2	3.7	8.0	0.0	0.0	0.0	25.2	0.0	0.0