

Sustainability Report 2021

terra

About this Report

Terra is a Mauritian conglomerate serving local and regional markets. Formerly known as Harel Frères, the company started as a small sugar factory in 1838, and has grown to be a major player in the sugar industry of Mauritius, with 6,600 hectares of land in the north of the island, out of which some 6,000 are under agricultural use, the remaining part being the real-estate portfolio. The Group has diversified its activities beyond sugar to include operations 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 the Terra Sustainability Report 2021, which provides information relating to the sustainability performance of Terra and its subsidiaries for the year ended 31 December 2021.

The sustainability report is developed with reference to the GRI Standards, and acts as a supplement to our Annual Integrated Report (available online at www.terra.co.mu). The material matters reviewed in the report, and outlined on pages 21 and 22, were identified through a structured process that involved Terra's executive management team, other senior managers and key external stakeholders. The process included a review of the business model and operating context for each of Terra's four clusters: Cane, Brands, Power, and Property and Leisure.

The Sustainability Report 2021 describes how we approach and address sustainability concerns across the Group, and reviews our 2021 performance in managing our most material environmental, social and governance (ESG) impacts. The report covers the operations of the Group for the year ended 31 December 2021, and includes the following entities in its scope: Terragri (Corporate), Terragri (Agriculture), Terra Milling, Novaterra (Terragri Property), Terragen, Sugarworld, Grays Inc., Grays Distilling, Topterra and Terrarock.

Terra's executive management team was responsible for preparing this report, and the Board has reviewed and approved the report, believing it to provide 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 report was approved by the Board on 07 September 2022 and is available online at www.terra.co.mu.

Yours faithfully,

Alain Rey
Chairman

Nicolas Maigrot
Managing Director

SEMSI LISTING

Terra has been listed on the Stock Exchange of Mauritius' Sustainability Index (SEMSI) since 2015, and performed excellently in a review undertaken by the SEMSI Supervisory Committee in August 2019.

Table of Contents

Our Vision, Purpose and Values	4
Value We Created in 2021	6
Our Business at a Glance	8
Our Business Model	10
Chairman's Message	12
Managing Director's Message	14
Our Sustainability Approach	20
Protecting our Environment	24
Investing in our People	27
Supporting our Communities	30
#AretBrilKann	32
Cane	36
Brands	44
Power	52
Property and Leisure	60
Other Business Units	66
Appendix	72
Company Information	84

Supporting the UN Sustainable Development Goals (SDGs)

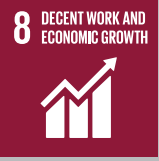
Terra supports global achievement of the SDGs. We make a positive contribution to six priority SDGs through our core business activities, and strive to strengthen our contribution in these areas, in alignment with our business model and national development objectives (see page 23).



Ensure access to water and sanitation for all.



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote inclusive and sustainable economic growth, employment and decent work for all.



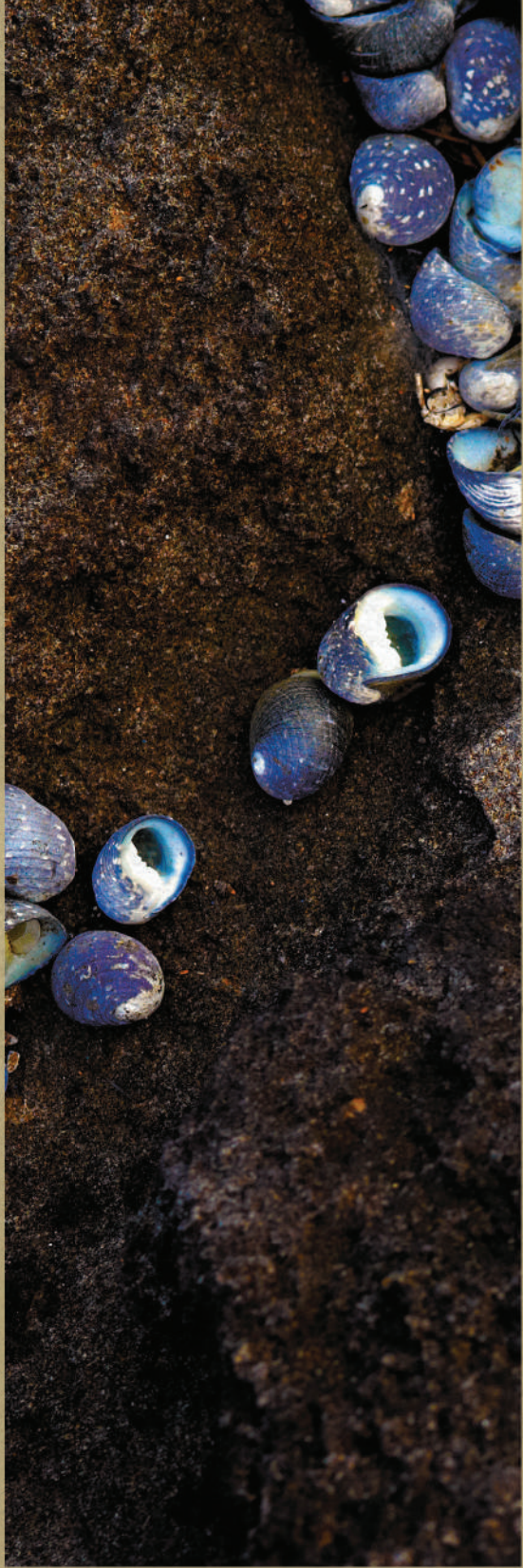
Build resilient infrastructure, promote sustainable industrialisation and foster innovation.



Make cities inclusive, safe, resilient and sustainable.



Take urgent action to combat climate change and its impacts.



“The greatest threat to our planet
is the belief that someone
else will save it.”

ROBERT SWAN



Our Vision, Purpose 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 where the ongoing development of society and the environment is kept in balance.

PURPOSE

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 strive for 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 strive towards excellence through every professional endeavour.



INTEGRITY

Guides our every action.



PASSION

Gives us strength and enthusiasm to always contribute with commitment.



INNOVATION

Inspires us to advance by taking the initiative.



Value We Created in 2021

Customers

Cane

71,760 T

Specialty sugars in 18 varieties

↗ 4%



Brands

4,250

Direct B2B customers (Mauritius)

↗ 30%

19,877

Regular B2C customers (Mauritius)

↗ 47%



Power

443 GWh

Supplied to the national grid

↗ 18%

15.5 %

Share of national energy mix

↗ 18%

12.8 %

Share of national renewable energy production

↗ 5%

95.6 %

Plant availability on CEB network

↗ 2%



Property and Leisure

22.43 Ha

Land developed this year

↗ 69%

10,711

Visitors to L'Aventure du Sucre

↗ 36%



Employees

MUR 7.8 M

Invested on employee training and development

↗ 117%

33

Additional jobs provided

MUR 1,060.6 M

Paid in salaries, wages and other benefits

↗ 10%



Society

MUR 1.7 M

CSR sponsorship channelled through Terra Foundation

↗ 41%

MUR 550.3 M

Paid in customs and excise duty in Mauritius

↗ 2%

30

projects sponsored

↗ 6%

MUR 3,124.5 M

Procurement spend

↗ 22%

MUR 50.4 M

Paid in taxes in Mauritius

↗ 126%



Environment

797,442 GJ

Renewable energy produced (electricity and steam)

↗ 8%

6,471 T

Coal fly ash recycled through thermal valorisation

↗ 9%

210,640 TCO₂

Biogenic GHG (Scope 1) emissions

↗ 6%

438 T

Non-hazardous waste recycled

↗ 11%

501,110 TCO₂

Direct GHG (Scope 1) emissions

↗ 19%

Our Business at a Glance

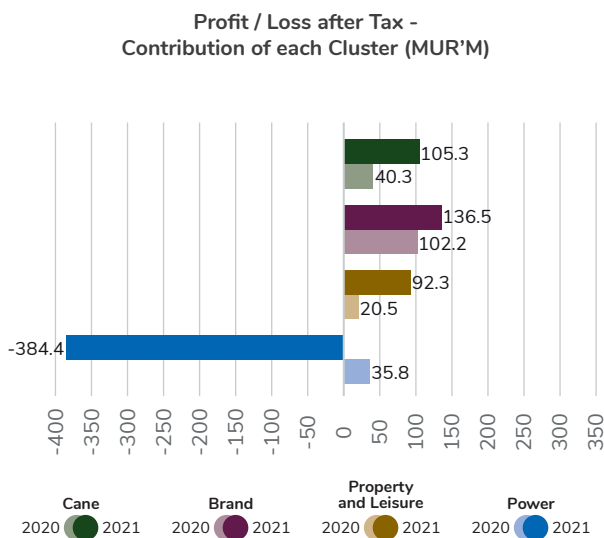
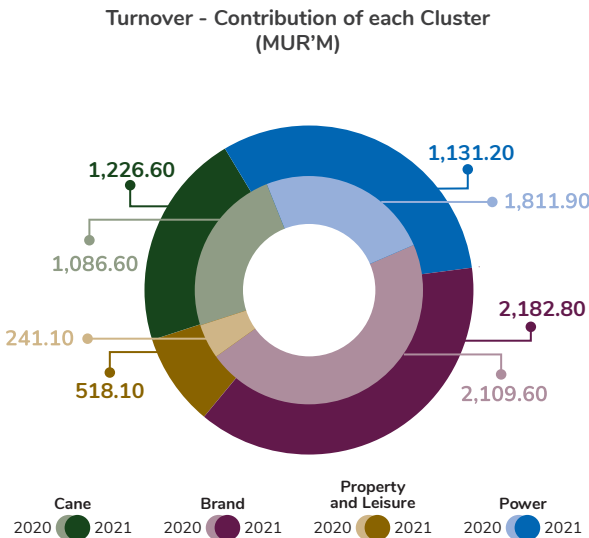
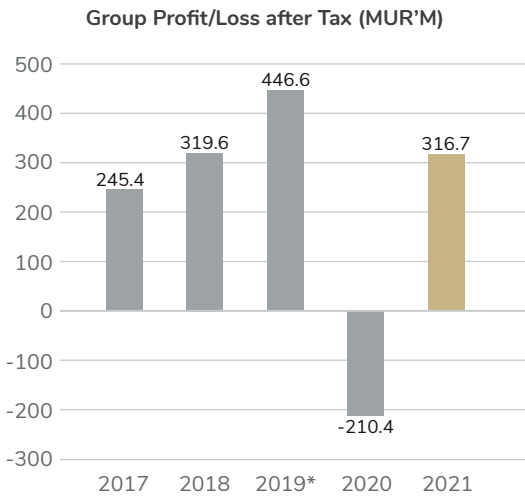
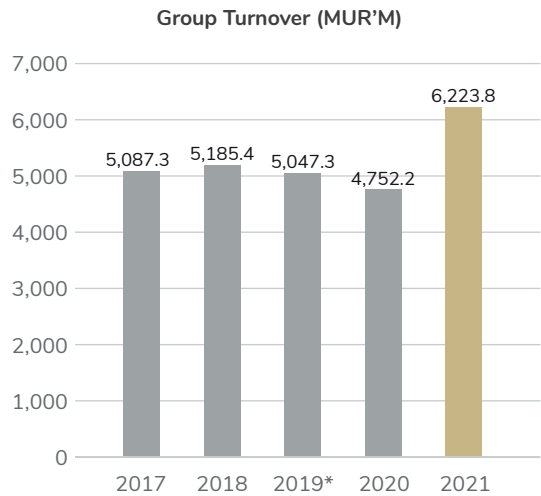
Our Organisational Structure

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

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 Terra's 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



Cane

224
employees at Terragri
(Agriculture)

9.2%
employee turnover rate

5,044 Ha ▼6%
of land under cane cultivation
(including 58 Ha of organic
cane cultivation)

128
employees at Terra Milling

718,969 T ▲2%
of sugar cane milled

71,952 T ▼9%
of sugar produced

Brands

461
employees at Grays Inc.

24
own brands

18.6%
employee turnover rate

4.5 million L ▼17%
of alcohol produced

41
employees at Grays Distilling

42%
sales from spirits

18%
sales from wines

Power

50
employees at Terragen

12.8% ▲5%
renewable energy share

443 GWh ▲18%
sold to CEB

0%
employee turnover rate

95.6% ▲2%
availability on CEB network

Property and Leisure

72
employees at Novaterra

11%
employee turnover rate

m² UNDER RENT:

34,644 m² ▲2%
industrial and commercial

22,629 m² ▼9%
residential

9,290 m² ▲8%
office

8,182 m²
shopping mall

56
employees at
L'Aventure du Sucre

22.43 Ha ▲69%
of land developed

*The 2019 figures have been restated

Our Business Model

As a Group, our business model hinges on our ability to secure a competitive advantage and create stakeholder value across our four clusters, each of which seeks to optimise value from the Group's core assets and activities across the different stages of the sugar value chain.

CAPITAL INPUT

NATURAL CAPITAL:

Cane

- 5,044 ha sugar cane fields
- 718,969 tonnes sugar cane milled

Brands

- 21,520 tonnes of molasses
- 2,948 tonnes of coal
- 420 m³ of alcohol

Power

- 241,997 tonnes of bagasse
- 216,355 tonnes of coal
- 5,735 tonnes of cane straw
- 16,537 tonnes bagasse ash

MANUFACTURED CAPITAL:

- Agricultural equipment
- 1 sugar milling factory
- 1 bottling plant
- 1 distillery
- 1 co-generation power plant
- 1 thermal valorisation plant

FINANCIAL CAPITAL:

- Debt and equity financing
- Reinvestment

HUMAN CAPITAL:

- 1,134 employees
- Strong leadership team

INTELLECTUAL CAPITAL:

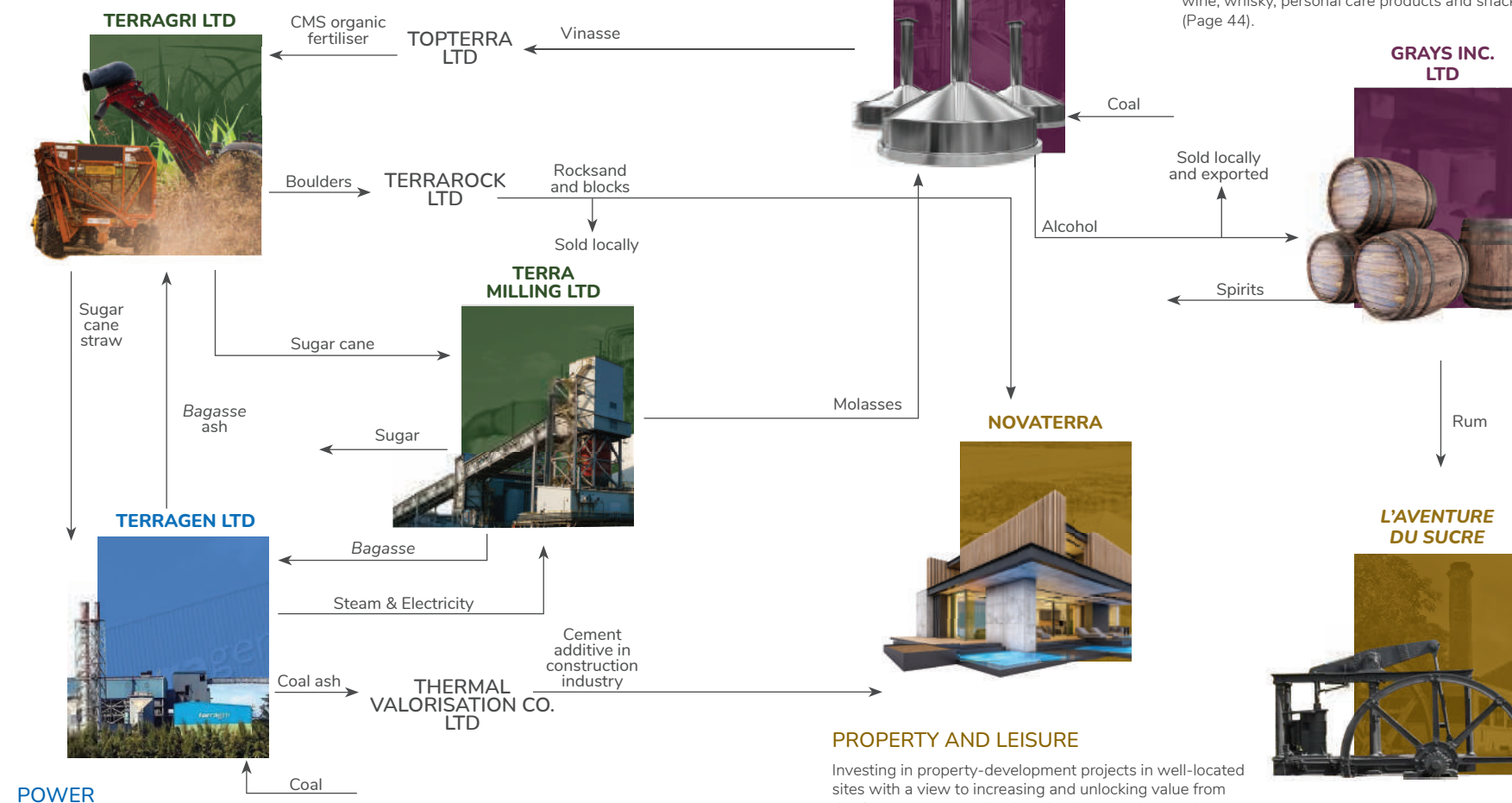
- Robust governance systems
- Knowledge and skills
- Sophisticated closed loop model, optimising value from core assets and activities across the cane value chain
- Robust safety and quality management systems
- Reliable and cost-effective electricity production
- Service providers delivering on agreed terms
- Building leading brands

SOCIAL AND RELATIONSHIP CAPITAL:

- Positive customer and tenant relationships
- Positive employee relations
- Constructive engagement with Government
- Investor confidence
- Positive supplier and partner relations
- Community trust and partnerships

CANE

Transforming sugar cane into raw sugar and specialty sugar to sell through the Mauritius Sugar Syndicate, with certain by-products used as inputs into the Power and Brands clusters (Page 36).



POWER

Using bagasse and cane straw from the Cane cluster as inputs (together with imported coal) into the co-generation power plant to sell to the Central Electricity Board (CEB), and to provide electricity and steam to Terra Milling (Page 52).

OUR MATERIAL RISKS

1. Specific terms of the Power Purchase Agreement (PPA) and unexpected consequences
2. Economic downturn
3. Decrease in supply of cane and by-products
4. Oversupply of properties on the market

BRANDS

Transforming by-products of the sugar production into value-added dark and white spirits through the distillery process, and realising added value through our bottling, distribution and marketing activities, which have been extended to include third party brands in wine, whisky, personal care products and snacks (Page 44).

PROPERTY AND LEISURE

Investing in property-development projects in well-located sites with a view to increasing and unlocking value from the Group's longstanding land holdings, and managing L'Aventure du Sucre, a museum showcasing the history of sugar operations in Mauritius (Page 60).

PRODUCTS AND OUTPUTS

- 71,760 tonnes of specialty sugars
- 443 GWh of electricity sold to CEB grid
- 754,332 GJ of steam to Terra Milling
- 4.5 million litres alcohol and 24 own brands
- 22.43 ha of land developed

- m² available space for rent
 - Industrial and commercial: 34,644 m²
 - Office: 9,290 m²
 - Residential: 22,629 m²
 - Shopping Mall: 8,182 m²

CAPITAL OUTCOMES

NATURAL CAPITAL:

- Total energy consumed: 1,132,836 GJ
- Total CO₂ emissions (scope 1): 711,750 tonnes
- Total water consumed: 4,690,744 m³
- Total fertilisers consumed: 26,553 tonnes
- Total glass bottles recycled: 1.3 million units

MANUFACTURED CAPITAL:

- MUR 250.3 million investment in property, plant and equipment

FINANCIAL CAPITAL:

- MUR 6,223.8 million turnover
- MUR 316.7 million profit after taxation
- MUR 193.4 million paid in dividends
- MUR 462.3 million reinvested in the Group

HUMAN CAPITAL:

- 1,111 employees
- MUR 1,060.6 million paid in salaries, wages and other benefits
- MUR 7.8 million in employee training and development
- 33 additional jobs provided

INTELLECTUAL CAPITAL:

- Digital transformation expenditure
- Brand development expenditure
- Certifications on quality, food safety, environmental and OHS management (see Operational Review section)
- 95.6% plant availability on CEB network

SOCIAL AND RELATIONSHIP CAPITAL:

- MUR 50.4 million paid in taxes in Mauritius
- MUR 550.3 million paid in customs and excise duty in Mauritius
- MUR 3,124.5 million paid to suppliers
- MUR 159.2 million paid to banks and other lenders
- MUR 26.3 million paid in dividends to subsidiary shareholders
- Two percent of profits directed to CSR work
- MUR 1.7 million spent by Terra Foundation
- 30 CSR projects sponsored

Chairman's Message



Greetings to readers of the Terra Sustainability Report 2021. As Chairman of the Board of Directors, I have the pleasure of introducing this year's sustainability publication, which is a valuable supplement to our Integrated Annual Report 2021.

Since starting as a small sugar factory in 1838, Terra has grown into a successful and diversified Group, with a business model that reflects the principles of a circular economy. Despite the challenging operating environment of recent years, the business continues to thrive, creating and sharing value across its stakeholder network and Mauritius at large. This success reflects a longstanding commitment to protect, and invest in, the social and environmental pillars of the business and local economy.

My role as Chairman 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. This year, the board reviewed and amended the Board Charter to better align with updated guidelines and legislation. We also reviewed and updated the Company's Code of Ethics and other responsible governance policies, all of which are publicly available on our website. We have worked on ensuring that all employees are trained on the new Code of Ethics, and have made this training easily accessible through an ethics module on our e-learning platform, also launched this year.

Environmental, social and governance (ESG) considerations continue to feature in the Board's discussions, and we increasingly deliberate on the sustainability aspects of decisions we make. Covid-19 has foreground the potentially devastating impact an unforeseen social risk can have on business, while the drought suffered in the last two years and more frequent flash floods in Mauritius, highlight that climate change and water security are emergent risks. Russia's war in Ukraine brings further risk and uncertainty for our consideration, in an operating environment that looks to be progressively more complex and dynamic from both a financial and non-financial perspective.

This was a very difficult year in terms of the impact of Covid-19 on Terra's operations and neighbouring communities. The eight-month closure of Mauritian borders seriously impacted the economy, and created significant supply-chain disruptions that negatively affected all our businesses. The price of freight, particularly for sugar exported to Europe for example, was significantly higher, and this impacted profitability. Ongoing drought has also continued to affect sugar production, creating an almost perfect storm of events. Despite this tough environment, the Group performed very well, thanks to the exceptional work of the management team to keep all the clusters going. A couple of wins included the opening of the Mahogany Shopping Promenade at Beau Plan Smart City, and a better price for *bagasse*, which has contributed to this being a profitable year.

Our first concern has again been for the safety and protection of our employees in regard to Covid-19. Building on the protocols established last year, the Group successfully prevented cases, saved significant lost-time, and ensured smooth business operations. The workforce performed incredibly well, and remained remarkably resilient and agile in the face of increased uncertainty and stress. Despite the impact on operations, there were no layoffs as a result of the pandemic, and Terra Foundation was able to continue supporting local communities through its CSR programme and Terra's Covid-19 emergency fund.

Building sustainable operations is important to Terra, and the influence of sustainability on the Group's core value proposition and brand is growing. The circular economy principles driving the Group's industrial ecosystem are a big strength of the business, and an aspect that holds opportunity for further development. Renewable energy production is one such opportunity, and decarbonisation remains a high-priority for the Group, especially considering the national renewable energy target of 60% by 2030. We look to pursue this opportunity in partnership with Government, and continue to engage with governmental stakeholders on possible ways forward.

Key highlights from the year, included the hosting of a Group internal sustainability summit to convene a new cluster-led approach to sustainability, the implementation of a new similarly decentralised approach to risk management, and the successful delivery of a communications campaign to stop illegal fires in Terragri's sugarcane fields. The success of these initiatives hold promise for the advancement of sustainability initiatives at Terra from 2022 onwards, while in 2021 the focus was on a year of steady performance.

I encourage you, as one of Terra's stakeholders, to review this report and to give us candid feedback on both the nature of the Group's performance and the quality of our disclosure. Being held to account on our social and environmental performance plays an important role in motivating us to strengthen our efforts, and to ensure that we deliver on our commitments to transparency and accountability.

Alain Rey
Chairman of the Board
07 September 2022

Managing Director's Message



We are in the middle of unpredictable times, as both Covid-19 and Russia's war in Ukraine will have an impact on Terra's future. Yet, while our resilience is tested, our strategy to stay focused and strive for leadership has paid off, and we find ourselves gaining ground.

After the difficult year in 2020, we considered ourselves resilient and ready to navigate unprecedented times. Now, looking back on a 2021 still significantly impacted by Covid-19, and ahead to a 2022 that kicked-off with the invasion of Ukraine, our resiliencies still being tested, but the Group is coming out stronger. We posted much better results in 2021, with a Group profit before tax of MUR 367.1 million and Net Profit after tax of MUR 316.7 million. We also increased the dividend paid to our shareholders back to the pre-pandemic level, with expected improvements going forward.

Our intention is to carry these prospects into the advancement of sustainability thinking and practice across the Group, and we have made a start in this direction, building on the solid foundation we have. Managing our material environmental, social and governance (ESG) impacts effectively, as well as finding new opportunities to generate value for our stakeholders and wider society, are key priorities which are core to our purpose. We actively contribute to sustainable development in Mauritius and the achievement of the UN Sustainable Development Goals (SDGs) through our core business activities. We have identified six priority SDGs where we have the greatest ability to make an impact through our business, and it is in these goal areas where we look to strengthen our performance in the years ahead.

Towards the end of 2020, we brought the Group Sustainability function under our HR Department. This year, we held our first internal Group Sustainability Summit to convene a new cluster-led approach to sustainability, which aligns well with our new and similarly decentralised approach to risk management. Addressing sustainability effectively for our Group, requires an approach that is responsive to the different business model of each cluster and the unique profile of impacts, risks and opportunities they face. The aim of this new decentralised approach is to empower each cluster to look more critically at their businesses, discover how to integrate sustainability into their strategy with greater synergy, and enhance their sustainability performance through more tailored initiatives and more meaningful KPIs. We will hold similar summits regularly to monitor progress, as well as consider Group-level opportunities that cut across the clusters or relate to the Terra brand as a whole.

Our aim for sustainability in 2021, was to meet the difficult operating environment and perform steadily, while making progress on planned improvements. I am pleased to report that we have met this objective, performing well in both social and environmental spheres.

INVESTING IN EMPLOYEES

Terra's ability to create value depends ultimately on the health, wellbeing and productivity of our employees. While several HR projects planned for 2021 were put on hold again, we managed to make headway in our culture, training and coaching activities, and continued to support performance and efficiency improvements. We introduced the culture journey to our Brands cluster through a senior management coaching session, and continued with workshops to build trust and foster learning in the Cane cluster. Our training centre implemented a new training delivery strategy, which offers an improved return on investment in learning and development across the Group.

OCCUPATIONAL HEALTH AND SAFETY

Covid-19 remained a key health and safety concern this year, but we were much better prepared, given the protocols in place from 2020. We achieved a high vaccination rate of over 80%, provided additional support to employees where needed, and were successful at reducing potential cases and limiting business disruptions. We made strong improvements in the Total Recordable Injury Rate (TRIR) for our Cane and Power clusters, with slight increases at our Brands and Property and Leisure clusters, mostly as a result of an increase in minor incidents. We again recorded zero fatalities, but unfortunately experienced three incidents resulting in serious injuries, two in our Cane cluster and one in Brands. We strive for continuous improvement in providing a healthy and safe work environment, and following up on these incidents is a key part of improving our overall Health and Safety performance. A highlight this year was our successful #AretBrilKann campaign to stop illegal fires in our Cane fields, which have been a major safety hazard for us in recent years. We recorded a 90% reduction in fires during the year.

ENVIRONMENTAL STEWARDSHIP

All our key business activities depend on natural resources, and protecting the environment is key to our long-term value proposition. Our industrial ecosystem is a leading example of circular economy in sugar production. This year, we have restructured waste management systems to improve recycling rates, continued with the optimisation of energy-and water-use, and addressed effluent quality concerns to facilitate more efficient reuse. Terragri continued to make precision agriculture improvements in the interest of driving efficiencies and reducing chemical inputs, and continued to explore opportunities for the expansion of organic sugar production. Terragen continued to produce renewable energy from the combustion of cane straw and *bagasse*, albeit with declines in sugar production again reducing renewable energy output and increasing coal consumption.

Managing Director’s Message (cont’d)

Grays Inc. ran a responsible drinking campaign, and is widening its offering of healthier snacks and low-no alcohol products. And Novaterra continued to make progress with sustainability interventions in the development of Beau Plan Smart City. Decarbonisation remains a key priority for Terragen and the Group going forward, and we continue to engage with Government towards realising a partnership that can concretely activate this opportunity.

SUPPORTING NEIGHBOURING COMMUNITIES

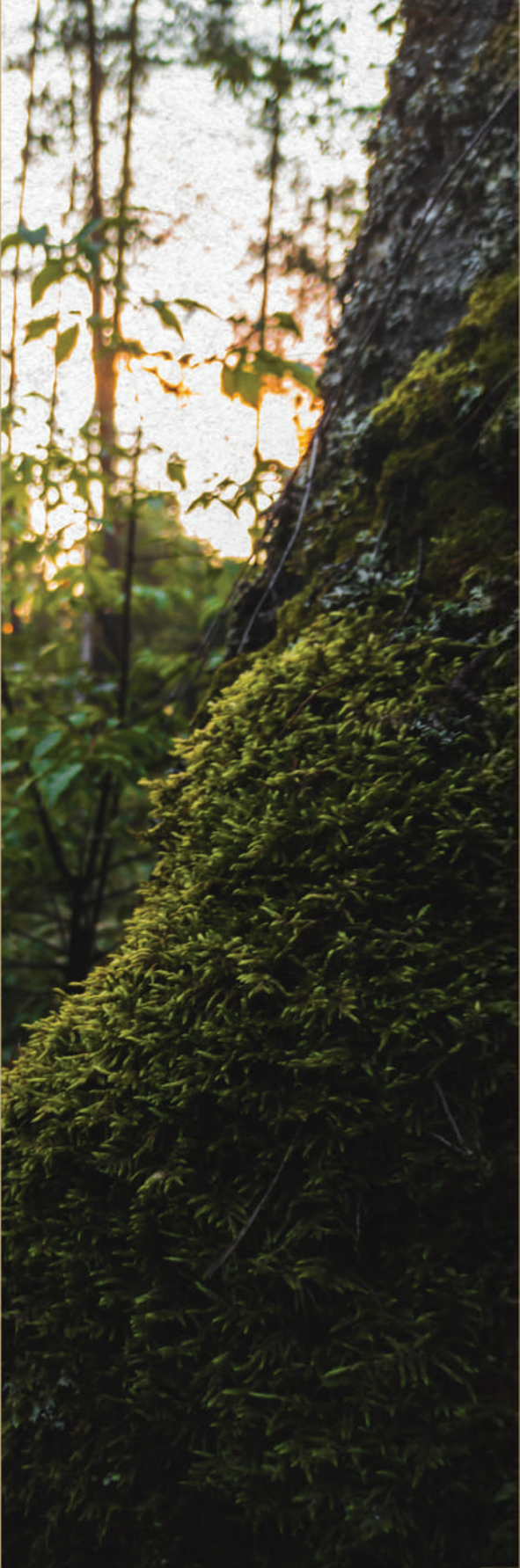
Despite the challenging operating environment and the squeeze on the CSR budget available to Terra Foundation, we continued to support our neighbouring communities with an emphasis on long-term partnerships in the education and poverty alleviation space, and through our Covid-19 emergency relief fund. We maintained 16 NGO partnerships and sponsored 30 projects, reaching a total of 1,911 beneficiaries, with an emphasis on our host region in the north of the island.

IN CLOSING

Delivering a strong ESG performance and maintaining transparency through clear disclosures are important Group objectives, and remain vital in our commitment to create long-term value for all our stakeholders. I am pleased that our efforts in this regard, continue to be recognised through our listing on the Sustainability Index (SEMSI) of the Mauritian Stock Exchange.



Nicolas Maigrot
Managing Director
07 September 2022





“Being green is more than just buying ‘eco’.
It is an unshakable commitment to a sustainable lifestyle.”

JENNIFER NINI

Our Sustainability Approach

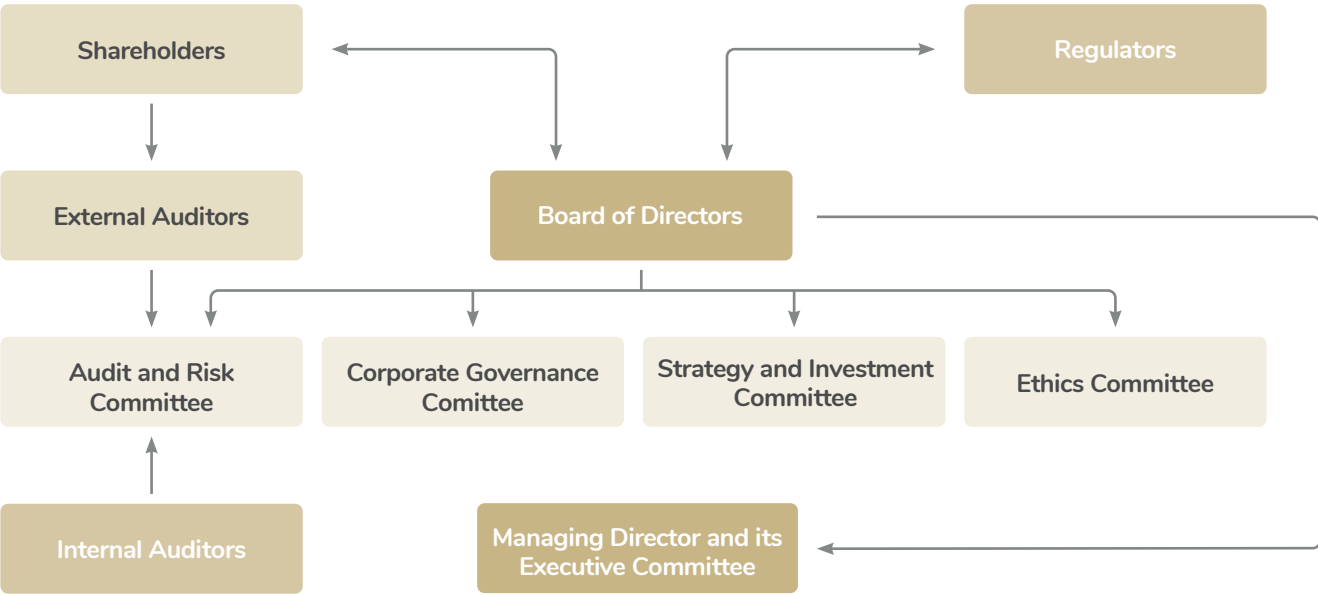
SUSTAINABILITY GOVERNANCE

We understand and take seriously our responsibility to manage the impact of our business on our employees, the environment and communities. This responsiveness to social and environmental concerns is integral to how we do business, as evidenced in the circular resource flows of our business model (see page 10) and industrial ecosystem (see page 25).

With the support of dedicated board-level committees, Terra's Board of Directors maintains good corporate governance practice by exercising oversight on compliance with all applicable legal requirements, including the Companies Act and the Code of Corporate Governance. We have a strong framework of corporate governance and ethics-related policies and position statements which are available on our website, including our Constitution and Code of Ethics. The Board is in full support of the efforts to improve sustainability performance at cluster-level across the Group, and this sustainability report is published with the Board's approval (see page 0 – About this Report).

Terra's corporate governance structure is shown below, with more information on our practice of good Corporate Governance available on pages 89 to 101 of the Annual Integrated Report 2021.

TERRA'S CORPORATE GOVERNANCE STRUCTURE



SUSTAINABILITY MANAGEMENT

Terra's business clusters operate autonomously, with the leadership team of each cluster being independently accountable for their respective performance. Sustainability performance at each of our entities is currently managed through dedicated Health, Safety, Environment and Quality (HSEQ) employees at the cluster level, with oversight exercised by general management.

The clusters receive strategic guidance from the Group, including support with the management of human resources, sustainability, labour relations, communication, and social investment. As a result of a leaner operating model and organisational shifts in response to Covid-19, the Group Sustainability function has been brought under Terra's Corporate Human Resources (HR) Department. This HR team provides the Group's strategic guidance on HR and sustainability issues.

Terra Foundation directs the Group's Corporate Social Responsibility (CSR) investments. The foundation operates independently under the management of its own Board, and has an operational CSR Committee to promote community development and implement actions (see page 30).

In December 2021, we held an internal sustainability summit, to convene a new cluster-led approach to sustainability across the Group. Through this decentralised approach, we are empowering each cluster to integrate sustainability into their strategy, and manage sustainability more intentionally according to their unique needs, impacts, and priorities. The summit consisted of a one-day workshop attended by the Group sustainability team, and all general managers and HSEQ officers. Each cluster made a presentation on their sustainability priorities and prospects, and group discussions were facilitated and contextualised with help from an external professional. As a result of this process, we are reframing the most material issues for each cluster, investigating new strategic projects, and identifying more meaningful KPIs against which to measure and report performance.

These changes will begin to come into effect from 2022 onwards, with the continued hosting of bi-annual Group sustainability summits to review the strategies of each cluster and report on progress.

MATERIAL SUSTAINABILITY CONCERNS

In 2019, Terra concluded a materiality assessment to understand and outline the most material sustainability concerns for the Group. The assessment was informed by the GRI Standards, and involved a series of meetings with internal stakeholders, to identify the key sustainability topics for each business unit. We continue to use this map of our material issues to guide our actions.

MATERIAL SUSTAINABILITY TOPICS - COMMON TO ALL BUSINESS UNITS



ENVIRONMENT

- Raw materials management
- Energy management
- Water management
- Effluent management
- Waste management
- Carbon footprint
- Raw materials sourcing
- Supplier's environmental responsibility



SOCIAL

- Occupational health and safety
- Training and education
- Labour / management relations
- Local communities
- Social impacts of operations
- Raw materials sourcing
- Supplier's social responsibility

Our Sustainability Approach (cont'd)

MATERIAL SUSTAINABILITY CONCERNS (CONT'D)

MATERIAL SUSTAINABILITY TOPICS - SPECIFIC

Cane	ENVIRONMENT	SOCIAL
Terragri (Agriculture)	Climate change impacts on agriculture	Food safety
Terra Milling	-	Food safety

Power	ENVIRONMENT	SOCIAL
Terragen	(See common topics listed previously)	(See common topics listed previously)


Brands	ENVIRONMENT	SOCIAL
Grays Inc.	Packaging life cycle management	Food safety Food waste management Product health and nutrition Pharmaceutical products supply chain integrity Responsible drinking and marketing
Grays Distilling	(See common topics listed previously)	(See common topics listed previously)

Property and Leisure	ENVIRONMENT	SOCIAL
Novaterra	Management of tenant sustainability impacts Climate change adaptation	- -
L’Aventure du Sucre	Packaging life cycle management	Food safety Nutritional content Food waste management Customer safety

Other	ENVIRONMENT	SOCIAL
Topterra	(See common topics listed previously)	(See common topics listed previously)
Terrarock	(See common topics listed previously)	(See common topics listed previously)


CONTRIBUTING TO THE UN SDGS

We are making a significant contribution to national and global developmental objectives through our core business and Group functions. The United Nations Sustainable Development Goals (SDGs) provide the best articulation of what sustainable value should look like, setting a clear long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. Alongside Terra's values – respect, tenacity, integrity, passion and innovation – we are committed to playing our role, working alongside government, civil society, communities and other businesses, in the attainment of the SDGs. We have identified and prioritised the following six SDGs, where we believe we can have the most meaningful impact, both directly and indirectly.



ENSURE ACCESS TO WATER AND SANITATION FOR ALL.

Given the water-stressed nature of Mauritius, Terra has ongoing initiatives across our operations to reduce or optimise water consumption. The discharge of effluent is closely managed to prevent pollution, and we dispose of all hazardous waste at a designated facility.



ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL.

Terragen provides Mauritius with access to affordable and reliable cleaner energy. We aim to increase our contribution of renewable energy to the national energy mix. Renewable biomass and solar energy are being explored as an alternative to coal across our clusters.




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

Terra actively contributes to the Mauritian economy, and provides employment and decent jobs to a diverse population. We have ongoing initiatives that prioritise the health and safety of our employees. Diversification and innovation is a key drive across our operations.




MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

Novaterra actively drives inclusive and sustainable urbanisation in Mauritius, through the development of smart cities, affordable housing, stormwater infrastructure and green public spaces.



ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

Closed-loop resource flows are an inherent part of Terra's business model. By-products of biomass, molasses, *vinasse*, scums, rock and effluent are re-circulated as inputs across our clusters. Terragri minimises resource use through precision agriculture. Various non-hazardous wastes are recycled.



TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS.

The Power cluster has a significant impact on this goal. Terragen continually strives to improve its energy efficiency, reduce CO₂ emissions, and explore and develop opportunities to decarbonise power generation through the use of renewable biomass and photovoltaic solar.

Protecting our Environment

HIGHLIGHTS	LOWLIGHTS	OUTLOOK
<ul style="list-style-type: none">– Waste management projects in Cane and Brands– Water efficiency interventions in Cane, Brands and Power– Carbon footprint committee established in Brands– Alternative biomass trialled in Power– Reduced chemical use in Power– Sustainability progress at Beau Plan Smart City in Property	<ul style="list-style-type: none">– Effluent quality exceedances in Power– Lower recycling rates in Brands and Power– Disruptions to air emissions motoring in Power– Capacity constraints for CMS and <i>vinasse</i> production at Topterra	<ul style="list-style-type: none">– Develop precision agriculture capabilities– Drive improvements in water and waste across Group– Install photovoltaic solar capacity in Brands– Develop alternative biomass in Power– Engage government on renewable energy– Drive sustainability at Beau Plan Smart City in Property

Terra has deep roots in the land and soil of Mauritius. We create value for all our stakeholders by harnessing the productive qualities of our landholdings, through a diversified business model centred on agriculture. Most of our business activities depend on the availability and quality of natural resources, including water, soil, sugarcane, and biomass. Conserving these resources through protecting our environment and safeguarding the ecological functioning of the island is central to our value proposition.

We lead by example in protecting the natural capital of our business, and have created an industrial ecosystem that prioritises circular economy principles (see page 25 – Promoting a Circular Economy). We enhance this closed-loop approach by driving continuous improvement in environmental management and resource efficiency within each of our business units, through the adoption of new systems, tools and technologies. We take a collaborative approach to working internally across our clusters, and engage actively with key external stakeholders, including government, industry associations, and non-governmental organisations to carefully manage our environmental footprint and remain accountable to society.

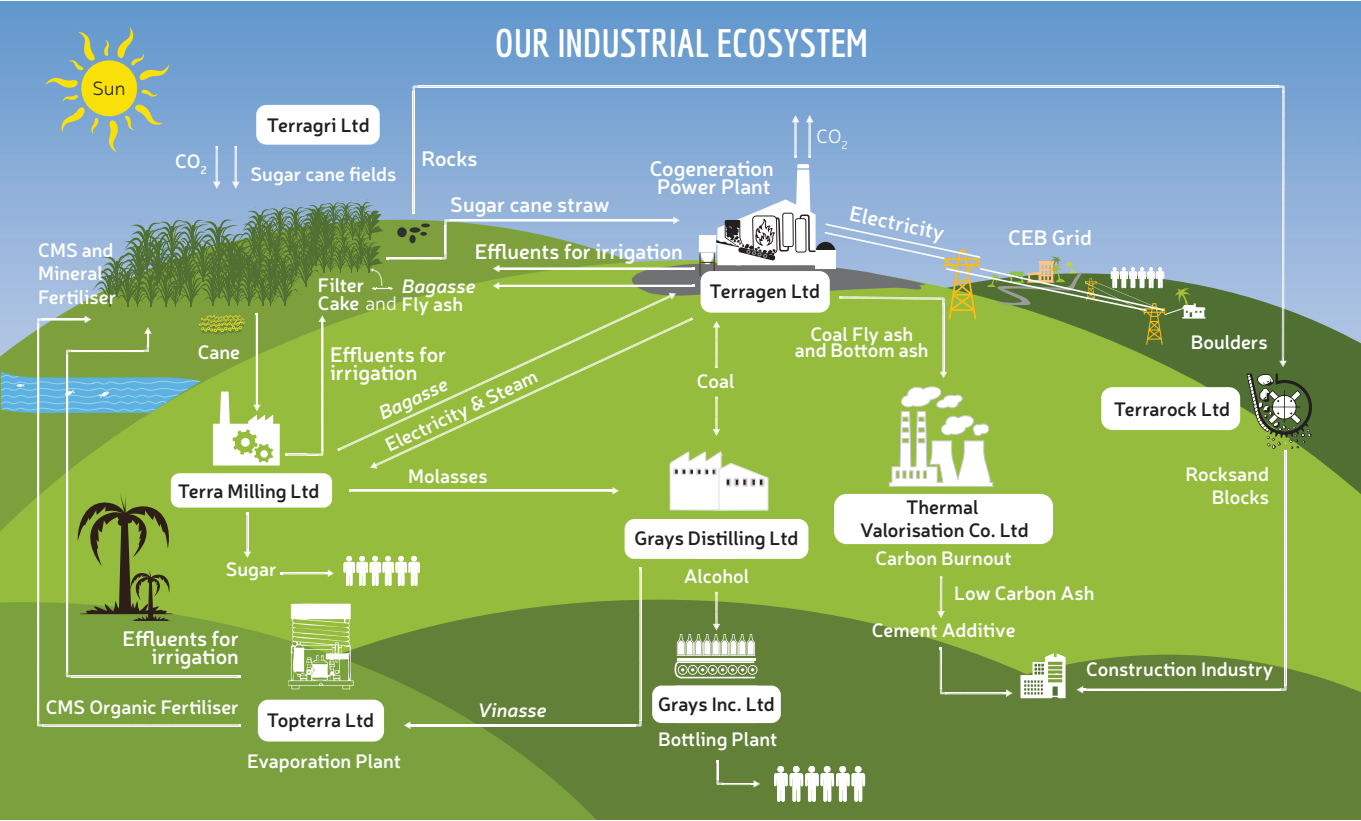
Climate change and water scarcity remain our key emerging environmental risks, while wastewater management, water pollution and waste production remain other key concerns. The potential to expand our production of renewable energy from biomass is a key climate change related opportunity for the Group, and one that speaks strongly to our business model (see page 52 – Power). Decarbonisation remains a top priority, and we continue to pursue opportunities to invest in renewable energy development and cleaner production.

PROMOTING A CIRCULAR ECONOMY

Our industrial ecosystem is a leading example of circular economy in sugar production. By-products from one part of our business, serve as inputs for other parts of the business, as illustrated in the accompanying diagram and data. Closing the loop on resource flows across our business units is how we drive resource efficiency most effectively, and thereby strengthen the environmental performance of the Group.

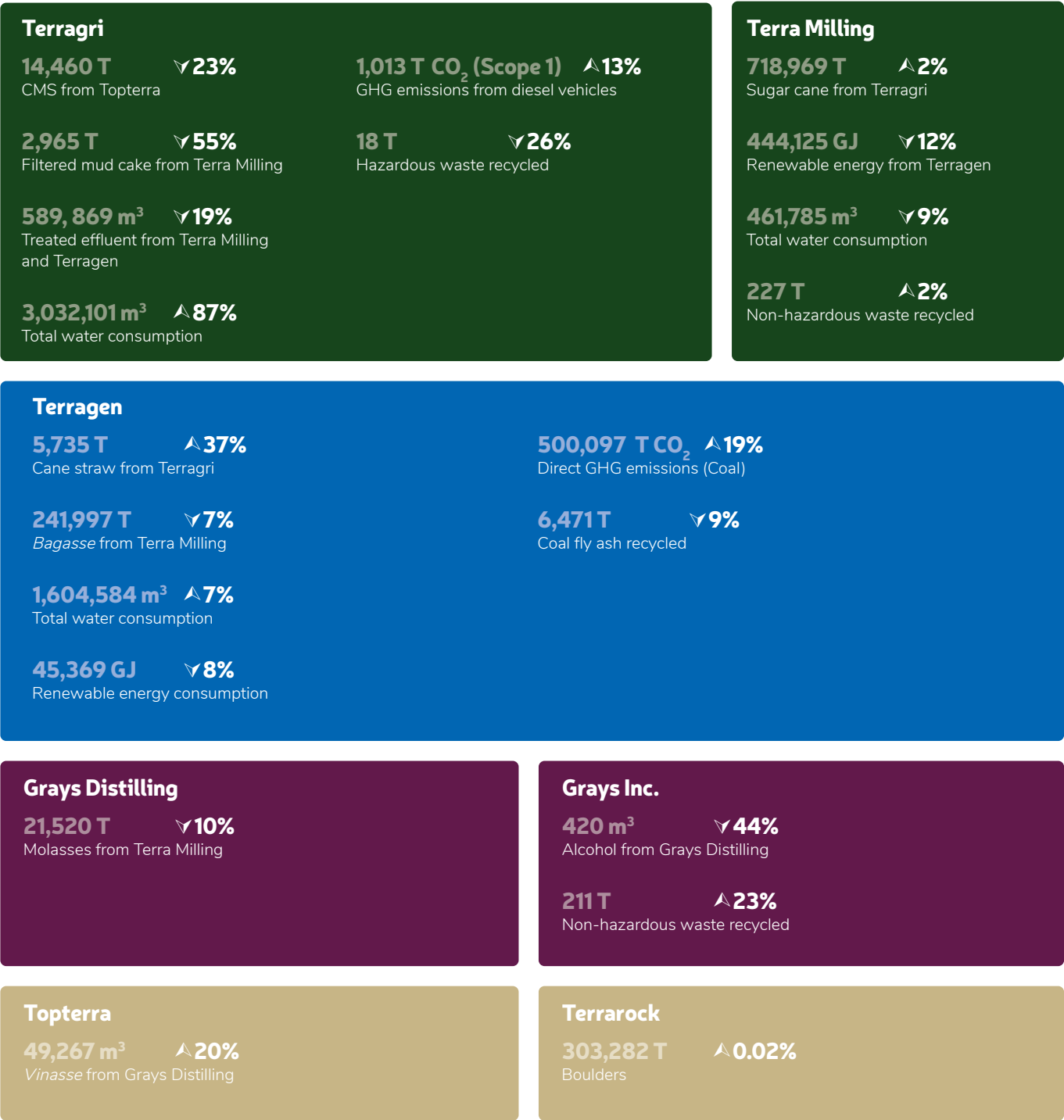
For more information on environmental performance, please see the individual reviews of each cluster from page 36, as well as the performance data tables on pages 72 and 73 in the Appendix.

OUR INDUSTRIAL ECOSYSTEM



Protecting our Environment (cont'd)

OUR 2021 ENVIRONMENTAL PERFORMANCE



Investing in our People

HIGHLIGHTS	LOWLIGHTS	OUTLOOK
<ul style="list-style-type: none">– Strong H&S performance in Power and Cane– Culture Journey progress in Cane, Property and Brands– Reduction of criminal sugarcane fires in Cane– High product quality in Cane and Brands– Piloted responsible drinking campaign in Brands	<ul style="list-style-type: none">– Covid-19 infection risk and restrictions– Three serious injuries; one in Brands and two in Cane– One minor food safety incident in Brands	<ul style="list-style-type: none">– Drive safety performance across Group– Continue Culture Journey– Strengthen stakeholder relationships across Group– Drive responsible drinking campaign in Brands– Widen offering of healthier and low-no alcohol products in Brands

Our ability to generate value depends on our employees, and we actively invest in our people to achieve our strategic goals and remain agile in a changing operating environment. Our focus is on building a performance-oriented culture that is enriched by a diversity of experience, and activated by effective leaders and teams with the right technical skills and relational capabilities.

Terra's Corporate Human Resources (HR) Department, supported by the HR teams at Grays and Terragri, provide strategic guidance to the Group on HR issues, and deliver various other shared and value-added services, including customised training and development programmes, coaching, HR efficiency matrices, and remuneration and benefit policies.

While several HR projects planned for 2021 were put on hold again as a result of Covid-19, our drive for increased operational efficiency remained a focus, and we made headway on culture, training and coaching activities. We created 33 new jobs during the year, while our total employee count decreased to 1,134 in 2021.



Investing in our People (cont'd)

FOSTERING A PERFORMANCE-BASED CULTURE

We continued with our culture and engagement journey in Cane and Property this year, and began rolling it out to Brands, where we started with a coaching session for the senior management team. Bringing this culture work to our Brands cluster will help us further strengthen our shift to a more participatory and democratic leadership style. We support this shift across all clusters by providing private mentoring for individual employees where needed, and leadership sessions for key managers.

At Terragri (Agriculture), our aim is to move beyond relational patterns bound-up in the history of sugar production on the island. We aim to bring more life to the organisation by intentionally creating a culture that is more caring and learning-oriented. We held workshops in 2021 that focused on building participation and trust, and explored how to move beyond a results and efficiency focus only, and together co-create the culture we want. We continue to see improvements in interactions between colleagues from Terragri and Terra Milling that indicate positive movement towards our desired culture. This has been supported by an internal exercise where we pair colleagues from different areas so they can interact and learn more about each other.

At Novaterra, because it is a relatively new and fast-growing business, we are able to create the culture we want from the beginning. Here we are focused on strengthening the existing learning culture to create a real ethos of turning learning into results.

We continue to track and measure desired behaviours through a yearly culture index survey. In addition, we will be rolling out a new employee engagement survey across all clusters in 2022 to assess levels of employee engagement and satisfaction. This survey will be conducted every two years.

At Terragri, we implemented a new continuous performance management system (PMS) to further drive performance improvements. We have called this new system, Performance Coaching for Results (PCR). An important objective of PCR is to have at least two meaningful conversations between managers and staff members on an annual basis, focused on measurable outcomes. We also conducted a remuneration survey, as we do every two years, for both executives and staff to monitor and strengthen our remuneration policies and ensure they are aligned with market ranges.

LEARNING AND DEVELOPMENT

Learning and development remains a key strategic focus across all entities and through our training centre, we continuously invest in expanding the capabilities of our leaders, employees and teams. Our aim is to foster a learning culture, build needed skills and capabilities and secure our performance over the short-term, as well as in relation to longer-term shifts in technology and the future of work.

We formulate our annual training plans by conducting a training needs analysis in each cluster and where requirements are similar, run the same learning programmes for all clusters. Our training centre initiated a new training delivery strategy this year, aiming to provide excellent training services, while optimising refunds from the Human Resource Development Council (HRDC) and delivering an improved return on investment for the company.

Towards the end of 2021, we launched an e-Learning platform to allow for more distributed work arrangements and to meet the needs of millennials who now represent more than 50% of our workforce. The platform offers learning modules that are easy to access and complete, requiring only 10-15 minutes on computer or mobile app. The first module launched was on our updated Code of Ethics, which all employees must complete. Our aim is to maximise the effectiveness of online learning by giving employees the possibility to learn at their own pace and we will continue to add new modules to the system.

We were able to deliver a variety of training in 2021 by adapting arrangements, despite the difficult Covid-19 context. We delivered training online, or allowed a maximum of 20 socially-distanced participants for each in-person training event. Emphasis was placed on soft skills and coaching programmes, with a key focus on building leadership bench strength. We provided sessions with a certified Gallup strengths coach for existing and upcoming managers across all clusters.

HEALTH AND SAFETY

Health and Safety (H&S) is of utmost concern for the Group and we strive to provide a healthy and safe work environment for all employees, sub-contractors, and visitors. We have a dedicated Group H&S Officer, supported by H&S Officers at cluster level, who are instrumental in strengthening and maintaining a proactive safety culture across the Group. We comply with all legal requirements relevant to each cluster and employ KPI-driven management approaches aimed at continual learning and improvement, which have helped us achieve a significant decrease in incidents over the years.

In 2021, we remained focused on managing the Covid-19 crisis. With guidance from the Covid-19 strategy and protocols developed in 2020, we worked to protect and support our staff, minimise the impact on business operations, and provide additional support to vulnerable communities. With consistent monitoring and stakeholder engagement on the internal and external Covid-19 situation, we kept our approach aligned with the national response framework, and succeeded in preventing any major incidents or business disruptions.

For a substantial part of the year, we managed a system of alternating shifts and teams at our operations to curtail the spread of infections and maintain productivity in the event of an incident. We ensured that a support doctor was on the premises three times a week, and that infections were detected early through a system of testing and contact-tracing. Through this approach, we reduced potential cases, saved significant lost-time, and ensured seamless business operations. Once again, our workforce performed incredibly well, remaining remarkably resilient and agile in the face of increased uncertainty and stress. A high vaccination rate of 80%, and additional personal and social support mechanisms also helped to keep our teams mobile and motivated.

We made strong improvements in the Total Recordable Injury Rate (TRIR) for our Cane and Power clusters, with slight increases at our Brands and Property and Leisure clusters, mostly as a result of more minor incidents. We again recorded zero fatalities, but unfortunately experienced three incidents resulting in serious injuries, two in our Cane cluster and one in our Brands cluster. We strive for continual improvement in providing a healthy and safe work environment for all employees, sub-contractors and visitors and following up on these incidents is a key part of improving our performance. A highlight this year was our successful *#AretBrilKann* campaign to stop illegal fires in our Cane fields, which have been a major safety hazard for us in recent years. We recorded a 90% reduction in fires during the year (see page 32 – *#AretBrilKann*).

PROTECTING LABOUR RIGHTS

Terra continues to ensure that all our employees are adequately remunerated and provided with a respectful working environment free from inappropriate or unprofessional behaviour, including any form of harassment or discrimination. No labour relation challenges, incidents or cases of non-compliance were recorded across the Group in 2021.

We recognise the right of every employee to freedom of association. In our Cane cluster, 78% of workers are unionised across six different unions. In our Brands cluster, 27% of workers are unionised at Grays Distilling and in our Property and Leisure cluster, 24% of workers are unionised at Novaterra. Workers in the sugar sector are regulated by sugar industry remuneration orders that set the minimum wages and conditions of employment for different roles and occupations. We remain in full compliance with these regulations, including more recent Covid-19 related changes to labour law in Mauritius, which include additional taxes and levies.

Collective bargaining takes place every three years in the Cane cluster. The collective bargaining process was a key focus in 2021, with the cluster leading the re-negotiation of a collective agreement applicable to all current or former sugar industry employees across the Group. Negotiations with relevant trade unions began in February 2021. The negotiations for blue collar workers will remain ongoing, but we are hopeful that a satisfactory outcome will be reached for white collar workers in 2022. We are no longer front-facing in these negotiations, and instead conduct these engagements through an independent third-party. This has helped significantly in ensuring smoother negotiations.

For more information on social performance, please see the individual reviews of each cluster from page 36, as well as the performance data tables on pages 72 and 73 in the Appendix.

Supporting our Communities

TERRA FOUNDATION

HIGHLIGHTS	CHALLENGES	OUTLOOK
<ul style="list-style-type: none">– Extended the Covid-19 emergency fund– Stronger network of business and NGOs to alleviate food insecurity– Distribution of food packs and Christmas hampers	<ul style="list-style-type: none">– Reduced CSR budget– Activities curtailed by Covid-19 restrictions– Curtailment of job fair planned at Mahogany Shopping Promenade, a Beau Plan Smart City project for the community– Curtailment of guided hours at Mahogany Shopping Promenade for the beneficiaries of NGOs	<ul style="list-style-type: none">– Continue with projects delayed by Covid-19– Potential renewal of Covid-19 emergency fund– Engage business units to advance in-kind community assistance– Facilitate social investment in Bois Rouge

In addition to the significant social value created by the Group through providing employment, upskilling our workforce, and contributing to the national tax base, we also provide focused support to neighbouring communities through Terra Foundation.

Terra Foundation delivers our Corporate Social Responsibility (CSR) programme in alignment with national CSR guidelines that promote community development in Mauritius. The CSR guidelines dictate that 75% of corporate CSR funds are to be paid to the National Social Inclusion Foundation (NSIF) for redistribution to nationally-approved projects. As a special dispensation with the Mauritius Revenue Authority (MRA), we were again able to retain 25% of the required NSIF contribution to continue investing in project partners with which we have a long-term relationship. In total, this enabled us to spend 50% of our CSR funds, less the operating costs of the Foundation, in community development projects of our own designation.

We conduct evaluation reports every year to assess the focus areas of our investments and the impact of the various NGOs that we partner with. Our 2021 focus remained on education and training, poverty alleviation, health care, and sports.

CONTINUING SUPPORT IN THE CONTEXT OF COVID-19

Covid-19 restrictions remained a challenge for communities on the island in 2021, as well as for the delivery of our CSR programme. Similar to 2020, we adapted or cancelled a number of our planned activities, and focused our efforts on providing crisis support to vulnerable households most affected.

We extended our Covid-19 emergency fund into 2021, which complimented our ongoing poverty alleviation initiatives that focus on providing food and care for vulnerable children. We used the emergency funds to distribute food packs and Christmas hampers. With help from business and NGO partners, we distributed 93 food packs, 125 Christmas hampers, and 50 packs of oatmeal to

the value of MUR 289,082. One heartening outcome of the crisis, has been the strengthening of networks between business and NGOs to alleviate food insecurity.

We continued to support our long-term education partners, despite schools being closed for much of the year. Our partners include *Collège Technique St Gabriel*, *Lizie dan la main*, and Hurryparsad Ramnarain Government School, and our sponsorships include coverage of college fees, additional staff and remedial classes, student awards, and other ad hoc projects.

One of our main aims for 2021, was to map the key skills of Terra's business units and align these with the needs of our NGO partners, so that we can provide hands on, in-kind assistance to these organisations. We have deferred this initiative to 2022. We also missed out on key opportunities to support the social foundation of Beau Plan Smart City, including lost opportunities to host members of the local community on tours of the city, and to host other events that promote the lifestyle, leisure and employment opportunities of the development.

We had to cancel a three-day job fair planned to coincide with the launch of the Mahogany Shopping Promenade. This impacted our ability to compile a comprehensive database of jobseekers in the region, and connect these jobseekers with our retail and residential tenants. We had to rely on NGO partners to develop a list of jobseekers and encourage tenants to meet them, making it harder to track actual recruitment from the region. We have since managed to conduct site visits at the Shopping Promenade to assess how many tenants have made local hires, but plan to develop a better system for promoting and tracking local job creation in future. It was also much more difficult for us to introduce local communities to the environs and offerings of the Smart City, and encourage their exploration and use of

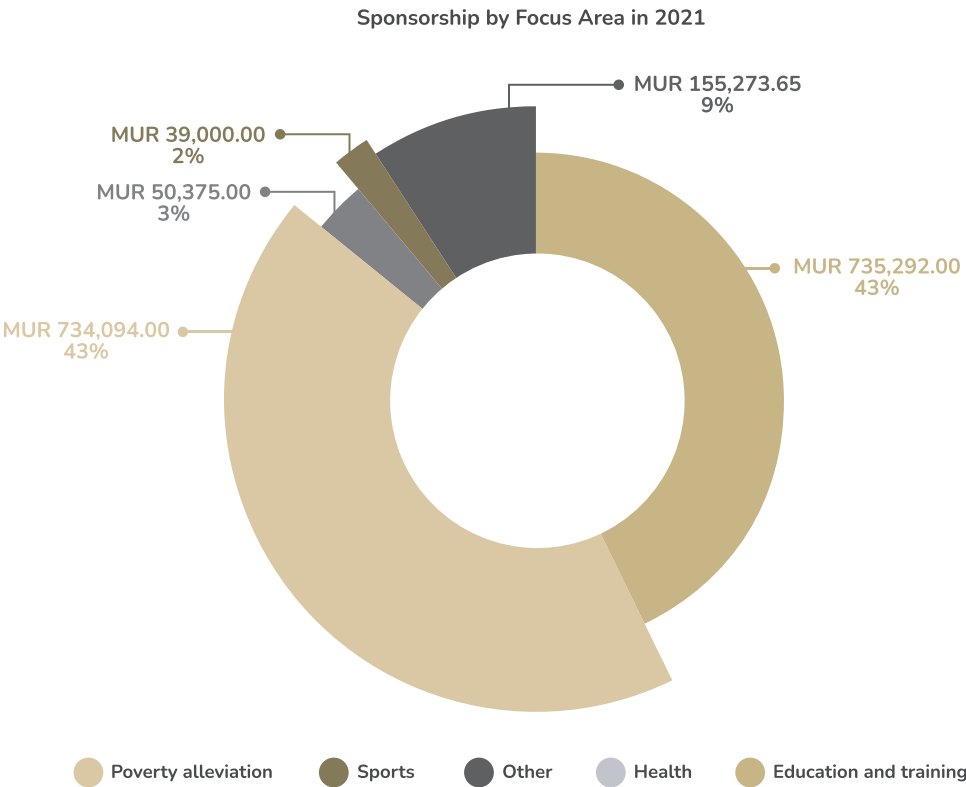
the facilities. We had to limit the guided tours we had planned to a select group of NGO partners, but plan to offer these tours more widely to beneficiaries in 2022.

PERFORMANCE

The Terra Foundation had a challenging year in 2021. Covid-19 continued to have a strong impact on our activities, and we were again unable to implement a number of key projects. The economic impact of the pandemic on the business also resulted in budgetary constraints to the programme. This was felt most strongly in our sponsorship of sports and culture initiatives, which largely fell away this year. With a budget of MUR 1.7 million net of administrative expenses, we maintained 16 NGO partnerships and sponsored 30 projects, reaching a total of 1,911 beneficiaries. We allocated 73% of our funding to projects in our host region in the north of the island, spending MUR 1,547,210 on 22 projects.

OUTLOOK

Looking forward, we will continue to focus on building the resilience of our NGO partners and promoting community integration at Beau Plan Smart City. We will pick-up projects delayed by Covid-19 where we can, including the running of community tours and facilitating local employment. We will possibly renew the Covid-19 emergency fund for a third year, promoting safety protocols and supporting micro-entrepreneurs.



For more information on the organisations and initiatives sponsored in 2021, please see the table of major projects sponsored on pages 82 and 83 of the Appendix.

#AretBrilKann

A CAMPAIGN TO STOP THE CRIMINAL BURNING OF SUGAR CANE

In recent years, the criminal burning of our sugar cane fields increased to an unacceptable level, with 1,055 hectares of sugar cane burnt in 2020. In 2021, we launched the *#AretBrilKann* campaign to stop this illegal practice, and succeeded in reducing the incidence of fires by 90%.

Criminal fires in our sugar cane fields negatively impact the productivity and efficiency of our operations, threaten our neighbours and environment and reduce the capacity of our business to create financial value and share it with our stakeholders and the wider economy. These criminal fires directly disrupt our agricultural operations, pose a serious health and safety risk to our employees, and negatively impact the financial performance of our business. The fires are uncontrolled, damage property in neighbouring communities and threaten the lives and health of local people living nearby. The fires degrade the environment by threatening wildlife and increasing soil erosion, and they contribute to climate change through the release of excess carbon emissions.

Climate change is a significant threat to island economies and communities like Mauritius, and it is in the best interests of every Mauritian resident and visitor to join forces in meeting this existential threat. As a major producer of renewable energy in Mauritius, we are doing our utmost to decarbonise our own operations, and increase our renewable energy generation capacity for export to the national grid, in alignment with the Government's target of 60% by 2030. Our ability to achieve these goals depends on the productivity of our agricultural operations and the production of renewable biomass (cane trash and *bagasse*), which these fires destroy.

Our capacity for social investment is also undermined by these criminal fires in our fields. Each year, we donate funds to the National Social Inclusion Foundation (NSIF) and Terra Foundation for investment in social upliftment and sustainable community-development projects. We support vulnerable households to meet their basic needs, educate children, and access health services. We help build the resilience in our neighbouring communities to meet crises like climate change and Covid-19, as well as other social and environmental challenges that affect people's lives and livelihoods. The total value of funds available for this purpose, is directly linked to the performance of our business units, all of which drive value from efficient sugar production, which is hurt by the incidence of these criminal fires.

In 2021, based on this rationale, we took it into our own hands to do something about this problem. Under the strategic guidance of our internal communications team and our PR Agency, Blast, and in partnership with local fire services and police, we launched the *#AretBrilKann* campaign to stop the criminal burning of sugarcane.

The campaign created public awareness of the problem of criminal fires, and asked for public support and participation in stopping and preventing this criminal activity. The campaign informed the public of the very real negative impact of the fires on business, economy, people, communities, and the environment. The campaign assured the public that most of the fires were in fact criminal, dispelling the myth that fires in sugar cane fields are part of routine agricultural burning. Agricultural burning of sugar cane was practiced in the past, but it is now seldom performed, and when it is, it is publicly announced, well manned, and executed visibly and with strict controls.

The campaign was launched on 02 July 2021, and a total of MUR 1,025,614 was spent on the campaign across social media, TV, billboards, radio and print channels. The campaign reached a total audience of approximately 2.6 million people over six months, and together we were able to reduce the incidence of criminal fires by 90%. We thank the public and everyone involved in sharing and acting on the *#AretBrilKann* message.





“The first rule of sustainability is to align with natural forces, or at least not try to defy them.”

PAUL HAWKEN

Cane

Our purpose is to be a global player in growing cane and manufacturing sugar, with a particular focus on specialty sugars.

HIGHLIGHTS

- Lowest TRIR since 2014, at 18.4
- Improved culture change index survey results
- Purchased new pivots and coilers for irrigation
- Acquired yield-monitoring harvesters
- Extended irrigation network for reuse of effluent
- Organic sugar trials on 58 hectares
- 6.4 T of plastic recycled for the first time by Milling
- Grade AA achieved in BRCGS supply chain assurance audit

CHALLENGES

- Covid-19 infection risk and restrictions
- Two serious staff injuries
- Increase in the price of nitrogen
- Juice clarification to enable organic sugar production
- Employee behaviour change to support waste separation
- Sourcing recyclers to collect waste free of charge
- Higher quality expectations from customers
- Evolving BRCGS standards and audits
- Stakeholder engagement to improve SMETA social audit results

OUTLOOK

- Develop precision agriculture capabilities
- Enhance rainwater capture and irrigation infrastructure
- Enhance diesel management
- Continue to explore organic sugar opportunities
- Maintain awareness through #AretBrilKann campaign
- Ongoing culture journey
- Continue safety improvements
- Install parking brakes on all Bell Loaders
- Renew fire certifications
- ISO 45001 certification

GROWING A SUSTAINABLE RESOURCE

Sugar cane is a valuable resource that contributes both to the economy of Mauritius and its national sustainable development imperatives. We actively manage our environmental impacts in the cluster and participate as a key node in Terra's industrial ecosystem, where various by-products and wastes are re-circulated as inputs across the Group in a 'circular economy' approach that drives resource efficiency and reduces environmental impact (see page 25 – Promoting a Circular Economy).

Terragri prioritises the optimisation of equipment, fuel consumption and chemical inputs. We run various initiatives and implement various agricultural practices to improve the resource efficiency of our agricultural operations and reduce our impact on the natural environment. Such practices include field rotation to rest soils, cover-cropping rested fields for soil amendment, inter-cropping with nitrogen-fixing companion plants, mulching with cane straw windrows to support weed-control, applying poultry manure as an organic supplement to synthetic fertilisers, and migrating our operations towards digital and precision agriculture technologies and practices. Our focus in 2021, was rationalising agricultural inputs (e.g. herbicide, fertilizer, fuel), and making improvements in water-use efficiency, rainwater harvesting, and soil conservation.

A key ongoing initiative is the migration of our operations to digital and precision agriculture systems, technologies and practices. Digitalisation will help improve the productivity and efficiency of our agricultural operations, and reduce our environmental impact by enabling real-time decision-making, targeted corrective actions, and the optimisation of agricultural inputs. We are implementing this process in three phases: data collection, data processing,

and solution implementation. In 2021, we undertook data collection using drone technology, recently acquired yield-monitoring harvesters, automatic weather stations, and other mobile applications, and initiated data processing with specialised software. Looking forward we plan to invest in field equipment to enable differentiated fertiliser application, and move closer to agriculture empowered by the Internet of Things (IoT).

We have run trials in organic sugar cane production since 2020, with the goal of contributing to the Mauritius Chamber of Agriculture's vision for 1,500 hectares of land to be converted to organic cane. We have identified 175 hectares for conversion to organic sugar cane, and currently run trials on 58 hectares. In 2021, cane yield in organic fields ranged from 67 t/ha to 73 t/ha compared to 87 t/ha in conventional fields.

Sugar cane is highly effective at absorbing carbon dioxide from the atmosphere during growth cycles, and this makes the crop a valuable source of renewable biomass to produce renewable energy. Carbon dioxide emissions from sugar cane combustion and ethanol fermentation are considered zero, because the CO₂ emitted through these processes is taken-up again relatively quickly and uniformly during sugar cane growth. We currently grow sugar cane on 4,986 hectares of land owned by Terragri, down from 5,340 hectares in 2020. Our cane fields produce cane straw which is used by Terragen in the production of renewable energy (see page 52 - Power).

No environmental incidents were recorded in the Cane cluster in 2021.



Cane (cont'd)

SUPPLYING HIGH-QUALITY SPECIALTY SUGARS

Terra Milling is known for producing high quality specialty sugars, and our participation in global food quality and safety initiatives helps us maintain this performance. We adopted the BRC Global Standard in 2007 and this has helped us maintain and enhance food safety management throughout our operations. As a SEDEX Supplier (B) member, we uphold high standards of business ethics and comply with labour laws, health and safety requirements, and environmental regulations. We are also a member of Bonsucro and are making progress in adopting Bonsucro sustainability principles, but have chosen not to pursue Bonsucro certification.

The Mauritius Sugar Syndicate (MSS) facilitates communication between Terra Milling and its customers. Regular actions taken together with MSS include frequent meetings with MSS sales coordinators to ensure effective sugar transport and storage, the reduction of warehousing time, planning customer audits on site, and responding to customer queries on product food safety measures. We have also been participating more directly in marketing engagements with specialty sugar customers. In 2021, we have engaged with the MSS on the price of *bagasse*, the low efficiency of our port, the cost of freight, and other issues that relate to the protection of the industry and its high standards.

We are implementing various initiatives to strengthen our food safety culture. In 2021, we implemented impromptu housekeeping audits and environmental tests, and established a reward system linked to performance; increased the frequency of food safety briefings, activations and training; digitised our food safety data management system; and issued a Supplier Code of Conduct to enhance the level of commitment and performance of our suppliers. We performed well in all our third-party audits, achieving the highest possible Grade AA in our BRCGS supply chain assurance audit, improving our SMETA social audit performance, and again received Halaal and Kosher certification.

Customer feedback helps us continually improve our processes and we measure customer satisfaction through monitoring the number and nature of complaints and compliments received. We received much positive feedback in 2021, with a generally high-level of satisfaction among customers relating to product quality and appearance and customer engagement. We did receive complaints concerning caking in our Fine Demerara sugar due to variations in sugar bag storage conditions, which can be resolved through more careful storage of the product in a more consistently cool and dry place.

PROTECTING OUR ENVIRONMENT


RAW MATERIALS

Chemical inputs to our sugar cane production include the application of herbicide sprays and synthetic granular and foliar fertilisers. We apply herbicides for weed control, and granular fertilisers during the planting of sugar cane in manually managed fields. In recent years, we have made significant improvements in reducing the use of these chemical inputs. The decline in our use of granular fertiliser is partly explained by our abandoning sugar cane cultivation in a number of our manual fields, but our introduction of more organic methods for soil conditioning and weed control have an impact. We use fuel-efficient vehicles and equipment where possible, and have designed our fields to maximise efficiency. Our diesel consumption increased in 2021, as a result of increased activity in fields after the hard lockdown of 2020.


Our use of herbicide was higher in 2021 than in 2020, because herbicide applications were withheld during the national lock-down from March to June 2020. Despite continued lockdown measures in 2021, we were able to obtain permits to continue operations and resumed the application of herbicide for weed control. Our herbicide use has declined since 2019 prior to the impact of Covid-19. A key focus in 2021 was on just-in-time herbicide application for suppressing young weeds that are easy to control, and suppressing the seedbank of weeds post-harvest by clearing cane beds and applying pre-emergent herbicides in fields with a history of infestation. We experienced a drastic increase in the price of nitrogen in 2021, and subsequently reduced our application of solid nitrogen fertiliser from 1.2 kg/tonne to 1.1 kg/tonne in our ratoon fields. We applied more efficient foliar fertilisation on another 1,000 hectares, which enabled a 35% decrease in nitrogen applied per hectare, as a result of optimal leaf absorption.

We are trialling organic sugar on 58 hectares and supplement our use of synthetic fertiliser with organic fertilisers, including CMS from Topterra and poultry manure. In 2021, we applied 1,850 tonnes of poultry manure, and applied 25% less CMS than planned, due to delays in the delivery of nitrogen fertilisers that are mixed with the CMS, and a delayed end to our harvest. Capacity limitations at Topterra are also a factor (see page 66 – Other BUs). We are also experimenting with planting a leguminous crop on rested fields and as an inter-crop within planted fields, to naturally fix nitrogen in the soil. Cover cropping rested fields in this way helps control weeds and reduce herbicide use, which we also seek to address by mulching cleared fields with a green cane thrash blanket raked into windrows. In 2021, we experimented with planting a Dolichos bean cover crop on 2.2 hectares for nitrogen fixation and weed control and evaluated an intercrop of this bean on 1.2 hectares in our ratoon cane fields. We applied a green thrash blanket mulch on 200 hectares in 2021, against a target of 502 hectares which equates to 13% of the land we harvest mechanically. We also applied 2,965 tonnes of filtered scums from Terra Milling as an organic soil filler in some fields.

This year, Terra Milling received 718,969 tonnes of sugar cane from Terragri. The production of sugar cane was still low, following the declines in recent years, as well as the continued drought conditions. This year, 749 tonnes of Lime and 292 tonnes of Caustic Soda (50%) were used to process the sugar cane. The consumption of these chemical inputs at the mill depends significantly on annual fluctuations in the pH, chemical composition and sucrose content of the sugar cane juice. We closely monitor the consumption and dosage of these chemical inputs and continue to drive automation towards enhancing resource efficiency.

DIRECT RAW MATERIALS (TERRAGRI)	2021	2020	2019	2018
 RENEWABLE MATERIALS				
ORGANIC FERTILISERS (CMS) (TONNES)	14,460	18,738	13,917	14,117
FILTERED SCUMS (TONNES)	2,965	6,552	4,328	4,346

 NON-RENEWABLE MATERIALS				
LIQUID MINERAL FERTILISERS (TONNES)	11,831	20,820	15,464	15,685
SOLID FERTILISERS (TONNES)	262	365	457	1,043
HERBICIDE (TONNES)	9.5	10.7	13.8	29.4
HERBICIDE (m³)	29.1	22.3	30.3	32.4
DIESEL (m³)	1,013	898	1,085	1,354

DIRECT RAW MATERIALS (TERRA MILLING)	2021	2020	2019	2018
 RENEWABLE MATERIALS				
SUGAR CANE (TONNES)	718,969	704,729	918,923	751,122
LIME (TONNES)	749	735	821	763
CAUSTIC SODA (50%) (TONNES)	292	311	282	325




Cane (cont'd)

PROTECTING OUR ENVIRONMENT (CONT'D)


ENERGY AND CLIMATE CHANGE


During the crop season, Terragri supplies Terragen with cane straw, and Terra Milling supplies Terragen with *bagasse*, both used in the production of renewable energy. Terragri further supports renewable energy production at Terragen by providing marginal lands for the planting of Eucalyptus as a future source of renewable biomass. Terra Milling sources all its energy from Terragen.

Terragri is migrating to digital and precision agricultural solutions, the implementation of which will drive efficiency across various aspects of our agricultural operations, including fuel and energy use. Our direct GHG emissions from the use of diesel has declined since 2017, as a result of declining sugar production and area under cultivation. Our emissions increased between 2020 and 2021, however, from 898 t/CO₂ to 1,013 t/CO₂, as a result of increased operational activity in the wake of hard Covid-19 restrictions.

GHG EMISSIONS (TERRAGRI)	2021	2020	2019	2018	2017
<div></div> <div>DIRECT (SCOPE 1) EMISSIONS</div>					
DIESEL (tCO ₂)	1,013	898	1,085	1,354	1,650

Terra Milling continuously monitors steam consumption, and with the help of smart sensors, identifies inefficiencies for improvement. In 2021, we refurbished vacuum pans, repaired piping, and installed new vacuum pumps to increase equipment efficiency and reduce steam consumption. While lower sugar production on the back of drought conditions has reduced Terra Milling's energy consumption in recent years, our efficiency improvements in 2021 yielded further declines from 919,881 GJ in 2020 to 832,523 GJ in 2021.

ENERGY CONSUMPTION (TERRA MILLING)	2021	2020	2019	2018	2017
<div></div> <div>RENEWABLE ENERGY (BIOMASS)</div>					
RENEWABLE ELECTRICITY (GJ)	53,407	55,102	52,439	45,896	57,146
RENEWABLE STEAM (GJ)	390,718	448,532	598,993	522,139	628,053


<div></div> <div>NON-RENEWABLE ENERGY (COAL)</div>					
NON-RENEWABLE ELECTRICITY (GJ)	24,784	26,260	40,677	37,107	29,088
NON-RENEWABLE STEAM (GJ)	363,614	389,987	332,474	285,579	221,427

WATER AND EFFLUENT


Terragri's water supply is administered by the Irrigation Authority. As drought-related water restrictions continued to apply in 2021, we focused on using our water allocation efficiently through optimising our irrigation systems and practices. We irrigate our fields using different systems, including pivots for overhead irrigation and coilers for drip irrigation, with the water-use efficiency differing between systems. In 2021, we purchased new pivots and coilers to improve efficiency and reduce leaks, and increased the area we irrigate with the more-efficient drip irrigation. We also prioritised the irrigation of newly planted fields, extended our network for using Terragen's effluent for irrigation and attended promptly to repair works. As part of our migration to digital agriculture, we have started using a digital software called *CanePro*, which supports a precision irrigation process that takes soil moisture into account and irrigates fields according to a measured water deficit. Terragri uses treated effluent from Terra Milling, Terragen and Topterra for irrigation, and in 2021 received 610,966 m³ of treated effluent from these entities. Since 2019, we have been gradually extending our irrigation network for treated effluent, to make this resource go further and to minimise any potential accumulation of contaminants in the soil.


Terra Milling focused on reducing water consumption from leaks and inefficiencies in 2021. Initiatives during the year included training the production team, repairing leaks, and installing new circuits to come online in 2022. As a result of these efforts, our total water consumption declined from 506,015 m³ in 2020 to 461,785 m³ in 2021. Wastewater at Terra Milling is separated into clean water and contaminated effluent. The clean water is reused internally as a coolant and in air- and water-pumps, and the contaminated effluent is treated for reuse by Terragri for irrigation. In 2021, Terra Milling sent 589,869 m³ of treated effluent to Terragri for irrigation.

The majority of the wastewater produced by Terra Milling is condensate water, with greywater from washing equipment and spray pond overrun as additional sources. Treating the effluent involves separating oil/grease and removing solid particles like trace bagasse and sugars. We upgraded our process for separating oil/grease in 2021. The treated effluent is tested against standards for total suspended solids (TSS) and chemical oxygen demand (COD), and is cooled and stabilised in settling ponds prior to discharge. The quality of the condensate water is relatively good, but it has a high temperature, and the cost to cool this water is very high. We are exploring alternative uses for this heated water.

WATER CONSUMPTION (TERRAGRI)	2021	2020	2019	2018
<div></div> <div>WATER CONSUMPTION</div>				
SURFACE WATER (m ³)	3,032,101	1,622,443	5,051,600	4,957,518
TREATED EFFLUENT (FOR IRRIGATION)* (m ³)	610,966	536,430	509,400	850,000

*Figures for treated effluent include effluent received from Terra Milling and Terragen, but exclude effluent received from Topterra.

WATER CONSUMPTION AND EFFLUENT PRODUCTION (TERRA MILLING)	2021	2020	2019	2018
<div></div> <div>WATER CONSUMPTION</div>				
SURFACE WATER (m ³)	461,785	506,015	509,413	392,482

<div></div> <div>EFFLUENT PRODUCTION</div>				
TREATED EFFLUENT (TO TERRAGRI) (m ³)	589,869	536,430	509,400	850,000




Cane (cont'd)


PROTECTING OUR ENVIRONMENT (CONT'D)

WASTE MANAGEMENT

Both Terragri and Terra Milling have procedures in place to reduce, reuse and recycle wastes generated by their operations. Where disposal is currently unavoidable, waste is directed to registered facilities. Terragri ensures that empty herbicide containers are rinsed of chemical residues before being sent for recycling or disposal. Terragri initiated paperless procurement processes with their suppliers in 2020, and both entities engage with the Mauritius Chamber of Agriculture, and the Food and Agricultural Research and Extension

Institute, towards addressing integrated waste management challenges. Terra Milling improved waste segregation and recycling in 2021. All plastics, metal, and used oil were separated and sent for recycling, while all other refuse, yard waste, paper, and textiles treated as a single waste stream and sent to landfill. We successfully recycled plastics for the first time (6.4 tonnes), and reduced the volume of organic waste sent to landfill to 450 tonnes.

WASTE GENERATION (TERRAGRI)	2021	2020	2019	2018	2017
 HAZARDOUS WASTES					
USED TYRES (RECYCLING) (TONNES)	11	8.3	15	17.6	19.8
USED OIL (RECYCLING) (m³)	6.5	15.3	4	13.5	14.5

WASTE GENERATION (TERRA MILLING)	2021	2020	2019	2018	2017
 NON-HAZARDOUS WASTES					
ORGANIC WASTE (LANDFILL) (TONNES)	450	478	446	589	628
FILTERED MUD CAKE (TERRAGRI) (TONNES)	23,583	20,932	28,064	21,751	27,200
SCRAP METAL (RECYCLING) (TONNES)	221	222	155	104	98

 HAZARDOUS WASTES					
USED OIL (RECYCLING) (m³)	2.8	2.2	1.1	-	-

INVESTING IN OUR PEOPLE

EMPLOYEE TRAINING AND DEVELOPMENT


Terragri and Terra Milling further anchored the culture journey in 2021, hosting workshops and training sessions to better sensitise staff to the aims and process of this culture work, and strengthen employee ethos around continuous learning and a growth mindset. As part of enabling this evolution, we launched an internal digital learning platform with a growing number of short courses available to staff, to expand their knowledge and skills. We also initiated a new conversation-based performance management system to enhance employee engagement in reflecting on their own performance, improve relationships between staff and managers, and foster a wider sense of accountability among employees. To measure our progress, we ran an updated culture change index survey, and managed to increase employee participation in the survey from 72% in 2020 to 85% in 2021. We recorded a slightly higher company score, from 1.48 in 2020 to 1.58 in 2021, indicating some improvement in the staff's understanding of, and buy-in to the culture journey and its aims.

Health and safety remain important aspects of the annual training programme for the Cane cluster, and we continue to run annual refresher courses and regular sensitising sessions for key risks and core competencies, as well as in response to incidents, and including the reinforcement of Covid-19 protocols.

EMPLOYEE WELLBEING, HEALTH AND SAFETY

The Cane cluster recorded a total recordable injury rate (TRIR) of 18.4 in 2021 (2020: 27.2). This is the lowest injury rate that we have recorded since 2014, amounting to a 70% reduction in injuries over this eight-year period. This strong performance comes through active investment in health and safety, including training, equipment, and visible management interventions. Ensuring strict implementation of Covid-19 protocols, maintaining staff awareness, and promoting vaccination remained an ongoing concerns for both entities. Terragri made improvements in driver safety, electrical safety, and firefighting preparedness, and Terra Milling made improvements in working at height and working in confined spaces. Additionally, we spent one million rupees on a marketing campaign to address the ongoing risk of criminal fires in our fields, and recorded a 90% reduction in fires during the year (see page 32 - #AretBrilKann).

Unfortunately, we experienced two serious incidents during the year. In Terragri, one of our senior Bell Loader Driver's was hit by the Bell Loader he was driving, which was inadequately secured before he descended from it, causing multiple fractures. In Terra Milling, a seasonal worker, caught his arm in a conveyor belt while checking for an obstruction, causing fracture and laceration to his arm. Swift emergency procedures were initiated in both instances, formal investigations carried out, and learnings integrated into safety briefings and trainings. These incidents are highly regrettable, and we have prioritised corrective actions to ensure that similar incidents to these are not repeated.

HEALTH AND SAFETY (CANE)	2021	2020	2019	2018	2017
 HEALTH AND SAFETY					
TOTAL RECORDABLE INJURY RATE (TRIR) ¹	18.4	27.2	41.5	30.2	27.0
LOST TIME INCIDENT RATE (LTIR) ¹	17.6	27.2	41.5	30.2	27.0
SEVERITY RATE (SR) ¹	42.3	52.0	56.8	49.7	65.1

1: The method for calculating these indicators was updated in 2021.

Brands

Our purpose is
to bring pleasure
to life.

HIGHLIGHTS

- Established carbon footprint review committee
- Installed rainwater harvesting infrastructure
- Improvements to effluent and waste management systems
- Piloted responsible drinking campaign
- Higher glass recycling rate
- Lower production of plastic waste
- High satisfaction rate amongst customers in relation to the quality of our products
- Strengthened leadership capacity

CHALLENGES

- Covid-19 infection risk and restrictions
- Supply chain disruptions and rising cost of freight
- Serious injury to external service provider
- Lower glass recycling rates
- Spoilage of two batches of wine for export
- Identifying and resolving root causes of food safety issues

OUTLOOK

- Install photovoltaic solar capacity
- Improve monitoring of vehicle carbon emissions
- Drive responsible drinking campaign
- Widen offering of healthier and low-no alcohol products
- Further improve waste management
- Explore further water-efficiency opportunities

SUPPLYING WORLD CLASS PRODUCTS

Grays Inc. and Grays Distilling pay close attention to meeting legal requirements for the production, sale and advertisement of food-safe alcohol products. Food items require pre-market approval before sale to ensure that the ingredients comply with national food safety standards. Similarly, pharmaceutical and selected para-pharmaceutical products require the approval of the Pharmacy Board. Alcoholic products need to display health warnings, tax stamps, and labels to promote recycling. The key regulations governing our operations include the Custom Act 1988, Excise Act 1994, Food Act 1998, Food Regulations 1999, Public Health Act 2009 and Public Health Regulations 2008. There were no cases of non-compliance with laws and regulations in 2021.

Prior to being launched on the market, all new products go through appraisal measures to ensure that they meet legal requirements and satisfy customer needs. We continue to make progress in implementing an integrated management system based on ISO 9001:2015, FSSC 22000, ISO 14001:2015 and ISO 45001:2018 standards to enhance production, sales, product quality and safety, environmental management, and employee health and safety. To better serve customer needs, we obtained Kosher certification for all potable alcohol in 2020, and are now pursuing Fairtrade certification. We conducted an environmental risk assessment in 2021 to progress our implementation of ISO 14001:2015, and to identify priority areas for improving our environmental performance. Key areas identified for improvement included the management of water, effluent, waste and emissions, and we took steps to improve our performance in these areas. A committee was established to better direct the management of our carbon footprint.

Spoiled food products are a primary food safety concern for Grays and ongoing monitoring of the “best before” dates on imported food products is done in the warehouse, with delivery made on a first-expiry first-out basis. Quality control is carried out and recorded during the manufacturing and bottling of alcoholic beverages, and approved preservatives and Cleaning-in-Place (CIP) processes are used to help limit spoilage of beverages with low alcoholic content. In 2021, we placed emphasis on improving yields in the distillery, in-line quality control, food hygiene and the consistent monitoring of our manufacturing processes. We strengthened the management of our CIP process and made key improvements to our in-line quality control process for wine, following the spoilage of two batches of wine for export due to contamination with wild yeasts. A third-party hygiene- and micro-audit assisted us in this process.

Brands (cont'd)

SUPPLYING WORLD CLASS PRODUCTS (CONT'D)

We aim to continually improve customer satisfaction and the management of customer feedback and complaints. In 2021, we completed an update of our complaint procedures. All complaints received on product quality and food safety are recorded and addressed through our customer service department. We received 65 complaints this year, 20 of which related to product quality, including three concerning food quality. All complaints were promptly addressed, with customers refunded for their purchases, and issues escalated to our suppliers where required to prevent recurrence. Customer satisfaction surveys were completed in 2021, and we recorded a high satisfaction rate amongst customers in relation to the quality of our products, achieving an average score of 4.35 out of 5. To address the wider aspects of customer feedback on our services, we established a committee to address outstanding concerns and develop a service improvement plan. This plan aligns with our official customer communications campaign, *#FerClientKontan* or *#BringPleasureToLife*.

To further enhance our interaction with customers and strengthen the positive contribution of our products to society, we tested a responsible drinking campaign (*#ForGoodMemories*) via social media, which we aim to develop further in 2022. Several of our brands also ran responsible drinking campaigns during the year. These communication campaigns are further supported by a growing number of low-no alcohol offerings in our product portfolio.






PROTECTING OUR ENVIRONMENT

RAW MATERIALS

Molasses is the key raw material used by Grays Distilling in the production of alcohol. Small volumes of coal are used to fire a combustion boiler, with more minor quantities of other chemicals also sourced for use in production. Our primary supplier of molasses, Terra Milling, produces molasses with cane from Terragri and other growers. We fully support the transition to more sustainable agricultural practices by these growers, particularly Terragri, with whom we have a close relationship (see page 36 - Cane). Our supply of molasses continues to be limited by declines in sugar production and we sourced additional molasses this year from Alteo Group in Mauritius. Our supply of molasses declined again in 2021 and we distilled in small volumes, which decreased operational efficiency and increased the boiler's coal consumption. Improving operational efficiency is a continuous effort, and we upgrade equipment to enable optimal use of raw materials. Our new automated fermentation unit came online this year and we installed high performance liquid chromatography (HPLC) equipment to avoid losing unfermented sugar in our *vinasse* by-product.

Grays Inc. sources alcohol from Grays Distilling and imports bulk wines and spirits for bottling locally. Additional key raw materials include glass, aluminium, cork (recycled) and paper, which are used to bottle, seal, label and package our spirits and wines. We strive to operate as efficiently as possible. We closely monitor the supply and quality of these materials to support efficient consumption and aim to reduce, reuse and recycle these materials through careful waste management (see below). Some of our key suppliers have started supplying packaging materials that contain recycled material content. For example, new glass bottles we purchase contain at least 25% recycled material, while cardboard boxes contain at least 60% recycled material.

DIRECT RAW MATERIALS (GRAYS DISTILLING)	2021	2020	2019	2018	2017
 RENEWABLE MATERIALS					
MOLASSES (TONNES)	21,520	23,784	24,094	24,888	23,863
 NON-RENEWABLE MATERIALS					
COAL (TONNES)	2,948	2,361	2,591	1,820	2,337

DIRECT RAW MATERIALS (GRAYS INC.)	2021	2020	2019	2018	2017
 RENEWABLE MATERIALS					
ALCOHOL (100%) (m³)	420	746	729	817	758
WINES AND SPIRITS (65%) (m³)	334	355	734	630	610

Brands (cont'd)


PROTECTING OUR ENVIRONMENT (CONT'D)

ENERGY AND CLIMATE CHANGE


Grays Distilling purchases electricity from the Central Electricity Board (CEB) and operates a coal-fired boiler. We monitor our energy consumption, have installed new equipment in recent years to help improve efficiencies in boiler combustion and steam production and are exploring renewable energy options to power the boiler. Our total energy consumption continued to decline from 83,794 GJ in 2020 to 76,897 GJ in 2021 due to lower levels of production, as a result of smaller production volumes.


Grays Inc. purchases electricity from the CEB and operates a boiler with the capacity to produce one tonne of water vapour for feeding the bottle washer and pasteuriser machine. A back-up internal generator that runs on diesel and has a capacity of 330 kVA is used when needed. In 2020, we invested in a burner that runs

on non-potable alcohol, obtained as a by-product from Grays Distilling, which enabled us to move away from heavy fuel oil and its associated emissions. We use electric forklifts in our warehouses, and are gradually implementing energy-efficiency initiatives, which include the replacements of existing lighting and air-conditioning with more efficient technologies. Smart energy-use practices are promoted amongst our staff. We have experienced a slight drop in energy consumption since 2020, due to reduced levels of operation and remote work arrangements. Looking forward, we plan to install photovoltaic solar panels to cover up to 50% of our electricity needs and improve our monitoring and reporting on vehicle carbon emissions.

ENERGY CONSUMPTION (GRAYS DISTILLING)	2021	2020	2019	2018	2017
<div></div> <div>NON-RENEWABLE ENERGY</div>					
CEB* (GJ)	3,197	3,276	3,640	3,697	3,545
COAL (GJ)	73,700	59,023	64,783	45,506	58,432

*Energy production of the Central Energy Board (CEB) is 20% renewable.

ENERGY CONSUMPTION (GRAYS INC.)	2021	2020	2019	2018	2017
<div></div> <div>RENEWABLE ENERGY</div>					
ALCOHOL (GJ)	5.5	2.5	-	-	-

<div></div> <div>NON-RENEWABLE ENERGY</div>					
CEB* (GJ)	2,807	1,497	-	-	-


*Energy production of the Central Energy Board (CEB) is 20% renewable.


WATER AND EFFLUENT


Grays Distilling uses water directly in the production of alcohol products, and indirectly for cooling and steam production. Water consumption is closely monitored and reused where possible in closed circuits. Steam flowmeters and a totalizer were installed in 2020 to help monitor water consumption in the production of steam. Water from a canal is used for cooling the condensers and is returned to the canal post-use. *Vinasse* is produced as an effluent by-product and sent to Topterra for treatment, where it is processed into effluent water and Concentrated Molasses Stillage (CMS), both used by Terragri in sugar cane fields (see page 36 - Cane). In 2021, Grays Distilling sent 49.2 million m³ of *vinasse* to Topterra for treatment (2020: 40.9 million). We are exploring further opportunities to improve water efficiency and effluent management, including the re-use of effluent generated from wine fermentation. Our water consumption has declined in recent years due to lower levels of production.

Grays Inc. uses water primarily for operating the boiler, running the bottle washer and blending alcoholic beverages. We have two key aims in managing water. Firstly, to reduce pressure on the central

water supply in Mauritius by improving our water-use efficiency and making use of rainwater and treated effluent as alternative sources. Secondly, to ensure safe discharge of industrial effluent emanating from bottling operations, whilst ensuring compliance with permissible limits of pollutants. All effluent rests in sedimentation tanks prior to discharge to reduce the amount of suspended solids we release into waterways. In 2021, we continued with efforts to optimise water-use, reduce the volume of wastewater discharged and promote responsible water-use practices among staff. We installed rainwater harvesting infrastructure to cover up to 20% of our annual needs, initiated the re-use of caustic effluent from our cleaning-in-place (CIP) process in the bottle washer, and installed an acid dosing pump to better control the pH of the effluent we discharge. Grays Inc.'s water consumption increased by 29% in 2021 due the increased use of recycled bottles which require washing and wastewater generation increased to 6,600 m³ from 4,740 m³ in 2020. There were no exceedances of effluent quality standards.


WATER CONSUMPTION (GRAYS DISTILLING)	2021	2020	2019	2018	2017
<div></div> <div>WATER CONSUMPTION</div>					
SURFACE WATER (m³)	53,088	64,680	74,248	72,761	74,642
PUBLIC WATER UTILITY (m³)	971	2,350	943	1,480	1,407

WATER CONSUMPTION (GRAYS INC.)	2021	2020	2019	2018	2017
<div></div> <div>WATER CONSUMPTION</div>					
SURFACE WATER (m³)	5,087	4,740	5,580	5,620	5,340
PUBLIC WATER UTILITY (m³)	13,017	10,088	-	-	-

EFFLUENT PRODUCTION (GRAYS DISTILLING)	2021	2020	2019	2018	2017
<div></div> <div>EFFLUENT PRODUCTION</div>					
VINASSE (SENT TO TOPTERRA) (m³)	49,267	40,927	40,094	62,153	53,409
WASTEWATER (m³)	15,167	9,900	-	-	-

Brands (cont'd)

PROTECTING OUR ENVIRONMENT (CONT'D)


EFFLUENT PRODUCTION (GRAYS INC.)	2021	2020	2019	2018	2017
<div></div> <div>EFFLUENT PRODUCTION</div> <div>WASTEWATER (m³)</div>	6,600	4,740	-	-	-


WASTE MANAGEMENT

Grays Distilling has a waste management system in place through which solid waste is separated and sent for recycling or safe disposal. The use of high-performance liquid chromatography (HPLC) equipment in our fermentation process has eliminated the need to use certain chemicals in our testing laboratory, and we safely disposed our stock of these chemicals in compliance with legislative requirements. Our coal-fired boiler produces a volume of bottom ash, which we send to landfill. We produced slightly more ash in 2021, due to reduced combustion efficiency as a result of poor coal calorific value.

Grays Inc. took steps to improve waste management in 2021, implementing more structured waste management and disposal procedures, with improved monitoring and record keeping. As part of this process, we held sessions with our key waste management stakeholders to improve communications and our relationship, and to promote our aim to improve recycling rates. Our aim is to ensure the efficient management of our packaging materials, and the reduction

and recycling of plastic and other packaging waste. In recent years, we have substituted cardboard boxes with reusable plastic crates (made with recycled content) for stacking and transporting some of our branded products (e.g. Seven Seas). We have increased the number of SKU's sold in crates to favour recycling and reduce cardboard usage. We currently have 76,808 returnable crates in circulation, up from 49,000 in 2018. We incentivise the return of glass bottles at the consumer-end by remunerating returns for all locally produced cane spirits, such as Seven Seas, Deluxe, Dukes and King Cane brands. In 2021, we recycled 55% of glass bottles from the units we produced (2020: 52%), and recovered and recycled 81% of our cane spirit and fruit wine bottles (2020: 60%). By packaging fewer crates in plastic wrapping in 2021, we reduced our plastic waste from 5.7 tonnes in 2020 to 5.5 tonnes this year. Our production of general domestic waste declined by 25% as many employees continued to work from home.

WASTE PRODUCTION (GRAYS DISTILLING)	2021	2020	2019	2018	2017
<div></div> <div>NON-HAZARDOUS WASTES</div> <div>COAL ASH (LANDFILL) (TONNES)</div>	714	707	615	993	951

WASTE PRODUCTION (GRAYS INC.)	2021	2020	2019	2018	2017
<div></div> <div>NON-HAZARDOUS WASTES</div> <div>GLASS BOTTLES (RECYCLING) (TONNES)</div>	176	144	30	30	53
<div></div> <div>PLASTIC (RECYCLING) (TONNES)</div>	5.5	5.7	5	9	11
<div></div> <div>CARDBOARD (RECYCLING) (TONNES)</div>	29.5	22.4	19	28	48

INVESTING IN OUR PEOPLE


EMPLOYEE TRAINING AND DEVELOPMENT

Training and development for both Grays Distilling and Grays Inc. focused on building leadership capacity at middle and top management level, and enhancing the confidence and cohesion of teams. Using the Gallup coaching method, we focused on developing leadership skills, building emotional intelligence, aligning individual and team strengths, cultivating culture change, understanding Generation-Z (Grays Inc.), and driving efficiency. A high importance is also placed on health and safety training, and we continue to run annual refresher courses and regular sensitising sessions for key risks and core competencies, including Covid-19 protocols. Feedback on training has been positive and employees continue to prove their resilience and agility in response to the ongoing challenges of Covid-19. We have seen an improvement in leadership practice and communication and this has translated into smoother workflows, stronger collaboration and more impactful teamwork.

EMPLOYEE WELLBEING, HEALTH AND SAFETY

Grays Distilling and Grays Inc. take a proactive approach to managing wellbeing, health and safety. Our policies and protocols comply with legal requirements, support continual improvement and establish safe systems of work for each operation. Our key focus in 2021 was on reinforcing the frequency of onsite inspections to ensure that employees followed Covid-19 protocols and safe systems of work, and to improve our identification of, and learning from, any observed potential hazards and near-misses. We have received positive feedback from managers and employees that indicate this preventive approach is yielding onsite improvements. Training and awareness sessions were held to reinforce safe systems of work, maintain responsiveness to Covid-19, and to refresh knowledge and skills in relation to our key risks and core competencies.

The Brands cluster recorded a TRIR of 26.1 in 2021 (2020: 21.8). We experienced a slight increase in our incident rate, mostly attributable to minor injuries from lifting heavy items with improper technique. We are addressing this issue through refresher training and more frequent visible on-site inspections. Unfortunately, we experienced one serious incident with an external service provider who received a strong electric shock from electrical high lines while trimming a tree on our premises. Swift emergency procedures were followed immediately upon occurrence and the incident has since been investigated and followed-up according to our formal procedures. We are always learning from incidents such as these and taking additional steps to prevent and mitigate these risks. We have since installed isolated high lines on our premises, at our own cost, to ensure that a repeat incident does not occur.

HEALTH AND SAFETY (BRANDS)	2021	2020	2019	2018	2017
<div></div> <div>HEALTH AND SAFETY</div> <div>TOTAL RECORDABLE INJURY RATE (TRIR)¹</div>	26.1	21.8	25.8	21.0	21.1
<div></div> <div>LOST TIME INCIDENT RATE (LTIR)¹</div>	30.8	29.0	31.4	21.0	21.1
<div></div> <div>SEVERITY RATE (SR)¹</div>	32.6	22.2	28.9	26.0	32.0

1: The method for calculating these indicators was updated in 2021.

Power

Our purpose is to supply reliable and low-cost electricity to the country, be available on the CEB grid, and consolidate our position as a major player in the production of renewable energy.

HIGHLIGHTS	CHALLENGES	OUTLOOK
<ul style="list-style-type: none">– Higher levels of production and fewer outages– Excellent safety performance with TRIR of 0.0– Improved coal-use intensity– Renewable energy trial launched with local woodchips– Expanded Eucalyptus plantations by 20 hectares– Initiated water recycling for firefighting from cooling tower blowdown– Reduced consumption of chemicals by 164 T through PURATE™ technology	<ul style="list-style-type: none">– Covid-19 infection risk and restrictions– Breakdown of <i>bagasse</i> conveyors– Breakdown of cane trash shredder– Effluent quality exceedance for “oil and grease”– Disruptions in air emissions continuous monitoring system– Lower solid waste recycling rates	<ul style="list-style-type: none">– Maintain strong safety performance and deploy new safety procedures– Improve biomass conveyer systems to enhance renewable energy production– Develop renewable biomass capacity (wood chips)– Reinforce monitoring and control of emissions to air water– Extend the share of renewable energy in Terragen’s production mix to be in line with the decarbonisation objectives of the government

PROMOTING RENEWABLE ENERGY

Terragen supplies electricity to the Central Electricity Board (CEB) for distribution to the national grid, and is one of the most cost-effective suppliers of electricity in Mauritius. In 2021, Terragen produced 15.5% of total electricity consumed in Mauritius (2020: 13.1%). Our power operations enhance the value created from sugar production by producing renewable energy using all the *bagasse* from Terra Milling, and part of the cane straw left in the sugar cane fields of Terragri and other growers in the north of the island. In 2021, Terragen contributed 12.8% to national renewable energy production (2020: 12.2%).

The value of sugar cane as a source of biomass for renewable energy production has strengthened this year, with the Government granting a higher price for sugar through the remuneration of *bagasse* and announcing a National Biomass Framework which would guarantee same. In addition, as part of developing the new biomass framework, ongoing discussions are taking place with the authorities to secure a

sustainable price for the production of other local biomass in addition to *bagasse*. These developments bring new life to the sugar cane industry on the island, and presents an opportunity for Terragen, and the sugar industry as a whole, to better contribute to national decarbonisation and the achievement of the UN-SDGs.



We are committed to decarbonising the energy mix of the Group and the island by gradually shifting from coal to biomass, and by exploring other renewable energy generation opportunities. Following the remuneration of *bagasse*, as well as the Government’s recent commitment to phase out coal and achieve a national renewable energy target of 60% by 2030, we submitted a new energy business model to the CEB that supports the full transition of our plant to renewable energy. We look to pursue this opportunity for decarbonisation in partnership with Government, and continue to engage on possible ways forward.

Power (cont'd)

PROTECTING OUR ENVIRONMENT

ENERGY AND CLIMATE CHANGE

Terragen's energy consumption is optimised through the efficient use of auxiliary equipment, which is shut down whenever possible. We continue to explore further energy efficiency options. Our electricity consumption within Terragen increased slightly from 191,431 GJ in 2020 to 199,106 GJ in 2021, due to an increase in operating intensity and a concomitant increase in total energy production, including electricity and steam, from 2,492,428 GJ in 2020 to 2,647,332 GJ in 2021.



ENERGY PRODUCTION AND CONSUMPTION		2021	2020	2019	2018	2017
<div>RENEWABLE ENERGY</div> <div>BIOMASS (GJ)</div>	Total electricity production (renewable)	395,492	405,949	542,854	472,147	519,364
	Electricity supplied to Terra Milling	53,407	55,102	52,439	45,896	57,146
	Electricity sold to CEB	296,715	301,275	428,313	371,702	401,799
	Electricity consumption within Terragen	45,369	49,572	62,103	43,294	60,419
	Steam supplied to Terra Milling	401,950	462,781	598,993	522,139	628,053
<div>NON-RENEWABLE ENERGY</div> <div>COAL (GJ)</div>	Total electricity production (non-renewable)	1,475,824	1,221,442	1,279,762	1,319,800	1,303,775
	Electricity supplied to Terra Milling	24,784	26,259	40,677	37,107	29,088
	Electricity sold to CEB	1,297,303	1,053,324	1,107,985	1,142,525	1,137,000
	Electricity consumption within Terragen	153,737	141,859	131,100	151,420	137,688
	Steam supplied to Terra Milling	374,066	402,256	332,474	285,579	221,427

Terragen maintained renewable energy production from cane straw and *bagasse* in 2021, and made progress exploring woodchips as an additional source of renewable biomass, and expanding our Eucalyptus plantations as an internal source of woodchips. We began electricity generation trials with 300 tonnes of locally produced woodchips, and planted an additional 20 hectares of Eucalyptus, bringing the total area under plantation to 28 hectares. Our target is to plant 50 hectares of Eucalyptus by the end of 2022.


Electricity produced from cane straw was higher in 2021 than 2020, but lower than expected, as rain and bailer breakdowns affected the harvest, and breakdowns of the shredder affected processing for combustion. Production from *bagasse* declined again in 2021, due to drought-related declines in sugar cane yields and sugar production. This resulted in decreased combustion

of biomass and increased combustion of coal, which translated into less renewable energy output and an increase in the proportion of non-renewable energy from coal in our energy production mix. The share of renewable energy in our production mix declined slightly from 26% in 2020 to 22% in 2021.

Electricity demand was high in 2021, and we exported 443 GWh to the grid, a record high for Terragen. We produced 83 GWh of renewable electricity for export to the grid (2020: 84 GWh), using 5,735 tonnes of cane straw (2020: 4,171 tonnes) and 241,997 tonnes of *bagasse* (2020: 259,850 tonnes). Our coal-use efficiency improved from 612 g/KWh in 2020 to 595 g/KWh in 2021, predominantly as a result of high demand and high operational intensity.

DIRECT RAW MATERIALS	2021	2020	2019	2018	2017
<div>RENEWABLE MATERIALS</div> <div>BAGASSE (TONNES)</div>	241,997	259,850	311,544	252,940	294,793
<div>CANE STRAW (TONNES)</div>	5,735	4,171	9,639	8,247	7,526
<div>NON-RENEWABLE MATERIALS</div> <div>COAL (TONNES)</div>	216,355	180,883	188,085	192,798	188,892

Terragen's commitment to gradually reduce coal in its energy mix will have a direct positive impact on reducing greenhouse gas (GHG) emissions. Our direct GHG emissions increased this year due to decreased renewable energy output as a result of lower biomass production and increased coal consumption, and overall higher output. Overall, 34.7% of Terragen's GHG emissions in 2021 were accounted as biogenic (captured again from the regrowth of cultivated biomass), down from 35% in 2020. We monitor the parameters of combustion through an online continuous automatic system. Our air emissions are also controlled by an independent laboratory operating under the Mauritius Cane Industry Authority (MCIA) on a quarterly basis.


GHG EMISSIONS	2021	2020	2019	2018	2017
<div>DIRECT (SCOPE 1) EMISSIONS</div> <div>CANE STRAW, tCO₂ (BIOGENIC)</div>	8,622	6,274	14,104	12,289	11,156
<div>BAGASSE, tCO₂ (BIOGENIC)</div>	202,018	218,575	263,525	213,816	247,877
<div>COAL, tCO₂</div>	500,097	421,714	436,637	449,973	437,089

Power (cont'd)

PROTECTING OUR ENVIRONMENT (CONT'D)

WATER AND EFFLUENT


Water consumption is closely monitored and managed at Terragen, and we aim to maintain water-use efficiency at or below 3.65m3/MWh. Water meters are installed throughout the plant and monitored daily, with controls in place to respond to prescribed water-use limits. Water is recirculated and reused, and leaks are regularly investigated and fixed, to reduce our consumption of raw water. We aim to improve our water-use efficiency in coming years, and are exploring additional options in 2022. Our water efficiency improved slightly from 3.7 m³/MWh in 2020 to 3.6 m³/MWh in 2021, but our total water consumption increased from 1,494,788 m³ in 2020 to 1,604,584 m³ in 2021, both as a result of higher energy production in 2021.

WATER CONSUMPTION	2021	2020	2019	2018	2017
<div></div> <div>WATER CONSUMPTION</div>					
TOTAL WATER CONSUMPTION (SURFACE WATER) (m³)	1,604,584	1,494,788	1,522,596	1,578,574	1,698,912
WATER-USE EFFICIENCY (m³/MWh)	3.6	3.7	3.4	-	-

Recirculating and reusing water within the plant also reduces the volume of effluent we generate. In 2021, we started recycling water from the blowdown of our cooling towers for use in our firefighting system. The bulk of our effluent is treated and sent to Terragri for irrigation. This treated effluent is tested before going to Terragri, and if the water quality is not up to standard, it gets rerouted to a local wastewater treatment facility for final processing and subsequent discharge. In 2021, we produced 380,000 m³ of effluent for Terragri.

We monitor and test our effluent water regularly in respect of pH, conductivity, temperature and turbidity. The Water Management Authority (WMA) conducts monthly tests in respect of effluent standards, and the *Laboratoire International de Bio Analyse* (LIBA) conducts quarterly tests in respect of irrigation standards. Our use of PURATE™ technology, has improved the efficiency of our cooling-water treatment process, enabling us to eliminate the use of sodium hypochlorite, reduce overall chemical use, and improve the quality of our effluent. A new sulphuric acid dosing station has also been installed to improve efficiency in neutralising the alkaline pH of our effluent. Through these initiatives, we have reduced our consumption of chemicals from 368 tonnes in 2020 to 204 tonnes in 2021.


Despite intensifying our screening for “oil and grease” at several water sampling points inside the plant in response to limit exceedances in 2020, we again recorded limit exceedances for this parameter at our effluent outlet in 2021. Three limit exceedances were recorded for “oil and grease” this year and we continue to investigate these incidents to discover the root cause of the issue.

EFFLUENT PRODUCTION	2021	2020	2019	2018	2017
<div></div> <div>EFFLUENT PRODUCTION</div>					
TREATED EFFLUENT (SENT TO TERRAGRI) (m³)	380,000	373,697	380,649	394,643	424,728

AIR EMISSIONS

Terragen ensures full compliance with its Environmental Impact Assessment (EIA) licence and the Standards for Air (1998) promulgated under the Environment Protection Act (2002). We employ multiple methods to control dust emissions, including electrostatic precipitators at each boiler unit and dust suppression equipment on the fuel handling systems.

We performed well in 2021, with no stack emissions exceedances, and improved values recorded across all emissions parameters, with the exception of SO₂ emissions. We again noted some absent values in our recording of stack emissions as a result of minor disruptions to our continuous monitoring system, and we continue to work on resolving this issue. Several actions have been undertaken to improve the reliability of the continuous monitoring system with the support of a specialised foreign company, including the sourcing of replacement parts.


AIR EMISSIONS	2021	2020	2019	2018	2017	EPA STANDARDS (MG/M³)
<div></div> <div>AIR EMISSIONS</div>						
NO _x EMISSIONS (MG/NM³)	469	537	548	553	631	1000
SO ₂ EMISSIONS (MG/NM³)	1,304	1,151	910	836	809	None
PM ₁₀ EMISSIONS BIOMASS (MG/NM³)	19	25	42	22	15	400
PM ₁₀ EMISSIONS COAL (MG/NM³)	52	59	76	45	46	200

Power (cont'd)

PROTECTING OUR ENVIRONMENT (CONT'D)

WASTE MANAGEMENT

Terragen generates minor quantities of non-hazardous and hazardous wastes that are directed to registered recyclers and waste disposal facilities. In 2021, we produced 118 tonnes of solid waste, with a recycling rate of 46% (2020: 60%). Non-recyclable domestic solid wastes and industrial solid wastes accounted for 64 tonnes, while recyclable waste (e.g. paper, plastic, cardboard, WEEE, and scrap metal) accounted for 54 tonnes. Our primary waste stream is ash produced through the combustion of coal and biomass (*bagasse* and cane straw). In 2021, we produced 28,714 tonnes of coal bottom ash, 16,537 tonnes of *bagasse* fly ash, and 14,862 tonnes of coal fly ash. We redirected 6,471 tonnes (44%) of our coal fly ash for processing into a cement additive via thermal valorisation at Omnicane. Currently, all *bagasse* fly ash and coal bottom ash, as well as the rest of the non-valorised coal fly ash, is sent for disposal as backfill in the de-rocking sites of Terragri.

WASTE PRODUCTION	2021	2020	2019	2018	2017
<div></div> <div>NON-HAZARDOUS WASTES</div>					
TOTAL COAL BOTTOM ASH (TONNES)	28,714	25,019	24,832	25,414	26,687
TOTAL BAGASSE FLY ASH (TONNES)	16,537	11,708	13,308	12,815	14,260
TOTAL COAL FLY ASH (TONNES)	14,862	11,368	10,506	16,388	20,480
COAL FLY ASH (VALORISED) (TONNES)	6,471	7,140	N/A	N/A	N/A


INVESTING IN OUR PEOPLE

EMPLOYEE TRAINING AND DEVELOPMENT

Cultivating the skills and capabilities of Terragen's employees is pivotal to ensuring safe and efficient operations, and build a high-performance learning culture. In 2021, we aligned our training programs with the learning and development initiatives run through the Group training centre. We strengthened coaching as a key aspect of our approach, and focused on building role-based development plans that enable continuous learning to enhance role-specific competence. Health and safety remains an important aspect of our annual training programme, and we continue to run annual refresher courses and regular sensitising sessions for key risks and core competencies, including the reinforcement of Covid-19 protocols. We held various trainings and internal briefings throughout 2021, investing MUR 7.8m in employee learning and development at an average 8 training hours per employee. A new approach to evaluating the effectiveness of our training has been implemented.

EMPLOYEE WELLBEING, HEALTH AND SAFETY

The key focus at Terragen has been to reinforce the health and safety culture at all levels, and to improve the effectiveness of fire prevention and protection. The Power cluster recorded a TRIR of 0.0 in 2021 (2020: 19.9). All best practices and safety routines were successfully deployed and maintained during the year, and we met all our internal targets. There were no lost-time incidents recorded for employees and external workers, and our near-miss reporting system proved successful. We recorded 77 near-misses during the year, the details of which inform our continual learning and improvement. This strong performance highlights the excellent safety culture at Terragen. Looking forward, we will reinforce our safety procedures, including Lockout/Tagout for isolating and controlling hazardous energy during maintenance, safety management for operations clearing, and confined space safety.

HEALTH AND SAFETY (POWER)	2021	2020	2019	2018	2017
<div></div> <div>HEALTH AND SAFETY</div>					
TOTAL RECORDABLE INJURY RATE (TRIR) ¹	0.0	19.9	9.9	0.0	9.6
LOST TIME INCIDENT RATE (LTIR) ¹	0.0	19.9	9.9	0.0	9.6
SEVERITY RATE (SR) ¹	0.0	55.6	27.6	0.0	76.6

1: The method for calculating these indicators was updated in 2021.

Property and Leisure

Our purpose is to create and unlock the value of the Group’s land holdings for all its stakeholders.

HIGHLIGHTS	CHALLENGES	OUTLOOK
<ul style="list-style-type: none">– Re-opening of L’Aventure du Sucre in October 2021– Launched Mahogany Shopping Promenade– Progressed green design and infrastructure at Beau Plan Smart City– Zero food safety incidents at L’Aventure du Sucre– Permission for 1.6 MW solar photovoltaic plant– EDGE certification of The Strand office block	<ul style="list-style-type: none">– Covid-19 infection risk and restrictions– Extended Covid-19 related closure of operations– Slight decline in safety performance with TRIR of 12.6	<ul style="list-style-type: none">– Ensure H&S, ethical and environmental compliance for all projects <p>Beau Plan Smart City:</p> <ul style="list-style-type: none">– Install waste separation and recycling system– Drive collaboration to enhance resilience of development– Invest in community engagement and the nearby village of Bois Rouge

ADVANCING GREENER DEVELOPMENT

Novaterra complies with all legislative requirements related to development in Mauritius, and promotes greener development on the island by advancing the integration of social and environmental aspects into all our property developments.

During the construction phase on our projects, contractors are required to follow an Environmental Management Plan, as required by the Ministry of Environment and set out in the Environment Protection Act 2002. We are fully compliant with the new Financial Intelligence and Anti-Money Laundering Act 2002, and have a dedicated reporting officer at Terra Finance that takes all our prospective tenants and clients through a full compliance review process. Looking forward, the Government is revisiting the national Environmental Impact Assessment (EIA) process, and we will look to engage on these developments and ensure compliance with any new requirements.

Beau Plan Smart City is our flagship development through which we aim to showcase technologically advanced sustainability solutions in a modern and inclusive urban environment. The development of the Smart City includes various environmental sustainability features. The specification of eco-friendly building materials where possible will reduce the ecological footprint of construction. Harnessing the Internet of Things (IoT), big data and smart grids will enable automatic monitoring and efficient control of energy, water, waste, and traffic. The integration of stormwater management, green open spaces, smart mobility systems and non-motorised transport routes will help make the Smart City more resilient, clean, accessible, and liveable.

Property and Leisure (cont'd)

ADVANCING GREENER DEVELOPMENT (CONT'D)

Our key progress to date includes:

- Green design to reduce air conditioning at Greencoast and Mahogany Shopping Promenade.
- Smart-ready lamp posts in the city centre.
- A recycling system for used cooking oil at the Mahogany Shopping Promenade.
- Dedicated waste separation bins at the heart of the smart city to facilitate recycling of plastic, paper, aluminium and glass.
- Construction of a wastewater treatment plant that is connected to Mahogany Shopping Promenade, and ready for connection to commercial plots once these are fully serviced.
- Greywater infrastructure that enables the reuse of greywater for irrigation.
- Planting 27,000 trees and specifying LEDs in the lighting displays around the Mahogany lake.
- 4.6km of foot- and bike-paths to promote smart mobility and liveability.
- EDGE Certification for energy saving design in the office block of The Strand.
- Permission to develop a 1.6 MW photovoltaic solar plant to service smart city developments.
- Effective land drainage systems to mitigate flood risk from cyclones and extreme weather.
- Service providers appointed to advance the implementation of smart ICT infrastructure, integrated waste management, and smart mobility planning.
- The use of AI and smart technology to provide smart security solutions for the smart city.

Sugarworld has systems in place to monitor and manage water, electricity and waste. In recent years, we have taken steps to make our operations more environmentally responsible. Lamps are gradually being replaced with energy-efficient LEDs, key waste streams are routinely sent to recyclers, and we promote smart water and energy use among our staff. The restaurant menu has been designed to prioritise local sourcing, including from our own kitchen garden. We routinely minimise packaging, have banned plastic straws, serve filtered tap water, use biodegradable takeaway containers and cutlery, recycle used kitchen oil, and source natural cleaning products. Our office and marketing activities prioritise paperless approaches and digital channels, with vegetable-based inks used for printing where necessary. The severe curtailment of our operations during Covid-19 has had a big impact on our resource use figures. In 2020, our water, energy and domestic waste figures declined considerably, and were again low in 2021, but marginally higher due to the easing of lockdown restrictions and our reopening from October 2021. We recorded zero food safety incidents, and produced 720 kg of food waste (2020: 1,438 kg).

COLLABORATING FOR COMMUNITY RESILIENCE

Proactive engagement and productive partnerships with Government authorities, industry peers, tenants and neighbouring communities are key to the successful delivery of sustainable infrastructure, services and property developments, and we have worked hard this year to improve our relationships with these stakeholders.

Novaterra is an active member of the Real Estate Committee at Business Mauritius, where we participate in dialogue that opens up sustainable development opportunities on the island. These stakeholder relationships are essential to making our property developments a success, and are a key reason why we have weathered the storm of Covid-19 so well, despite the challenges and delays experienced. With the Beau Plan Smart City, we aim to create a popular place that is accessible, relevant, vibrant, and highly liveable for people both local and international. The sustainability credentials of the smart city reflect contemporary urban trends and align with national development objectives. These sustainability aspects act as a drawcard for tenants, tourists and local communities, and we have strived to include these stakeholders in the design and evolution of the development.

During the development of the Smart City, we have engaged with Government authorities on land-drainage to address flood risk in the north of the island, on renewable energy development to support national decarbonisation, and toward advancing local integrated waste management. We have engaged with tenants to better serve their needs, make greener practices commonplace, and to promote the recruitment of local people for retail and residential occupations. With the help of Terra Foundation, we are engaging neighbouring communities and supporting their integration into the life of the Smart City by taking people on guided tours of the city; hosting events that celebrate local art and craft; investing in NGOs that support under-resourced households, publishing a community newspaper and magazine; and by building a platform to facilitate the employment of local people in the area (see page 30 – Supporting our Communities). Covid-19 restrictions have limited many of these community engagement activities in 2020 and 2021, so we aim to expand on

these from 2022. A key activity in 2022, will be investing in the nearby village of Bois Rouge, where we are building a sports complex, undertaking urban refurbishments, and supporting street art.

Sugarworld regularly hosts and supports public events aimed at raising public awareness for sustainability and promoting local heritage, food, art and craft. In support of global climate action, L'Aventure du Sucre organised and hosted an original art exhibition of cane straw, cane leaf and *bagasse* sculptures. Held in October 2021, the event was planned to coincide with the COP 26 global climate change conference, providing an opportunity to support and promote art education, creativity and climate activism amongst local youth. The project was made possible by the British Council, Mahatma Gandhi Institute (MGI) School of Fine Arts, and Terra Group. In addition, we continued to showcase the work of local artist, Joshila Dhaby, through her long-standing exhibition, Refraction, which combines art and science to highlight the fragile beauty of our coastline and the risks to marine life.

Maintaining high standards of hygiene and food safety are key concerns for the restaurant and boutique at Sugarworld, and of critical importance in delivering exemplary customer service. Making our supply chains more socially and environmentally responsive is also a priority. Systematic management measures are in place that ensure organised storage and management of stock, clear labelling of perishables, routine cleaning, and strict adherence to personal hygiene and food safety protocols. We work closely with the Group Health and Safety Officer and have appointed food hygiene and quality control consultants. We engage regularly with our suppliers for the restaurant and boutique and prioritise procurement from local growers, producers and crafters. All staff are trained as certified food handlers and clear signage at workstations helps maintain health and safety awareness. Compliance is closely monitored, and customer complaints are consistently recorded and addressed. No complaints concerning food quality were recorded in 2021, and we received very positive feedback on museum and restaurant.

Property and Leisure (cont'd)


INVESTING IN OUR PEOPLE

EMPLOYEE TRAINING AND DEVELOPMENT

Novaterra and Sugarworld place a high importance on providing opportunities for their employees to build their skills and capabilities, better connect with each other, and find motivation in their work. The emphasis is on fostering a high-performance learning culture, with strong leaders and cohesive teams. Coordinating training has been difficult since the onset of Covid-19, but some progress has been made towards the latter half of 2021. Novaterra and Sugarworld both provided leadership coaching to their managers in alignment with the Group-wide effort, and held refresher sessions on first aid and key health and safety topics, including Covid-19 awareness and protocols. Novaterra also focused on building team synergy in their administrative and finance departments. Sugarworld made it possible for employees to work in supportive roles at Novaterra and Grays to expand their work experience during the extended shutdown of *L'Aventure du Sucre*, and also refreshed staff training in sugar and rum tasting to enhance this experience upon re-opening in October 2021.

EMPLOYEE WELLBEING, HEALTH AND SAFETY

Novaterra and Sugarworld strive to ensure the health and safety of all stakeholders, including employees, contractors, tenants and visitors. Novaterra conducts health and safety risk assessments every two years, with regular inspections carried out and corrective measures implemented. Sugarworld undergoes regular third-party audits relating to food hygiene, packaging, labelling, health and safety, cleanliness and staff training. A steering committee oversees these audits at Sugarworld and ensures that any issues are addressed on time and in compliance with international health and safety, and food safety, standards. Protecting and supporting staff through Covid-19 remained a high priority for both entities, including promoting vaccination, and fire safety remains a key ongoing risk. Both entities strengthened their fire prevention and protection readiness in 2020, and renewed their fire certificates in 2021. Novaterra addressed safety risks around the lake and stormwater drains of Beau Plan Smart City in preparation for the launch of the Mahogany Shopping Promenade. The cluster recorded a higher TRIR of 12.4 in 2021 (2020: 6.4), due to changes in legislation and risk assessment findings.

HEALTH AND SAFETY (PROPERTY AND LEISURE)	2021	2020	2019	2018	2017
<div></div> <div>HEALTH AND SAFETY</div>					
TOTAL RECORDABLE INJURY RATE (TRIR) ¹	12.4	6.4	18.3*	29.6	10.1
LOST TIME INCIDENT RATE (LTIR) ¹	9.3	6.5	18.3*	29.6	10.1
SEVERITY RATE (SR) ¹	5.6	15.6	18.0*	6.0	4.0

*Includes temporary employees

1: The method for calculating these indicators was updated in 2021.



Other Business Units

TOPTERRA


Topterra works in close collaboration with Grays Distilling to process the *vinasse* produced by the distillery into a more environmentally benign and useful product with value-add potential. We process a contracted volume of *vinasse*, evaporating the *vinasse* into a concentrated by-product called Concentrated Molasses Stillage (CMS), which has similar properties to potash used in the manufacture of some fertilisers. We deliver this CMS to Intego where it is blended with other additives to produce a potassium rich soil conditioner used by Terragri and other growers.

The concentration of *vinasse* into CMS also produces acid condensate, a liquid effluent that we process at our on-site wastewater treatment station to make it suitable for Terragri to use for irrigation. In 2021, we sent 26,442 m³ of treated acid condensate to Terragri for irrigation (2020: 24, 651 m³). During this process, we generate a small volume of waste un-treated acid condensate and a small volume of cleaning wastewater, both of which we send for safe disposal.

In recent years, despite exploring additional uses for CMS, we have faced challenges with the viability of our business model due to the lack of a competitive price for CMS. Russia's war in Ukraine has shifted the outlook for the value of CMS going into 2022, however, as global supply chains of fertiliser have been interrupted, and the price and demand for potash – for which CMS is a substitute – has increased considerably.

Currently we face two major constraints that limit the productivity of our operations. Over the years, accumulated sedimentation has reduced the holding capacity of our CMS storage dam to 25% of its original volume. This constraint is currently limiting our production of CMS, and reducing its application in fields during the sugar cane growing season. Our evaporators are also operating at their full capacity, processing 13m³ of *vinasse* per day. Any additional volume of *vinasse* beyond this 13 m³ limit that we receive from Grays Distilling is transported to a registered disposal facility.

The health and safety of our employees is paramount at our operations, and we draw on the Occupational Health and Safety Act for guidance. We also conduct periodic risk assessments and training to improve performance. In 2021, our focus was on maintaining on-site monitoring to ensure safety at work, with special attention paid to Covid-19 protocols and awareness. We recorded no major health and safety or environmental incidents, and none of our workers are unionised at present.





TOPTERRA	2021	2020	2019	2018	2017
<div></div> <div>DIRECT RENEWABLE MATERIALS</div> <div>VINASSE (GRAYS DISTILLING) (m³)</div>	49,267	40,927	40,094	62,153	53,409
<div></div> <div>ENERGY CONSUMPTION (GJ)</div> <div>NON-RENEWABLE ELECTRICITY (CEB)</div>	1,807	2,218	2,185	3,236	3,398
<div></div> <div>NON-RENEWABLE STEAM (GRAYS DISTILLING)</div>	19,690	23,088	22,825	43,628	-
<div></div> <div>WATER CONSUMPTION</div> <div>SURFACE WATER* (m³)</div>	15,000	12,200	14,095	21,850	26,500
<div></div> <div>PUBLIC WATER UTILITY (m³)</div>	100	100	100	130	140
*These figures are estimates.					
<div></div> <div>EFFLUENT AND WASTE MANAGEMENT</div> <div>TREATED ACID CONDENSATE (TERRAGRI) (m³)</div>	26,442	24,651	23,105	37,138	30,514
<div></div> <div>UNTREATED ACID CONDENSATE (SAFE DISPOSAL) (m³)</div>	251	234	225	540	696
<div></div> <div>EXCESS VINASSE (SAFE DISPOSAL) (TONNES)</div>	15,720	18,644	23,105	37,138	30,514
<div></div> <div>WASTEWATER (SAFE DISPOSAL) (m³)</div>	899	479	868	475	487

Other Business Units (cont'd)

TERRAROCK

Terrarock adds value to Terragri’s field de-rocking operations and operates under the management of The United Basalt Products Ltd. As Terragri removes rocks and rubble from fields for cultivation or land for development, these materials are directed to Terrarock where they are processed into aggregate, hollow concrete blocks, and rocksand for use in construction.

Terrarock outsources its energy management to a sub-contractor, who monitors energy consumption and keeps the company advised on performance. Employee health and safety is a priority concern, and we focused on maintaining Covid-19 awareness and safety protocols, and ensuring new employees received health and safety training as part of their induction. Our key waste stream is a non-hazardous solidified mud, which is used for backfilling at Terragri’s de-rocking sites. We recorded no major health and safety or environmental incidents in 2021, and 90% of workers are unionised at present.

TERRAROCK	2021	2020	2019	2018	2017
 DIRECT RENEWABLE MATERIALS					
BOULDERS (TONNES)	303,282	303,217	380,364	350,729	361,879
 ENERGY CONSUMPTION					
NON-RENEWABLE ELECTRICITY (CEB) (GJ)	4,565	4,899	4,214	4,449	4,688
 ENERGY CONSUMPTION					
RENEWABLE ELECTRICITY (CEB) (GJ)	716	625	686	724	827
 WATER CONSUMPTION (m³)					
SURFACE WATER	50,817	75,026	58,634	43,236	44,030
PUBLIC WATER UTILITY	6,493	7,381	50,905	39,559	13,281
 EFFLUENT AND WASTE MANAGEMENT					
SOLIDIFIED MUD (TONNES)	14,882	19,184	21,525	28,176	26,346





“Conservation is a state of harmony
between men and land.”

ALDO LEOPOLD

Appendix

GROUP PERFORMANCE DATA

PEOPLE	2021	2020	2019	2018	2017
Permanent employees	1,134	1,144	1,289	1,397	1,386
Temporary / seasonal employees	291	299	422	414	629
Employee turnover	17%	18%	21%	16%	13%
Health and safety					
Number of injuries (work lost day > 24h)	57	347	129	111	109
Work-related fatality	0	0	0	0	1
Total Recordable Injury Rate (TRIR) (average across clusters)	15.4	16.9	23.9	18.8	21.8
Lost Time Incident Rate (LTIR)	14.4	18.1	25.3	18.8	21.8
Severity Rate	20.1	31.5	32.8	18.9	44.9
Spend on employee training and development (MUR million)	7.7	3.6	7.8	8.7	10.5
New jobs provided	33	12	13	23	157
Salaries, wages, and other benefits (MUR million)	1,060.6	965.4	1,030.7	842.4	922.7

SOCIETY

CSR projects sponsored in communities	30	32	34	33	77
CSR sponsorship (MUR million)	1.7	2.9	2.4	2.7	8.6
Taxes paid to Mauritian Government (MUR million)	50.4	22.3	67.1	61.7	53.1
Customs and excise duty paid to Mauritian Government (MUR million)	550.3	564.3	651.4	679.3	617.8
Procurement of goods and services from suppliers (MUR million)	3,124.5	2,566.6	2,679.2	2,931.5	2,898.0

ENVIRONMENT¹

Total water consumption (m³)	5,237,956	3,784,983	7,308,806	7,983,941	11,668,969
Effluent reused for irrigation ² (m³)	610,966	536,430	509,400	850,000	-
Total renewable energy produced (electricity and steam) ³ (GJ)	797,442	868,730	542,854	472,147	-
Total renewable energy consumption (GJ)	500,726	767,655	715,036	613,097	747,589
Total non-renewable energy consumption (GJ)	552,587	597,130	644,229	592,773	546,553
Direct GHG emission (Scope 1) - Biogenic (tCO ₂ e)	210,640	224,849	277,629	226,105	259,033
Direct GHG emission (Scope 1) ⁴ - Fossil fuels (tCO ₂ e)	501,110	421,714	439,462	454,368	441,383
NOx emissions (mg/Nm³)	469	537	548	553	631
SO2 emissions (mg/Nm³)	1,304	1,151	910	836	809
PM ₁₀ emissions (bagasse and cane straw) (mg/Nm³)	19	25	42	22	15
PM ₁₀ emissions (coal) (mg/Nm³)	52	59	76	45	46
Total non-hazardous waste recycled (tonnes)	438	394	-	-	-
Waste - non-hazardous					
Bagasse ash (tonnes)	16,537	11,305	13,308	12,815	14,260
Coal fly ash (tonnes)	14,862	11,368	10,506	16,388	20,480
Coal bottom ash (tonnes)	29,428	25,019	24,832	26,407	26,687

GROUP PERFORMANCE DATA (CONT'D)

ENVIRONMENT ¹ (CONT'D)	2021	2020	2019	2018	2017
Waste - non-hazardous					
Scrap metal, tonnes	221	222	263	194	213
Glass bottles (damaged), tonnes	176	144	30	31.5	52.9
Plastic waste, tonnes	5.5	5.7	15.9	14.4	12.6
Paper and cardboard, tonnes	29.5	22.4	23.3	28	48
Coal fly ash (Thermal Valorisation Co. Ltd)	6,471	7,140	6,241	5,200	1,229
Waste recycled - hazardous					
Used tyres, tonnes	11	8.3	15	17.6	19.8
Used oil, m³	9.3	15.3	14.3	21.7	36.8

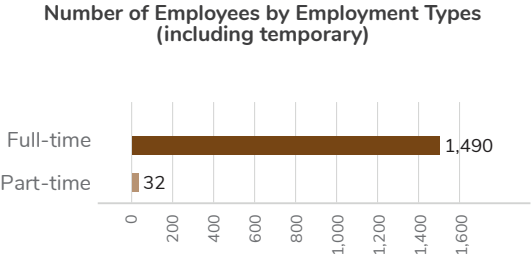
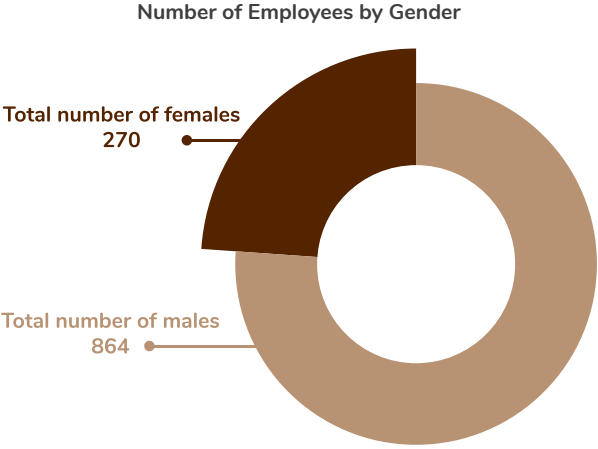
1: The data provided on each environmental topic includes figures for only those entities where the topic is material.
2: Figures include effluent received from Terra Milling and Terragen only, and excludes effluent received from Topterra.
3: Figures include renewable energy produced by Terragen for electricity and steam.
4: Figures include coal and diesel emissions from Cane and Power only, excluding coal emissions from Grays Distilling.

Appendix (cont'd)

EMPLOYEE INFORMATION

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

	Grays Inc. Ltd	Grays Distilling Ltd	Terra Milling Ltd	Terragri Ltd (Agriculture)	Terragen Ltd	Terragri Ltd (Property)	Sugarworld Ltd	Terragri Ltd (Corporate)	Terra Finance Ltd	Terrarock Ltd
TOTAL EMPLOYEES (BY CATEGORY) (AT THE END OF THE REPORTING PERIOD)										
Total employees (permanent)	461	40	128	224	50	95	56	32	5	43
Total Employees (inc. temporary)	481	40	362	282	50	96	57	33	5	43
Employees - Staff - Male	87	7	22	21	22	14	4	5	1	3
Employees - Staff - Female	106	0	1	9	1	18	3	9	3	1
Employees - Manager - Male	9	1	5	10	4	16	3	8	0	0
Employees - Manager - Female	7	1	0	1	3	1	4	4	1	1
Employees - Operatives - Male	184	31	424	233	20	43	26	5	0	38
Employees - Operatives - Female	68	0	7	8	0	3	15	1	0	0
EMPLOYEES BY EMPLOYMENT CONTRACT										
Permanent-Male	280	39	99	176	46	73	33	18	1	41
Permanent-Female	181	1	1	7	4	22	23	14	4	2
Fixed term/temporary - Male	18	0	301	57	0	0	0	0	0	0
Fixed term/temporary - Female	2	0	6	1	0	1	1	1	1	0
PERMANENT EMPLOYEES BY EMPLOYMENT TYPE										
Full-time - Male	280	39	451	264	46	73	33	18	1	41
Full-time - Female	188	1	8	18	4	0	23	0	0	2
Part-time - Male	18	0	4	10	0	0	0	0	0	0
Part-time - Female	0	0	0	0	0	0	0	0	0	0
Percentage of total employees covered by collective bargaining agreements (102-41)										
	0%	18%	100%	100%	0%	26%	0%	0%	0%	60%



Appendix (cont'd)

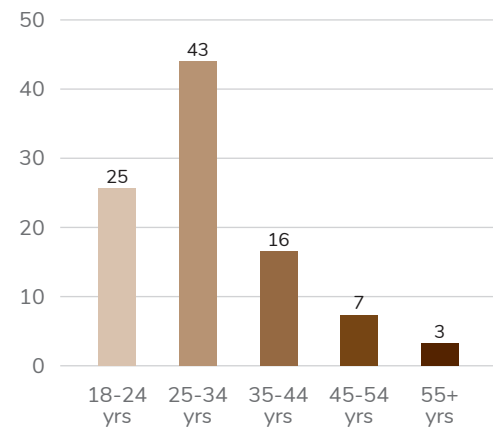
TABLE 1.2: TOTAL NUMBER OF NEW EMPLOYEE HIRES BY AGE GROUP AND GENDER

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra Ltd		Sugarworld Ltd		Terragri Ltd (Corporate)		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	21	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
25 - 34 yrs	15	9	0	0	1	0	0	1	0	1	5	6	2	0	0	1	1	1	0	0
35 - 44 yrs	6	2	0	0	2	0	0	0	0	0	5	0	0	0	0	0	0	1	0	0
45 - 54 yrs	1	0	0	0	1	0	0	0	0	0	3	1	0	1	0	0	0	0	0	0
55+	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0

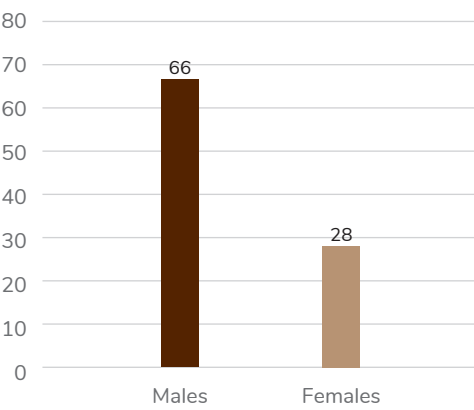
TABLE 1.3: TOTAL NUMBER OF EMPLOYEE TURNOVER BY AGE GROUP AND GENDER

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra Ltd		Sugarworld Ltd		Terragri Ltd (Corporate)		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	22	6	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0
25 - 34 yrs	38	15	1	0	1	1	1	0	0	0	4	1	0	0	0	0	1	0	0	0
35 - 44 yrs	7	11	2	1	0	1	1	0	0	0	0	0	0	0	2	0	0	0	0	0
45 - 54 yrs	4	2	0	0	2	0	1	1	0	0	0	0	0	0	0	0	1	1	0	0
55+	6	2	0	0	7	0	17	3	0	0	1	1	0	0	0	0	0	0	0	0

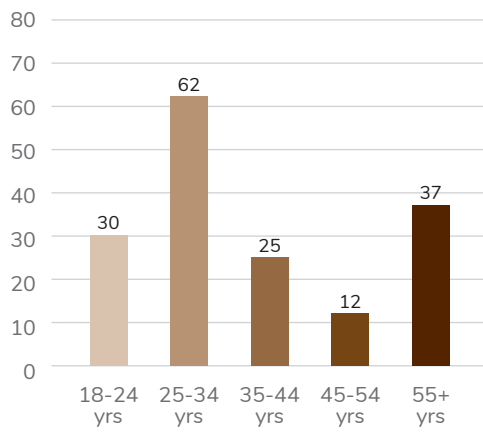
Total Number of New Employee Hires by Age Group



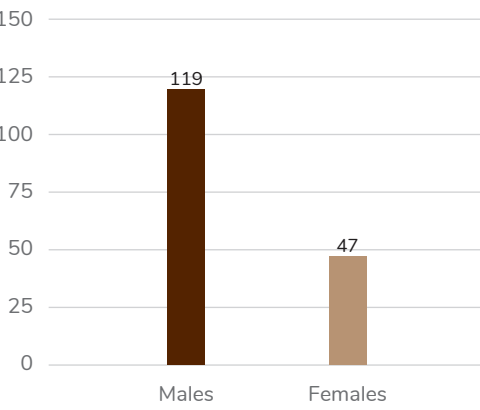
Total Number of New Employee Hires by Gender



Total Number of Employee Turnover by Age Group



Total Number of New Employee Hires by Gender



Appendix (cont'd)

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

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra Ltd		Sugarworld Ltd		Terragri Ltd (Corporate)		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	7.5%	1.1%	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%	5.6%	0.0%	0.0%	0.0%	0.0%
25 - 34 yrs	5.4%	3.2%	0.0%	0.0%	0.8%	0.0%	0.0%	0.5%	0.0%	2.2%	6.8%	8.2%	6.1%	0.0%	0.0%	5.6%	100%	100%	0.0%	0.0%
35 - 44 yrs	2.1%	0.7%	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	6.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%
45 - 54 yrs	0.4%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	1.4%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
55+	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	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

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra Ltd		Sugarworld Ltd		Terragri Ltd (Corporate)		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	7.9%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
25 - 34 yrs	13.6%	5.4%	2.6%	0.0%	0.8%	0.8%	0.0%	0.0%	0.0%	0.0%	5.5%	1.4%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%
35 - 44 yrs	2.5%	3.9%	5.1%	2.6%	0.0%	0.8%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%
45 - 54 yrs	1.4%	0.7%	0.0%	0.0%	1.6%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	100%	0.0%	0.0%
55+	2.1%	0.7%	0.0%	0.0%	5.6%	0.0%	8.2%	1.4%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

TABLE 1.6: AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER AND BY EMPLOYEE CATEGORY

	Grays Inc. Ltd	Grays Distilling Ltd	Terra Milling Ltd	Terragri Ltd (Agriculture)	Terragen Ltd	Novaterra Ltd	Sugarworld Ltd	Terragri Ltd (Corporate)	Terra Finance Ltd	Terrarock Ltd
STAFF										
Male	6.0	1.1	13.8	15.3	15.6	0.5	11.0	1.6	6.0	0.0
Female	9.3	0.0	38.5	9.7	15.0	0.2	0.0	3.7	0.0	0.0
MANAGEMENT										
Male	33.2	53.0	103.3	28.7	20.8	0.3	0.0	6.6	0.0	0.0
Female	27.9	0.0	0.0	230.0	4.3	0.0	0.0	6.5	0.0	0.0
OPERATIVES										
Male	0.3	0.2	1.0	0.1	29.5	0.2	15.2	0.0	0.0	6.5
Female	0.2	0.0	1.1	0.0	0.0	0.0	22.4	0.0	0.0	0.0

Appendix (cont'd)

GLOSSARY

Lost Time/Lost Days

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 injury.

Total Recordable Incident Rate (TRIR)

A safety metric that indicates the total number of incidents per employee during the year. Calculated as follows: (total number of recordable cases x 1,000,000 / total hours worked by all employees).

Severity Rate

A safety metric that indicates how critical or serious the injuries and illnesses sustained during the year were, by using the number of lost days (on average) per accident as a proxy for severity. Calculated as follows: (total number of workdays lost x 200,000 / total hours worked by all employees).

Lost Time Injury Rate (LTIR)

A safety metric that indicates the number of incidents that result in time away from work during the year. Calculated as follows: (total number of lost time cases x 1,000,000 / total number of hours worked by all employees).

LIST OF ACRONYMS

ALC	African Leadership College	kWh	Kilo Watt per hour
B2B	Business to Business	LTIR	Lost Time Injury Rate
B2C	Business to Consumer	LIBA	Laboratoire International de Bio Analyse
BRC	British Retail Consortium	MCIA	Mauritius Cane Industry Authority
BRCGS	Brand Reputation through Compliance of Global Standards	MRA	Mauritius Revenue Authority
BU	Business Unit	MSS	Mauritius Sugar Syndicate
CEB	Central Electricity Board	MUR	Mauritian Rupee
CMS	Concentrated Molasses Stillage	MW	Mega Watt
CH ₄	Methane	NGO	Non-Governmental Organisation
CIP	Cleaning-in-Place	NO _x	Nitrogen Oxides
CO ₂	Carbon Dioxide	N ₂ O	Nitrous Oxide
CSR	Corporate Social Responsibility	NPCC	National Productivity and Competitiveness Council
CWA	Central Water Authority	NSIF	National Social Inclusion Foundation
EIA	Environmental Impact Assessment	OSH	Occupational Safety and Health
EPA	Environment Protection Act	PM	Particulate Matter
ESG	Environmental, social and governance	QSE	Quality, Safety, Environment
GHG	Greenhouse Gas	SAFIRE	Service d'Accompagnement, de Formation, d'Intégration et de Réhabilitation de l'Enfant
GJ	Giga Joules	SDG	Sustainable Development Goal
GRI	Global Reporting Initiative	SEDEX	Supplier Ethical Data Exchange
GWh	Giga Watt per hour	SEMSI	Stock Exchange of Mauritius Sustainability Index
HR	Human Resources	SKU	Stock Keeping Unit
HSEQ	Health, Safety, Environment, Quality	SMETA	SEDEX Members Ethical Trade Audit
IIRC	International Integrated Reporting Council	SO ₂	Sulphur Dioxide
ILO	International Labour Organization	SSRN	Sir Seewoosagur Ramgoolam National
IR	Integrated Reporting	TRIR	Total Recordable Injury Rate
ISO	International Organization for Standardization	ZEP	Zone d'Education Prioritaire
IT	Information Technology		

Appendix (cont'd)

TERRA FOUNDATION: KEY NGO PROJECTS SPONSORED



EDUCATION AND TRAINING

H. Ramnarain Govt. School (ZEP school)

We have supported this ZEP school (zone of priority education) for the past 17 years. In 2021, we sponsored a remedial programme reaching 81 students, three projects to address absenteeism and improve results, and an exam reward ceremony for best performers of the PSAC exams. Covid-19 restrictions prevented some other projects from being carried out.

Autisme Maurice

We have supported this NGO for eight years, sponsoring an educator to look after autistic children.

Lizie dan la main

We help fund a financial secretary and educators fees in support of visually impaired beneficiaries. In 2021, we supported the production of a documentary for their 40th anniversary, and provided a food pack for one person.

Action for Integral Human Development

We support the programme '*Les Amis de Zippy*', which helps children develop the skills to cope with their emotions, difficult situations and violence. We helped sponsor three schools in the North, reaching some 323 pupils and 33 educators.

Association Amour sans Frontières

We help provide meals for physically and mentally disabled children.

Action for Economic and Social Development

We support one student from a low-income family to study at *Collège Technique St Gabriel*.

Comité Quartier Cité de Pamplemousses | ADP | Caritas Pamplemousses

We sponsored theatre classes at the PLP Academy at Beau Plan Creative Park, including weekly transport to enable attendance.



POVERTY ALLEVIATION

SAFIRE

We sponsor the Cycling Academy, sports coach, and educational activities, as well as a social worker to monitor and support 53 children.

Caritas

We sponsored IT courses for youth, breakfast and lunch for students, emergency food packs, and holiday activities for 350 children.

Lovebridge

We support the monitoring and empowerment of 10 vulnerable families in Pamplemousses, including assistance with parenting, support for children at school, and ad hoc emergency support. In 2021, this included providing emergency healthcare support for premature twins.



HEALTH CARE

T1 Diams

We support therapy activities for 338 vulnerable children suffering from type 1 diabetes.



SPORTS

Association de Développement de Pamplemousses (ADP)

We covered the costs of transport for attendance at weekly football training sessions.



OTHER

SAFIRE | Caritas Solitude | Jeunes Créatifs Paul & Virginie | Comité Quartier Cité de Pamplemousses | ADP | Caritas Pamplemousses

In substitution of planned Christmas activities that were cancelled because of Covid-19 restrictions, we provided Christmas food packs to 125 vulnerable families and gifts to children of our partner NGOs on 23 December 2021. This was made possible by the Covid-19 emergency fund, and support from Grays, Terra Milling, *L'Aventure du Sucre* and Intermart logistics.

Company Information

Registered Office

Beau Plan Business Park
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 204 0808
Telefax: (230) 243 6363
E-mail: terra@terra.co.mu
Website: www.terra.co.mu

Secretary

Terra Services Ltd
Beau Plan Business Park
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 204 0808
Telefax: (230) 243 6363
E-mail: secretariat@terra.co.mu

Cane

Terragri Ltd / Terra Milling Ltd
Belle Vue Mauricia
Mapou 31806
Republic of Mauritius

Telephone: (230) 266 8485
Telefax: (230) 266 1985
E-mail: terragri@terra.co.mu / terramilling@terra.co.mu

Power

Terragen Ltd
Belle Vue Mauricia
Mapou 31806
Republic of Mauritius

Telephone: (230) 266 1226
Telefax: (230) 266 8013
E-mail: terragen@terragen.mu

Terragen Management Ltd
Beau Plan Business Park
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 204 0808
Telefax: (230) 243 6363
E-mail: terragen@terragen.mu

Brands

Grays Inc. Ltd
Beau Plan
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 209 3000
Telefax: (230) 243 3664
E-mail: grays@grays.mu

Grays Distilling Ltd
Beau Plan
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 243 3734
Telefax: (230) 243 3733
E-mail: distilling@grays.mu

Stone Crushing and Block Making

Terrarock Ltd
Royal Road
Fond du Sac 20601
Republic of Mauritius

Telephone: (230) 266 1355
Telefax: (230) 266 9045
E-mail: proban@intnet.mu

Property and Leisure

Novaterra
Beau Plan Business Park
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 204 0808
Telefax: (230) 243 6161
E-mail: novaterra@novaterra.mu
Website: www.novaterra.mu

Sugarworld Ltd – L’Aventure du Sucre
Beau Plan
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 243 7900
Telefax: (230) 243 9699
E-mail: administration@aventuredusucre.com
Website: www.aventuredusucre.com

Corporate Social Responsibility

Terra Foundation
Beau Plan Business Park
Pamplemousses 21001
Republic of Mauritius

Telephone: (230) 204 0808
Telefax: (230) 243 6363
E-mail: foundation@terra.co.mu