Sustainability Report 2022

For the future. From 1838

terra

Who we are

Terra is a conglomerate established in Mauritius and operating locally and regionally. Formerly known as Harel Frères, it started as a small sugar factory in 1838. Today, Terra is one of the major players in the sugar cane sector in Mauritius, managing 6,600 hectares of land in the northern part of the island, out of which some 6,000 are under agricultural use, the remaining area being the real estate portfolio. The Group has diversified its activities from an essentially sugar-based company to one with interests in energy production, alcohol production and commercial distribution, property development and investments in construction and financial services.

Vision

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

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.

Delivering Sustainable Value

Contributing to the SDGs

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. We have prioritised six SDGs, where we believe we can have the most meaningful impact through our core business and Group functions. We are making a significant contribution to national and global developmental objectives in these goal areas, and are committed to working in partnership with Government, civil society, communities and other businesses to drive further impact.

Ensure access to water and sanitation for all

Water-stress is a significant contextual issue on the island 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

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 alternatives 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. We sponsor initiatives in neighbouring communities that focus on poverty alleviation and education and training.

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*, mudcake, rock and effluent are re-circulated as inputs across our clusters. Terragen supplies all Terra Milling's energy. Terragen, Terra Milling and Grays Inc. reuse water within their operations. Terragri minimises resource use through precision agriculture. Grays Inc. uses rainwater and solar energy to support its operations. 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 CO_2 emissions, and explore and develop opportunities to decarbonise power generation through the use of renewable biomass and photovoltaic energy. In the Brands cluster, Grays Inc. has installed solar photovoltaics to meet part of its energy needs.

GRI COMMUNITY MEMBER 2023

SEMSI LISTING

Terra has been listed on the Stock Exchange of Mauritius' Sustainability Index (SEMSI) since 2015.

Our Annual Sustainability Report

We are pleased to present the Terra Sustainability Report 2022, which reviews the environmental, social and governance (ESG) performance of Terra and its subsidiaries for the year ended 31 December 2022.

Scope

Our sustainability report is written as a supplement to our Annual Integrated Report (IR - available at www.terra.co.mu), targets a broad range of stakeholders, and is informed by the GRI Standards. The report describes how we approach and address the management of sustainability across the Group and reviews our performance in managing our most material environmental, social and governance (ESG) impacts.

Boundary

The report covers the operations of the Group for the year ended 31 December 2022, 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.

Materiality

The report presents an "impact materiality" perspective, focusing on the impact of the business on people, communities and the environment. The material matters reviewed in the report, were identified through a structured materiality assessment that was informed by the GRI Standards, and involved a series of engagements with Terra's executive management team, senior managers and other 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. See page 65 – Appendix for a list of the material issues identified for each cluster.

Assurance

Terra's executive management team was responsible for preparing this report, and the Board has reviewed and approved the report.

Board approval

The Board is satisfied that the report addresses Terra's most material ESG concerns, and provides an accurate and fair account of the Group's sustainability commitments and performance for the financial year ended 31 December 2022. The report was approved by the Board on 14 June 2023, and is available at www.terra.co.mu.

Alain Rey
Chairman

Nicolas Maigrot
Managing Director

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Our Business at a Glance

Our Organisational Structure

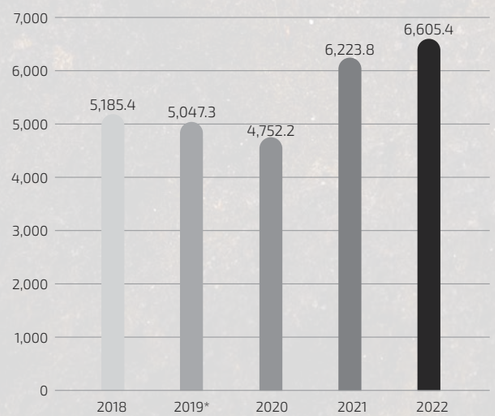
The Group consists of four autonomous clusters: Cane, Brands, Power, and Property and Leisure. Each cluster offers unique business know-how that sets it apart from its competitors and that provides a strong platform for value growth.

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.

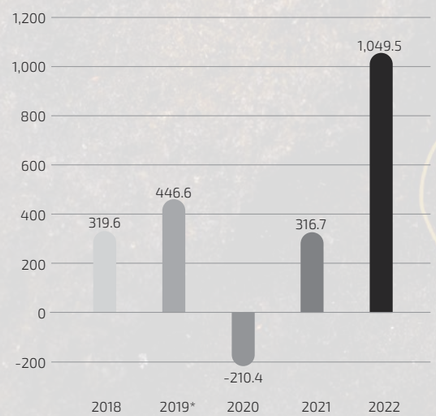
The clusters are supported by specific centralised functions aimed at developing a shared performance-based culture, and at driving operational excellence and efficiencies across the Group.

Terra Mauricia Ltd

Group Turnover (MUR'M)

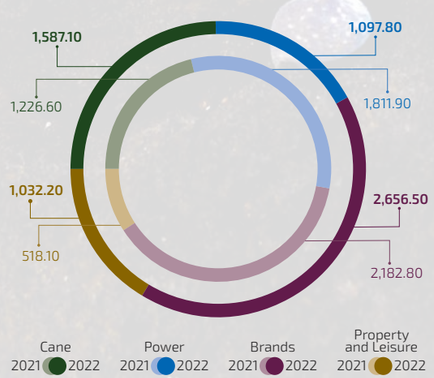


Group Profit/Loss after Tax (MUR'M)

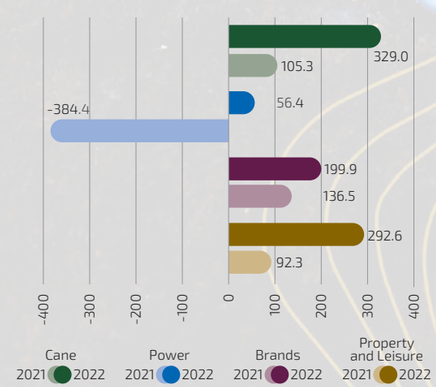


*The 2019 figures have been restated

Turnover - Contribution of each Cluster (MUR'M)



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



CANE

218 employees at Terragri *(2021: 224)*

687,241 T of sugar cane milled *(2021: 718,969 T)* ˇ4%

127 employees at Terra Milling *(2021: 128)*

5,086 Ha of land under cane cultivation *(2021: 5,044 Ha)* ^1%

9% employee turnover rate *(2021: 9.2%)*

75,958 T of sugar produced *(2021: 71,952 T)* ^6%

POWER

47 employees at Terragen *(2021: 50)*

90.6% availability on the Central Electricity Board (CEB) network *(2021: 95.6%)* ˇ5%

3% employee turnover rate *(2021: 0%)*

9.4% renewable energy share *(2021: 12.8%)* ˇ27%

211 GWh sold to CEB *(2021: 443 GWh)* ˇ52%

BRANDS

513 employees at Grays Inc. *(2021: 461)*

52% sales from spirits *(2021: 42%)*

37 employees at Grays Distilling *(2021: 41)*

21% employee turnover rate *(2021: 18%)*

24 own brands *(2021: 24)*

4.4 million L of alcohol produced *(2021: 4.5 million L)* ˇ2%

PROPERTY AND LEISURE

106 employees at Novaterra *(2021: 95)*

7% employee turnover rate *(2021: 11%)*

51 employees at *L'Aventure du Sucre* *(2021: 56)*

22.38 Ha of land developed *(2021: 22.43 Ha)* =

M² under rent:

37,061 m² industrial and commercial *(2021: 34,644 m²)* ^7%

21,322 m² residential *(2021: 22,629 m²)* ˇ6%

9,018 m² office *(2021: 9,290 m²)* ˇ3%

8,182 m² retail *(2021: 8,182 m²)* =

The Value We Created in 2022

Customers

Cane

^6%
76,171 T
Specialty sugars in 15 varieties

Brands

˅2%
4,158
Direct B2B customers
(Mauritius)

^15%
22,786
Regular B2C customers
(Mauritius)

Power

˅52%
211 GWh
Supplied to national grid

˅47%
8.2%
Share of national energy mix

˅27%
9.4%
Share on national renewable energy production

˅5%
90.6%
Plant availability on CEB network

Property and Leisure

=
22.38 Ha
Land developed this year

^589%
73,830
Visitors to *L'Aventure du Sucre*

Employees

^21%
MUR 9.4 M
Invested on employee training and development

^7%
MUR 1,133.2
Paid in salaries, wages and other benefits

^139%
79
Additional jobs provided

Society

^112%
MUR 3.6 M
CSR sponsorship through Terra Foundation

^67%
50
Projects sponsored

˅3%
MUR 48.7 M
Paid in taxes in Mauritius

^4%
MUR 569.9 M
Paid in customs and excise duty in Mauritius

^5%
MUR 3,288.6 M
Procurement spend

Environment

^41%
1.12 M
GJ Renewable energy produced
(electricity and steam)

˅5%
199,441 TCO_2
Biogenic GHG (Scope 1) emissions

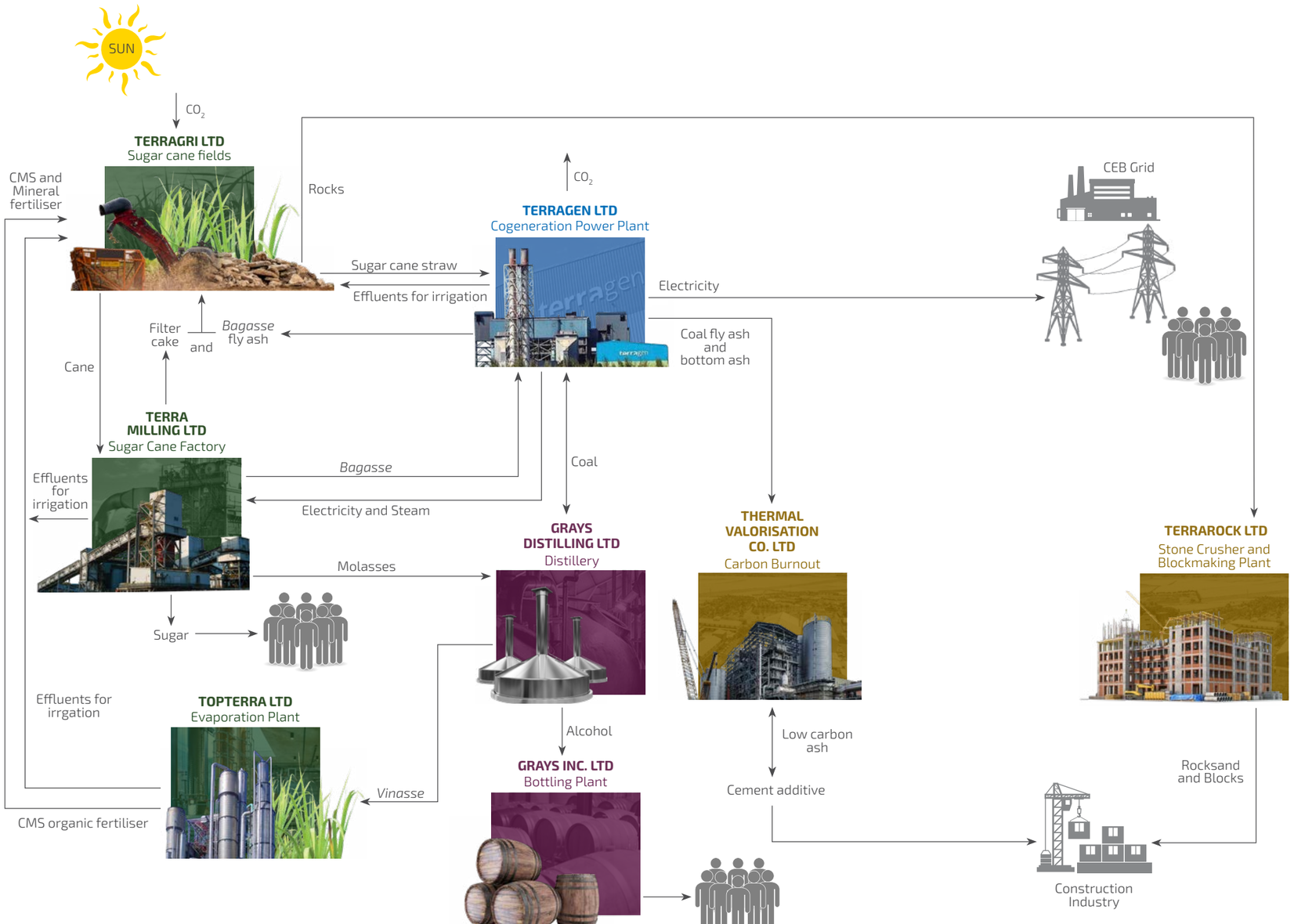
˅56%
221,265 TCO_2
Direct GHG (Scope 1) emissions

˅59%
2,634 T
Coal fly ash recycled through thermal valorisation

^15%
375 T
Non-hazardous waste recycled

Our Industrial Ecosystem

Our business model (see IR page 12) reflects an industrial ecosystem that 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. Closing the loop on resource flows across our business units is how we drive resource efficiency most effectively, and strengthen the environmental performance of the Group (see page 19 – Protecting the Environment).



2022 Circular Economy Performance

Terragri

^19%	^80%	=
17,209 T CMS from Topterra	**5,350 T** Filtered mud cake from Terra Milling	**589,085 m³** Treated effluent used from Terra Milling and Terragen

Terra Milling

ˇ4%	^99%
687,241 T Sugar cane from Terragri	**882,371 GJ** Renewable electricity and steam from Terragen

Terragen

ˇ32%	ˇ8%	^28%
7,587 T Cane straw from Terragri	**221,953 T** *Bagasse* from Terra Milling	**58,282 GJ** Renewable energy consumption
ˇ5%		ˇ59%
199,441 T CO_2 Direct GHG Emissions (Coal)		**2,634 T** Coal fly ash recycled

Grays Distilling

ˇ28%

15,506 T Molasses from Terra Milling

Grays Inc.

^24%

522 m³ Alcohol from Grays Distilling

Topterra

ˇ6%

46,273 m³ *Vinasse* from Grays Distilling

Terrarock

^16%

351,553 T Boulders

Chairman's Message

As Chairman of the Board of Directors, I have the pleasure of introducing the Terra Sustainability Report 2022, published as a supplement to our Integrated Annual Report 2022.

Terra, which began as a humble sugar factory in 1838, has evolved into a successful and diversified Group that embraces the ideals of a circular economy. Despite facing a difficult operating climate in recent times, the Group has persevered and thrived, generating and distributing value throughout its network of stakeholders and the island of Mauritius.

As Chairman, it is my responsibility to ensure that the Board provides appropriate oversight of the Group's operations. Additionally, I ensure that the executive team is utilising the entrusted resources effectively and responsibly to generate value for all stakeholders while adhering to ethical practices. As a Board, we maintain a culture of respect and participation, and remain committed to upholding responsible and ethical management. We continuously monitor Terra's ethical standards and sustainability performance, and encourage open discussion and debate on key contextual developments, including emerging environmental, social and governance (ESG) related impacts, risks and opportunities. Sustainability considerations continue to feature in the Board's discussions, and we increasingly deliberate on the sustainability aspects of our decisions.

In 2022, Terra ranked fourth in the inaugural Corporate Governance Scorecard Assessment among 21 listed companies, demonstrating our robust governance and oversight practices. Our internal evaluation of Board effectiveness also yielded positive insights. These results, coupled with the Group's strong performance this year, confirms that we have the right individuals and culture to steer Terra through challenging and unpredictable times. We welcome new Board members Thierry de Labauve d'Arifat and Kalindee Ramdhonee, and express gratitude for the contributions of departed members Alain Vallet and Margaret Wong Ping Lun.

The past year has been challenging, but we have performed exceptionally well. Drought continued to limit productivity in our cane fields, having a knock-on effect across all our operations. High inflation and interest rate hikes have had a substantial impact on the cost of living for local people, and coupled with the tough geo-political environment, placed cost pressures on the business. A contractual dispute with the Central Electricity Board (CEB) in the context of surging coal prices led to Terragen declaring Force Majeure on its Power Purchase Agreement and suspending its coal-fired power operations, which resulted in a loss of 720,787 GJ of potential input to the national grid, and an operational loss of MUR 77 million for the Power cluster. On the positive side, Covid-19 restrictions eased, bringing tourists back to our shores, and sugar prices increased, resulting in strong performances for our Cane, Brands, and Property and Leisure clusters. As a result, Terra posted a profit after tax of MUR 1,049.5 million, up from MUR 316.7 million in 2021.

Terra's exceptional performance this year demonstrates the Group's resilience. Our commitment to the well-being of employees, even during the Covid-19 pandemic, has been crucial to this success, along with the implementation of lean and efficient measures to sustain operations. The management team and workforce have also gone above and beyond to mitigate the impact of a challenging and unpredictable operating environment. Fundamental to Terra's resilience is proactive stakeholder engagement and strong relationships, especially with the Government. While our Power cluster operated in challenging conditions this year, we finally reached an agreement with the CEB to resume operations as from 29 April 2023 in accordance with the PPA. Ultimately, we remain driven by the interests of the Mauritian population and look forward to continuing a strong working relationship with the CEB in the years ahead.

Terra places great importance on building sustainable operations, and sustainability is increasingly shaping our core value proposition and brand. The circular economy principles driving our industrial ecosystem are a significant strength of our business, with opportunities for further development. Our priority is decarbonisation, and we already contribute significant renewable energy to the national grid through the combustion of biomass. Although we have encountered a setback in energy production this year, our hope is that this is only temporary, and we will soon be able to move forward together with the CEB, and collaborate strategically on both energy security and achieving the national renewable energy target of 60% by 2030.

This year's highlights: *L'Aventure du Sucre* experienced a significant turnaround, with excellent results and a heart-warming increase in visitors to the museum. Strong results in our employee engagement survey, indicate employees' commitment to Terra and their satisfaction with training, compensation, and feeling valued in their work. Grays Inc. installed a significant capacity of on-site photovoltaic solar panels. The Cane cluster concluded a ground-breaking collective wage agreement with trade unions. And we launched a new campaign, *#YesWeKann*, in collaboration with Alteo to promote the sugar industry and continue fighting the criminal burning of cane fields.

Terra is committed to creating long-term value for all stakeholders, and delivering a strong ESG performance and maintaining transparency through clear disclosures are important objectives for the Group. In closing, I urge you as a stakeholder in Terra to review this report and provide honest feedback on the Group's performance and disclosure quality. Being held accountable for our social and environmental performance motivates us to improve our efforts and uphold our commitment to transparency and accountability.

Alain Rey
Chairman of the Board

14 June 2023

Managing Director's Performance Review

Despite the contextual challenges faced in our Power cluster, Terra has effectively rebounded from Covid-19, posting our highest ever profit, and creating further opportunity to reinvest in the business for the benefit of all our stakeholders and Mauritius.

Terra has always been a sugar driven Group, with power generation playing a key role over the last 20 years. Today, we are more diversified. We are no longer solely reliant on our production of sugar and energy, and this lends resilience to the Group. Despite facing the challenges of Covid-19, war in Ukraine, and the temporary closure of our power plant, we have emerged stronger, posting a record-high profit after tax of MUR 1,049.5 million, up from MUR 316.7 million in 2021. The strength we have built into our Brands and Property and Leisure clusters, coupled with a more focused strategy in our investment portfolio is paying dividends. We recorded strong growth in earnings per share of MUR 3.93 (2021: MUR 2.03) and increased the dividend paid to Terra shareholders by 18% to MUR 227.5 million. Contributing to this exceptional performance, our Cane cluster achieved profits of MUR 329 million (2021: MUR 105.3 million) buoyed by higher sugar prices, including better remuneration of *bagasse* and molasses. Our Brands and Property and Leisure clusters performed very well in the absence of Covid-19 restrictions, posting profits of MUR 199.9 million and MUR 292.6 million, respectively.

This year's key challenge lay in our Power cluster where we posted an operational loss of MUR 77 million. A contractual dispute with the Central Electricity Board (CEB) in the context of surging coal prices led Terragen to declare Force Majeure under its Power Purchase Agreement, suspending coal-fired operations on 29 April 2022. We noted the lower coal prices at the start of 2023; as this was a mitigating factor of the Force Majeure, Terragen could restart production using coal. In this respect, we reached an agreement with the CEB on 29 April 2023, and are now back on the grid. Contributing to national energy security and decarbonisation remains a key priority for the Group, and our aim is to collaborate strategically with the CEB in line with the national renewable energy target of 60% by 2030.

Our sustainability approach

Our goal is to build a business that generates more free cash for reinvestment in the business, to further diversify, enhance efficiency, attract and retain top talent, and strengthen our sustainability performance. Ethical and responsible business practice is integral to our values, how we run our operations, and the manner in which we engage with our stakeholders. 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 to 'cultivate a better future'.

We actively contribute to sustainable development in Mauritius and the achievement of the UN SDGs through our core business activities, and have identified six priority SDGs where we have the greatest ability to make an impact through our business. 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 direct financial support to neighbouring communities through Terra Foundation. We continuously look to strengthen our performance in these goal areas.

We take a decentralised approach to sustainability management across the Group, as each cluster operates autonomously and faces a unique of social and environmental impacts, risks and opportunities. Our sustainability activities are framed by three core objectives: protecting the environment, investing in employees, and supporting neighbouring communities. Each of the four clusters, Cane, Brands, Power, and Property and Leisure, take independent action to drive initiatives that pursue these objectives.

Protecting the environment

We operate as efficiently as possible to conserve natural resources, investing in new systems and technologies to make continual improvement towards safeguarding the island's ecological functioning. Our industrial ecosystem is a leading example of a circular economy in sugar production, and we prioritise the use of by-products as inputs across our operations. Climate change and water scarcity remain our key emerging environmental risks, while renewable energy production remains a key opportunity that speaks strongly to our business model. We continue to engage with Government on decarbonisation, and hope to collaborate strategically to enable greater investment in renewable energy development and cleaner production. The national biomass framework recently approved by Government will pave the way for increasing renewable energy production.

In 2022, drought conditions continued to impact production in Cane, and a key focus remained on reducing water consumption and improving irrigation infrastructure. Terragri used 589,085 m^3 of treated effluent for irrigation (2021: 610,966 m^3). Brands continued to optimise water-efficiency and installed photovoltaic solar panels sufficient to generate 50% of Grays Inc.'s electricity needs. Power continued to produce renewable energy. Renewable electricity production declined by 20% due to a reduced cane crop season in 2022. The suspension of coal-fired energy production also resulted in reduced fuel availability (only cane straw and *bagasse*), which reduced operational efficiency and impacted renewable energy production levels. The suspension similarly reduced carbon emissions from 500,097 tCO_2e to 221,265 tCO_2e. Property and Leisure saw tourists return to *L'Aventure du Sucre*, and progress was made installing recycling bins and energy-efficient systems within Beau Plan Smart City. Our new office building, The Strand, became the first EDGE Certified building in Mauritius for excellence in resource efficient design.

Investing in employees

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. We continued piloting the digitalisation of our HR processes to strengthen our recruitment and enhance employee experience. This is an ongoing initiative.

Creating a workplace and culture that attracts and retains top talent is a key focus, and we are working hard to sustain and improve employee engagement levels across the Group. The employee engagement survey we ran this year indicated high engagement levels with a Group score of 80%, and provided insights for improvement that we are taking forward for each cluster. We conducted a succession planning and talent identification process for the Group, which we will implement next year, along with development of a new leadership programme to complement existing leadership coaching.

We continuously deepen the skills and capabilities of our leaders, employees and teams across the clusters with support from the Group HR function and our Training Centre. In 2022, our Training Centre ran 20 training programmes, logging 342 training hours and reaching 189 employees to generate a gross profit of MUR 1.65 million. We posted 11 new modules on our eLearning platform, including a new ethics module, and employee participation on the platform increased to 480 users from 440 in 2021. The ethics module is mandatory for all permanent employees and new recruits as part of our induction process, with 69% of employees completing the module this year. A training needs assessment was also conducted to inform annual training plans for each business unit.

Managing Director's Performance Review (Cont'd)

We ensure that all employees are adequately remunerated and provided with a respectful working environment free from any form of harassment or discrimination, and we recognise every employee's right to freedom of association. In our Cane cluster, 85% of workers are unionised across six different unions. In 2022, the Cane cluster successfully signed Mauritius' first collective wage agreement between sugar industry companies and trade unions that is indexed to inflation, and factoring in the cost-of-living allowance. The agreement grants our Cane Cluster workers an annual wage increase indexed to headline inflation and capped to 10% over three years to end 2024.

Health and safety

We consistently strive to provide a healthy and safe work environment for all employees, sub-contractors, and visitors, and are strengthening our employee wellbeing programmes to help our employees thrive beyond the workplace. Covid-19 was no longer a primary concern in 2022, with the exception of *L'Aventure du Sucre* where we kept in place a number of foundational protocols as we welcomed increasing numbers of foreign visitors. Employees have largely returned to the workplace, and we resurrected Terra Health Month to bring attention to employee wellness. The Group saw a slight increase in the total number of accidents recorded, from 57 in 2021 to 60 in 2022, with 92% of these minor to moderate, and only 8% major accidents. All clusters saw an increase in Total Recordable Incident Rate (TRIR), with the exception of Power which recorded a TRIR of 0.0 for the second year running.

We again recorded zero fatalities, but unfortunately experienced three serious incidents at Terragri, for which corrective and preventative actions have been implemented. In Cane, Terra Milling focused on aligning its operations with ISO45001 and recorded a decrease in total accidents. Brands re-established their health and safety committee to improve employee engagement in driving better performance. Power again recorded zero lost time injuries, and focused on reinforcing lockout/tagout (LOTO) procedures and confined space safety. Property and Leisure oversaw successful regulatory audits of *L'Aventure du Sucre* and the Mahogany Shopping Promenade. Fire prevention and safety was a focus across all clusters.

Supporting neighbouring communities

Terra Foundation supports our neighbouring communities in alignment with national Corporate Social Responsibility (CSR) guidelines, sponsoring community development NGOs and initiatives that focus on education and training, poverty alleviation, health care, sports, and culture and heritage.
In 2022, the Foundation had a successful year, relieved of Covid-19 restrictions and better funded through the improved financial performance of the Group. With a budget of MUR 3,6 million net of administrative expenses, the Foundation partnered with 23 NGOs and sponsored 50 projects, supporting a total of 1,669 beneficiaries, mostly children. The majority of the budget, 84%, was allocated to 45 projects in the northern region of Mauritius.

Other highlights

In 2021, we launched the *#AretBrilKann* campaign, which successfully reduced the criminal burning of our sugar cane fields. Building on that success, we teamed up with Alteo in 2022 to launch *#YesWeKann*. This campaign continued the fight against criminal fires while showcasing the value of a modern sugar industry to the socio-economic landscape of Mauritius. The campaign was launched in June 2022 and ran over four months. We spent a total of MUR 265,000, reaching approximately 1.4 million people across social media, TV, billboards, radio and print channels. Our loss of sugar cane due to criminal fires was again moderated in 2022, with 140 hectares burnt compared to 985 hectares in 2020. We thank the public and everyone involved in sharing and acting on the *#AretBrilKann* and *#YesWeKann* messages.

Nicolas Maigrot
Managing Director

14 June 2023

Our Sustainability Approach

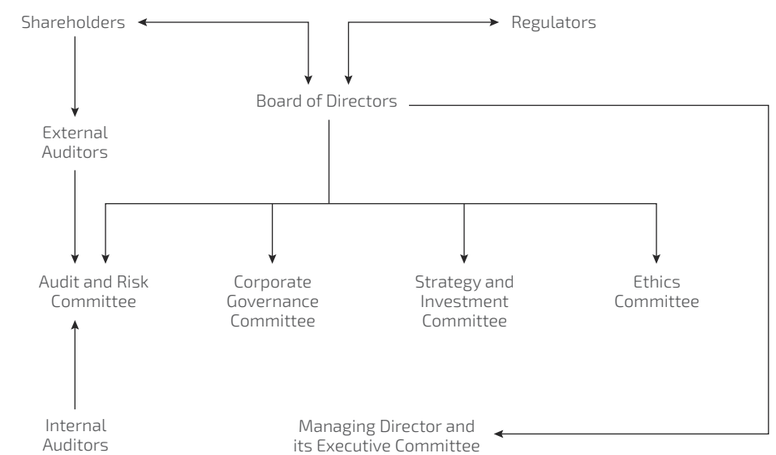
Sustainability governance

Ethical and responsible business practice is integral to our purpose and values, how we operate, and the manner in which we engage our stakeholders.

We have a strong framework of corporate governance and ethics-related policies, including a Board Charter and Code of Ethics (available online), and we place the highest importance on carefully managing our impact on employees, communities and the environment.

Our Board of Directors ensures that Terra maintains high standards of good corporate governance, and is in full support of improving sustainability performance across the Group. The Board deliberates on the Group's most material environmental, social and governance (ESG) issues, monitors social and environmental performance, and signs-off on the annual sustainability report (see page 4 – Our Annual Sustainability Report). Supported by dedicated board-level committees, the Board exercises oversight on the Group's compliance with all applicable legal requirements, including the Companies Act and the Code of Corporate Governance.

TERRA's Corporate Governance Structure



More information on our corporate governance is available in our 2022 integrated report (see IR page 80).

Our Sustainability Approach (Cont'd)

Sustainability management

We take a decentralised approach to sustainability management across the Group, as each cluster operates autonomously and faces a unique combination of social and environmental impacts, risks and opportunities.

We empower each cluster to independently identify their sustainability priorities, and craft their own approach and initiatives to address their key social and environmental issues. The leadership team of each cluster is accountable for sustainability performance, with operational initiatives managed and implemented by dedicated Health, Safety, Environment and Quality (HSEQ) employees.

The Group HR and Sustainability function provides strategic guidance and tailored support services to the clusters where needed, covering employee management, organisational culture, corporate communications, labour relations, training and development, and HSEQ. The Group also supports community development in Mauritius, and has established Terra Foundation to manage these social investment activities in alignment with national Corporate Social Responsibility (CSR) guidelines (see page 24 – Supporting Neighbouring Communities).

Sustainability strategy

Our sustainability activities are framed by three core objectives: protecting the environment, investing in employees, and supporting neighbouring communities.

These three core objectives drive our pursuit of:

- Resource efficiency in our operations and circular economy across our industrial ecosystem (see page 19 – Protecting the Environment).
- A healthy and engaged workforce that is continuously learning within a performance-oriented culture (see page 20 – Investing in Employees).
- Strong relationships with neighbouring communities that can see and feel our investment in community development in the northern region of Mauritius (see page 24 – Supporting Neighbouring Communities).

Each of the four clusters: Cane, Brands, Power, and Property and Leisure, take independent action to drive initiatives that pursue these objectives, with the exception of supporting neighbouring communities, which is led solely by Terra Foundation at Group level. Actions by the clusters to invest in employees are supported by the Group HR and Sustainability function, and actions to protect the environment are facilitated by cross-cluster communication where circular resource flows are a key aspect (see page 10 – Our Industrial Ecosystem).

The specific social and environmental issues that are key for each cluster to address, were identified through a structured materiality assessment undertaken in 2019 (see page 4 – Our Annual Sustainability Report), and reviewed in 2021 during an internal sustainability summit. The sustainability summit consisted of a one-day workshop attended by the Group sustainability teams, and all general managers and HSEQ officers. While the material issues identified for each cluster in 2019 (see page 65 – Appendix) remain relevant and continue to guide our actions and disclosure, it was agreed that each cluster would independently review their strategic priorities, investigate new strategic projects, and define more meaningful KPIs going forward. See the individual reviews of each cluster from page 28 – Cane for more information on progress to date.

Protecting the Environment

Highlights	Lowlights	Outlook
- Cane piloted a smart harvester engine to reduce diesel emissions - Brands installed solar panels, meeting 50% of Grays Inc.'s energy needs - Property and Leisure achieved EDGE certification for The Strand, and advanced resource efficiency systems at Beau Plan Smart City - Power maintained renewable energy production in the face of contextual challenges	- Drought conditions continue to impact sugar production - Force Majeure suspension of Terragen's coal-fired power operations - Power recorded exceedances in effluent quality for oil and grease	- Cane to drive efficiencies through smart and precision agriculture solutions - Brands to improve waste and effluent management systems and employee awareness - Power to protect and promote renewable energy production, and continue biomass trials - Property and Leisure to continue advancing waste, water, and energy efficiency systems at Beau Plan Smart City

Terra's business model is dependent on being able to harness the productive qualities of natural commodities and landholdings in Mauritius to create stakeholder value. We operate as efficiently as possible to conserve natural resources, and we invest in new systems and technologies to make continual improvement towards safeguarding the island's ecological functioning.

Our industrial ecosystem is a leading example of a circular economy in sugar production, with by-products from one part of our business serving as inputs for others (see page 10 – Our Industrial Ecosystem). We aim to enhance this closed-loop approach over time by driving continuous improvement in resource efficiency within each of our business units, adopting new systems, tools and technologies, and by communicating effectively across our clusters. Our clusters work together collaboratively on collective environmental concerns, and we actively engage with our neighbouring communities, 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 and diversify energy production into solar are key climate change related opportunities for Terragen and the Group, and one that speaks strongly to our business model (see page 46 – Power). Decarbonisation remains a top priority, and we continue to explore opportunities and engage with Government towards enabling greater investment in renewable energy development and cleaner production.

Information on the environmental performance of each cluster is provided in the individual cluster reviews from page 28 - Cane, as well as the performance data tables on pages 66 and 67 in the Appendix.

Investing in Employees

Highlights	Lowlights	Outlook
- Internal satisfaction score of 3.4/4 for Group HR function - Successful digital HR pilots - Succession planning and training needs analysis - Strong Training Centre performance and employee eLearning participation - Employee engagement survey and engagement score of 80% - Revamped Terra induction programme, now "Terra Trip!" - Employee health month - Ground-breaking collective wage agreement in Cane	- HR challenges resulting from Force Majeure closure of Terragen - Low morale of unskilled and semi-skilled workers - Increase in total number of minor H&S accidents - Three serious H&S incidents at Terragri	- Ongoing HR digitalisation - Ongoing culture programmes - Strengthen training and development - Launch leadership programme - Finalise succession plans for critical positions - Develop engagement action plans for each cluster - Conduct remuneration survey

Our ability to generate value depends on our employees, and we actively invest in our people to achieve our strategic goals, remain agile in a changing operating environment, and help society flourish.

Terra's Corporate Human Resources (HR) Department, supported by the HR teams at Grays and Terragri, operates as an internal service provider, providing the clusters with strategic guidance on HR related issues, as well as various shared and value-added services. Each business unit pays for the support services provided across the Group, including customised training and development programmes, culture and engagement surveys, HR efficiency matrices, and Occupational Health and Safety (OH&S) support services. The Group OH&S Officer provides full OH&S services to Novaterra, *L'Aventure du Sucre*, Corporate and Terra Finance Limited, and is 80% dedicated to the Cane cluster. The Group's leadership, remuneration and benefits policies support a consistent approach to talent acquisition and retention.

In 2022, the Group HR function performed well, scoring 3.4/4 in our internal client satisfaction review. We created 19 new jobs during the year, and our total employee count increased to 1,178. The Force Majeure closure of operations at Terragen has created uncertainty for Power cluster employees, and to make the most of the situation, we organised all training and development to coincide with the cessation of operations.

Entity	Headcount as at 31 December 2022
Terragri Ltd (Corporate)	32
Terragri Ltd (Property)	106
Terragri Ltd (Agriculture)	218
Terra Milling Ltd	127
Terragen Management Ltd	47
Grays Inc. Ltd	513
Grays Distilling Ltd	37
Sugarworld Ltd	51
Terra Finance Ltd	4
Terrarock Ltd	43
Total	1,178

Culture and engagement

Attracting and retaining talent is a critical driver of business performance, and being an employer of choice will be a significant competitive advantage far into the future. We are very focused on creating a workplace and culture that attracts and retains top talent, and we are working hard to ensure that we sustain and improve employee engagement levels across the Group.

A key ongoing focus is the digitalisation of our HR processes to enable more strategic use of data analytics that will enhance the accuracy and efficiency of our recruitment processes, improve employee experience, and ultimately enhance our employee value proposition. Contextually, it is no longer an employer's market post-Covid, and it is important that we advance our systems and approaches to help us identify, attract and retain top talent. In 2022, we developed a digital recruitment platform that we are piloting at *L'Aventure du Sucre*.

We continued to roll out culture and engagement journeys across our Cane and Property and Leisure clusters, and our focus this year was on maintaining momentum. In regard to leadership, we launched a succession planning and talent identification project across all clusters that focused on building visibility for critical positions, factoring in both retirement and replacement. The insights from this project will be available in 2023, and will inform our talent development and succession strategies going forward. We also provide the opportunity for private mentoring and coaching across all clusters to support a Group-wide shift to more participatory and democratic styles of leadership.

We continue to track and measure desired behaviours through an annual culture index survey. In addition, we rolled out our new employee engagement survey in 2022 to assess levels of employee engagement in our clusters and identify top engagement drivers for the workforce. Supported by global advisory firm Willis Towers Watson, the survey looked at aspects of health, personal and financial well-being, diversity, and development. We achieved an overall score of 80%, demonstrating that our employees are committed to Terra, receive adequate training and compensation, and feel valued and appreciated for their work. While this score is encouraging at a Group level, we gained valuable insight into key areas for improvement across the clusters, and we will be pursuing actions to improve in these areas from 2023 onwards. We plan to conduct this survey every two years, as an essential tool to improving our culture and engagement performance. Another key challenge is maintaining the morale and engagement of our manual workers, which we have planned to conduct a specific engagement survey for those in the Cane Cluster next year.

Information on the culture and engagement performance of each cluster is provided in the individual cluster reviews from page 28 - Cane, as well as the performance data tables on pages 66 and 67 in the Appendix.

Learning and development

Investing in the training and development of our employees remains a key strategic priority, and creating a learning culture is key to fostering high levels of employee engagement, performance and future readiness. We continuously deepen the skills and capabilities of our leaders, employees and teams across the clusters with support from the Group HR function and our Training Centre.

With the help of the global professional development organisation Dale Carnegie, we conducted a full training needs assessment in 2022 across all business units to inform our annual training plans. The assessment was spearheaded at Group level, with each HR manager running it separately in their companies. We are digitalising our training needs analysis process as part of our initiative to digitalise HR across the Group, and this process will be completed in 2023.

Our Training Centre operates as an independent business, offering training and development support services to the clusters. The Training Centre provides excellent training services to Terra employees and external stakeholders, optimising the refunds on training expenditure provided by the national Human Resource Development Council (HRDC), and delivering an improved return on investment for all training undertaken. In 2022, we ran 20 programmes at the Training Centre, reaching 189 employees and achieving approximately 342 training hours. In 2022, the Training Centre generated MUR 3.6 million of revenue and a gross profit of MUR 1.65 million through trainings with internal (Terra) and external clients.

Investing in Employees (Cont'd)

We aim to empower employees to learn at their own pace and are gaining momentum on the uptake of our e-Learning platform. The platform offers modules that require approximately 10 to 15 minutes to complete and are easy to access at employees' workstations or on a mobile App. In 2022, we posted 11 new modules on the platform, and employee participation increased to 480 users from 440 in 2021. We have seen a 40% increase in employee participation since the platform was launched in 2021.

We posted a new ethics module, which covers Terra's Code of Ethics and Conflict of Interest Policy. The ethics module is mandatory for all permanent employees, and all new recruits as part of our induction process. In 2022, 69% of our employees completed the ethics module. Group induction happens twice a year, and we revamped the programme in 2022, branding it the 'Terra Trip', and including an interactive bus ride that takes new recruits on a tour of all our key sites, such as the milling and power plants, *L'Aventure du Sucre*, and the Mahogany Shopping Promenade.

Looking forward, we will continue to invest in employee learning and development and roll out external training through our Training Centre. We plan to launch a leadership programme in 2023, emphasising soft skills, coaching, and building a strong leadership bench.

Information on the learning and development performance of each cluster is provided in the individual cluster reviews from page 28 - Cane, as well as the performance data tables on pages 66 and 67 in the Appendix.

Health and safety

Ensuring the health and safety of our employees is a foundational ethos of our business and of utmost concern for the Group. We aim for zero harm, and consistently strive to provide a healthy and safe work environment for all employees, sub-contractors and visitors, and are strengthening our employee wellbeing programmes to help our employees thrive beyond the workplace.

We have a dedicated Group Health and Safety (H&S) Officer, supported by H&S Officers at cluster level, who are key 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. In 2022, we recruited a dedicated H&S Officer for Novaterra.

Covid-19 was no longer a primary concern in 2022, with the exception of *L'Aventure du Sucre* where we kept in place a number of foundational protocols as we welcomed increasing numbers of foreign visitors. We still have light protocols in place, and have learned from the experience, but the few cases we did experience during the year brought no cause for alarm and were handled easily. Employees have largely returned to the workplace. We haven't established a formal work-from-home policy or a hybrid model, but are open to negotiating flexibility on an individual basis. A formal approach is less important for our business because we are based on an island where travel distances are short, and much of the work for many of our employees is hands on.

We resurrected our Health Month in 2022, the first in-person activation since the interruptions of Covid-19. The focus of the event was to raise employee awareness on the importance of monitoring health and well-being. Employees received medical check-ups, including breast cancer screening for women, and attended nutrition and mental well-being workshops. We introduced our first online health and safety module, which instructed employees on appropriate ergonomic postures for daily operations. We also integrated health and safety awareness into the redesigned Group induction programme for recruits. The event was a great success and we will continue to repeat the activation going forward.

In 2022 the Group saw a slight increase in the total number of accidents recorded, from 57 in 2021 to 60 in 2022. Of these accidents, 92% were classified as minor to moderate, and only 8% accounted for major accidents. We again recorded zero fatalities, but unfortunately experienced three serious incidents at Terragri, for which corrective and preventative actions have been implemented (see page 28 - Cane). We remain committed to instilling a strong health and safety culture across the Group, and great emphasis is being placed on accident prevention in 2023.

Information on the health and safety performance of each cluster is provided in the individual cluster reviews from page 28 - Cane, as well as the performance data tables on pages 66 and 67 in the Appendix.

Labour rights and remuneration

Upholding fair labour practices is a fundamental precursor for us to walk-the-talk on investing in our employees, and is key to building our desired work culture and contributing positively to society. We ensure that all employees are adequately remunerated and provided with a respectful working environment free from inappropriate or unprofessional behaviour, including any form of harassment or discrimination. We recognise every employee's right to freedom of association.

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. Collective bargaining in the sector takes place every three years. Following the collective bargaining process initiated in 2021, the Cane cluster successfully signed the first collective agreement in Mauritius between companies and the sugar industry trade unions (grouped as a Joint Negotiating Panel) in 2022. The agreement represents manual workers. The wage increase of 3.75% considers the impact of the rising cost of living on workers' wages and is indexed to inflation. The agreement promotes equal work for equal pay by ensuring gender pay parity and has safeguards in place to prevent the abuse and exploitation of seasonal and contract workers. The agreement further includes accident cover for any accident arising in or out of the course of their employment.

In our Cane cluster, 85% of workers are unionised across six different unions. In our Brands cluster, 18% of workers are unionised at Grays Distilling, and in our Property and Leisure cluster, 8% of workers are unionised at Novaterra. We remain in full compliance with all relevant labour and remuneration regulations in Mauritius. No labour relation challenges, incidents or cases of non-compliance were recorded across the Group in 2022. The challenge of Covid-19 receded in 2022, and we reflect that we performed well on maintaining jobs, salaries and benefits. While we experienced lay-off's and departures, we didn't freeze salaries as a result of Covid-19 or execute any Covid specific retrenchments.

Supporting Neighbouring Communities

Terra Foundation

Highlights	Lowlights	Outlook
- No Covid-19 restrictions - Resumed previously restricted activities and projects - Stronger finances, including residual Covid-19 funds - Resumed sponsorship of cultural activities - Resumed sponsorship of Christmas activities - Resumed employee volunteering	- Maximising value with limited funds - Ensuring context appropriate design of training for women	- Continue to strengthen our partner network - Engage business units to advance in-kind assistance to NGO partners - Support community activities of Beau Plan Smart City - Maintain community training initiatives

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.

Approach

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. Since 2019, a special dispensation with the Mauritius Revenue Authority (MRA) allowed us to retain 25% from the mandatory 75% NSIF contribution to continue investing in our own long-term project partners. This enabled us to invest 50% of our CSR funds (less operating costs) in community development projects of our choosing.

Terra Foundation is overseen by a Board of Directors, and management of the Foundation is assisted by a Corporate Social Responsibility (CSR) Committee composed of Terra social champions and representatives from HR and retired staff. A key tenet of our approach is to work in a networked manner, drawing on established community networks and partner relationships as much as possible to create win-win outcomes that expand the indirect impact of our direct financial sponsorships. We receive annual impact reports from our beneficiary organisations that help us assess the social impact of our activities and reassess our focus areas.

We remained focused on education and training, poverty alleviation, health care and sports, and resumed our focus on heritage and culture as Covid-19 restrictions eased. We also maintained our long-term NGO partnerships. These partnerships include a 48-year sponsorship of *College Technique St Gabriel*, a 32-year sponsorship of *Lizie dan la main* and an 18-year sponsorship of the ZEP (priority education zone) school.

Key activities

Pursuing inclusive opportunities for education and employment, we launched a service industry training programme targeting unemployed women in the communities surrounding our Beau Plan Smart City. Our focus was to equip these women with the technical and practical skills to work as residential or commercial staff while boosting their self-esteem. We partnered with local NGO *Caritas Solitude*, who led the development of a culturally-appropriate training schedule and curriculum together with other partners. The training received positive feedback from the 15 participating women, who received letters of recommendation and were connected to employment opportunities where possible. Similarly, we collaborated with *Association Mauricienne des Femmes Chefs d'Entreprises* (AMCFE) to enrol one beneficiary in the Academy for Women Enterprise online course sponsored by the US Embassy. The participant will receive mentorship and training that will enable her to grow her business.

Reviving our focus on heritage and culture, we sponsored 10 young actors to attend the *PLP Académie*, and supported a youth theatre project to put on two performances of "*Gran Mama*", a local rendition of a French cartoon. Terra Foundation provided funding for transport, props and decorations, and free access to a rehearsal and performance space. Local audiences received the show well, and we are reflecting on how to channel this momentum into renewed support for theatre going forward.

Promoting environmental awareness, we collaborated with *L'Aventure du Sucre* which initiated a community crafts event involving three workshops with different local participants each working with a different material – driftwood, glass bottles, and textile offcuts – to create upcycled artworks for exhibition at *L'Aventure du Sucre* in March 2023. *L'Aventure du Sucre* sponsored the materials, resource persons, and artists, while Terra Foundation sponsored food and transport, and coordinated with NGOs. Inspired by this effort, we held a similar craft workshop with local children to create upcycled Christmas decorations for sale at a pop-up store in the Mahogany Shopping Promenade.

Many employees were happy to be able to resume community volunteering activities in 2022. Some 24 employees participated in the *Anou al Penn* day (painting day) to assist with repainting the classrooms and yard walls of the northern branch of *Autisme Maurice*, an NGO that cares for children with autism and is sponsored by our foundation. Additionally, a tree planting day was organised in collaboration with Beau Plan Smart City. We were thrilled to sponsor Christmas activities for five of our partner NGOs and host a Christmas party for 26 children enrolled on the Social Register of Pamplemousses, which includes the most vulnerable families in our nearby village. Gifts were also distributed to an additional 44 children who fell outside the selected age range, making a total of 70 children and youths reached through our efforts.

More information on the organisations and initiatives we sponsor is available on pages 75 and 76 of the Appendix.

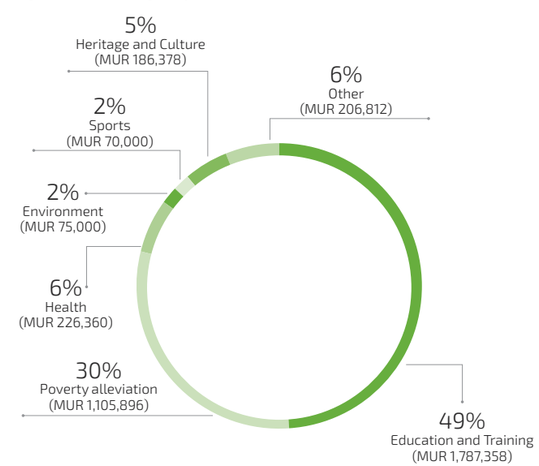
Performance

Terra Foundation had a busy and encouraging year in 2022, supported by stronger finances and relieved of Covid-19 restrictions. Our budget of MUR 3.6 million net of administrative expenses enabled us to partner with 23 NGOs and sponsor 50 projects, supporting a total of 1,669 beneficiaries, mostly children. We invested 84% of our budget in 45 projects located in the northern region of Mauritius, and were able to strengthen our sponsorship of cultural activities with the relaxation of Covid-19 restrictions.

Outlook

Our focus will remain on maintaining the resilience of our NGO partners, and leveraging our networks to deliver meaningful, high-impact projects. We remain focused on local integration with our immediate neighbourhoods in Beau Plan Smart City, including engagements for youth, and training and support for job seekers. We are committed to strengthening our employee volunteering initiative, and aim to advocate across the Group for in-kind skills-sharing to further empower our NGO partners.

Sponsorship by focus area in 2022



#YesWeKann

A campaign to highlight the value of the sugar industry

The Mauritius sugar industry has a big history for an island so small. Recognising this history is what drives the industry to share the value it creates today, and plan for a regenerative role tomorrow, where it can lead in building national resilience to future risks.

The sugar cane industry has evolved significantly over the years. Business models and value creation strategies have adapted to the ethics of an evolving society. Organisational and operational thinking and practice has shifted to meet the expectations of new leaders and more active employees and stakeholders. Smart technologies have been adopted to meet growing demands for efficiency, connectivity, transparency, and sustainability.

Nevertheless, the industry faces some significant challenges. Many Mauritians undervalue the industry's current and future contribution to society as they are unaware of how the industry shares the value it creates, generates multiplier effects in the wider economy, produces green energy to support national climate change action, and invests in community development. Younger generations often have an outdated view of agricultural industries, and can overlook the industry as a first choice for their careers, making it difficult for the industry to attract young talent. And the criminal burning of cane fields has negatively impacted the industry's productivity and performance, leading to knock-on impacts for other businesses, the economy, people, communities, and the environment.

In recent years, we have become more proactive in addressing these challenges head on by promoting and communicating the true value of the sugar cane industry, and the wider impact of criminal fires in the cane fields. In 2021, we launched the *#AretBrilKann* campaign to stop the criminal burning of sugar cane. The campaign created public awareness of the problem of criminal fires, and asked for public support in stopping the practice. The campaign explained how these fires threaten the safety of employees and neighbours, degrade the environment, increase carbon emissions, limit renewable energy production for the national grid, and impact the financial performance of the industry, which reduces our contribution to economy and society, including our investment in community development. The campaign was hugely successful, helping us reduce the incidence of fires by 90% over 2021 financial year.

Building on this success, Terra, Alteo and SWAN launched the *#YesWeKann* campaign in 2022 to highlight the sugar industry as a modern industry with deep local roots, multiple possibilities, and a strategic place in the socio-economic landscape of Mauritius. Communicating through social media, TV, billboards, radio and print channels, the *#YesWeKann* campaign promoted the industry as a whole, speaking to themes that honoured the men and women who make it possible, showcased industry trades and new technologies, explained economic efficiency and multiplier effects, highlighted green energy opportunities, and advocated for strong partnerships with Government and society. The message of *#AretBrilKann* was maintained during the campaign, keeping alive the public's awareness of the dangers of criminal fires in the cane fields, and the call to action to lend their support in preventing this criminal activity from happening.

The campaign ran for 6 months, starting in June 2022, with a total spend of MUR 1 million from Terra, Alteo, and SWAN. It featured 15 press articles, 20 press adverts, 15 radio spots, 3 billboards, and 20 social media posts, generating around 1.4 million online impressions.
We appreciate the collaboration of our partners Alteo and SWAN in this national campaign, and extend our thanks to the public for sharing and acting on the *#AretBrilKann* and *#YesWeKann* messages. The campaign was awarded a gold medal at the 2022 SABRE Awards, a global awards program that recognises excellence in public relations and strategic communication.

Cane

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

Highlights	Challenges	Outlook
- Updated mission and vision	- Drought	- Continue digitalisation of agricultural operations
- Certified Vegan sugar	- Low cane yields	- Improve water efficiency and irrigation infrastructure
- Progressed digital agriculture operations	- Incentives for organic cane production	- Enhance diesel management
- Upgraded water infrastructure	- Reduced operational and resource efficiency as a result of Terragen's disruption	- Maintain awareness through #YesWeKann campaign
- Improved waste management and safety performance at Terra Milling	- Limited number of approved recyclers in Mauritius	- Continue culture journey
- Certified Terragri workshop for fire safety	- Reducing minor incidents and injuries	- Strengthen health and safety training
- Certified Terra Milling to ISO 45001 Standard	- Three major accidents at Terragri	- Complete BRCGS Food safety and quality audits
		- Implement ISO 45001

Growing a sustainable resource

Sugar cane is a valuable resource that contributes both to the economy of Mauritius and its national sustainable development imperatives. Terragri currently grows sugar cane on 5,086 hectares (including seed cane, harvested area, and planted area), up from 4,986 hectares in 2020. Terragri focuses on growing a sustainable resource, and actively manages its social and environmental impacts, prioritising labour rights (see page 23 – Investing in employees > Labour rights and remuneration) and efficient use of water, chemicals and diesel fuel. Terragri reuses treated effluent from Terra Milling, Terragen, and Topterra for irrigation, and applies Concentrated Molasses Stillage (CMS) from Topterra and filtered mud cake from Terra Milling as organic soil amendments (see page 10 – our Industrial Ecosystem).

We continue to migrate our operations to digital and precision agriculture systems to enable real-time decision-making, more efficient application of agricultural inputs, and targeted corrective actions. Smart technologies increasingly support our agricultural practices, improving the precision of chemical and water applications, and the timing of planting, spraying and harvesting. We are implementing this process in three phases: data collection, data processing, and solution implementation. Data is currently collected by drones, 40% of our harvesters, and 6 automatic weather stations, with data analytics enabled by digital software solutions. In 2022, we piloted one smart harvester, installed one new automatic weather station, and upgraded two fertiliser applicators with precision spray technology. We also focused on building the digital capabilities of our staff, and ran training on the use of GIS and smart displays for harvesters and tractors.

To further reduce our reliance on chemical agricultural inputs, we are supplementing our use of synthetic fertilisers with organic alternatives, trialling organic sugar production, and experimenting selectively with ecological agricultural techniques. We began trialling organic sugar in 2020, aiming to contribute to the Mauritius Chamber of Agriculture's vision for 1,500 hectares of land to be converted to organic sugar cane. In 2022, the extent of our organic sugar trial remained at 58 hectares, with organic cane yields at 53 t/ha compared to 63 t/ha in conventional fields. Market incentives for organic sugar production remain a challenge.

Our priorities in 2022, were to get aligned on the vision and mission for the cluster, conclude the wage negotiation with manual workers, advance the digitalisation of field activities, and continue improving irrigation infrastructure and optimising water-use efficiency.
No environmental incidents or incidences of environmental non-compliance were recorded in the Cane cluster in 2022.

Cane (Cont'd)

Supplying high-quality specialty sugars

Terra Milling receives sugar cane from Terragri and renewable energy from Terragen (see page 10 – our Industrial Ecosystem), and in 2022, produced 76,171 tonnes of specialty sugar against 71,760 tonnes in 2021. Terra Milling focuses on producing high-quality specialty sugars, and actively manages its social and environmental impacts, prioritising food safety and quality. In 2022, we focused on ensuring food safety and quality, improving water-use efficiency during the crop season, enhancing our waste management systems, optimising the use of chemicals during processing.

We participate in global food quality and safety initiatives. We adopted the BRC Global Standard (BRCGS) in 2007, and this has helped us improve our food safety management and performance. As a SEDEX Supplier (B) member, we uphold high standards of business ethics, and comply with all relevant labour laws, health and safety requirements, and environmental regulations. We are also a member of Bonsucro, and are making progress toward Bonsucro sustainability principles, but have chosen not to pursue Bonsucro certification. The Mauritius Sugar Syndicate (MSS) is a key stakeholder that supports industry standards on food safety and quality, coordinates bulk sugar transport and storage, and facilitates communication between Terra Milling and its customers (see IR page 26 – Our Stakeholder Relationships).

We implement various initiatives to promote and strengthen our food safety and quality culture, and organise quality control circles amongst our staff to support training, analyse the cause of incidents and non-conformances, and develop action plans to remedy these. In 2022, we undertook impromptu employee surveys, housekeeping audits and a BRCGS mock audit to review systems and policies, promote good housekeeping and prepare our workforce for upcoming audits in 2023. We performed well in all these audits, with our overall housekeeping score increasing by 18% from 2021. We further appointed SGS (a leading certification company) to undertake a food safety culture assessment, in which we scored an encouraging 80%, and gained valuable insight into the food safety attitudes, values, and beliefs amongst our staff. Digitalisation remains an ongoing process at the factory. We made progress implementing a digital information management system to support food safety good practice, and installed 60 additional cameras to strengthen the surveillance capabilities of our food quality and safety management system. We again achieved Grade AA in our BRCGS supply chain assurance audit, improved our SMETA social audit performance, and achieved ISO 45001 certification. Our sugars remain Halaal and Kosher certified, and this year we gained Vegan certification through BeVeg.

Customer feedback helps us continually improve our processes, and we measure customer satisfaction through monitoring the number and nature of complaints and compliments received. In 2022, customer feedback on our product quality and consistency was favourable. We received only two complaints concerning the moisture content in our Demerara Sugar, both of which were resolved. Sud Zucker audited us in late November with zero non-conformities. Silver Spoon, one of our major customers, visited us several times during the year, and sees our unique heritage and passion for specialty sugar as a key differentiator for promoting Mauritius sugar in the UK.

Protecting the environment

Raw materials

Terragri makes use of chemical agricultural inputs to support sugar cane production, including granular and liquid herbicide, and synthetic granular and foliar fertilisers. To reduce our reliance on chemical inputs, we are supplementing the use of synthetic fertiliser with organic alternatives, trialling organic sugar on 58 hectares, and experimenting selectively with ecological agricultural techniques.

Herbicides are applied for weed control. We began implementing a new weed control strategy in 2021, focused on seedbank management. As part of this strategy, we are experimenting with ecological techniques to suppress weeds and reduce herbicide use, including cover-cropping rested fields and mulching cleared fields with a cane-straw blanket raked into windrows. In 2022, our herbicide use returned to pre-Covid levels, with application of granular herbicides increasing by 13% to 13.8 tonnes (2021: 9.5), and liquid herbicides increasing by 9% to 31.7 tonnes (2021: 29.1). We reduced our application of the cane-straw blanket from 200 hectares in 2021 to 9.5 hectares in 2022.

Synthetic fertilisers are applied to support strong cane growth, with granular fertilisers applied to soil during the planting of fields, and foliar fertilisers applied to leaves at the peak of cane development. We supplement the use of synthetic fertilisers with organic alternatives, including CMS from Topterra, filtered mud cake from Terra Milling, and poultry manure. Poultry manure supplements soil applications, CMS is used as a supplement in both soil and foliar applications, and filtered mud cake is applied as a nitrogen-rich soil amendment during planting of some fields. We are also experimenting with ecological agriculture techniques to reduce the use of fertilisers, including planting a leguminous cover crop on rested fields that fixes nitrogen in the soil naturally. After successful outcomes trialling a Dolichos bean as a leguminous cover-crop to fix nitrogen in the soil and support weed control in 2021, we planted 2.5 hectares in 2022, and harvested two tonnes of seed from this crop to support further application.

In 2022, the price of nitrogenous fertiliser remained high, and we kept the application of synthetic granular fertiliser low at 1.1 kg per tonne of processed cane, prioritising the application of more efficient foliar fertilisation on 580 hectares. We applied 295 tonnes of solid fertilisers and 55 156 tonnes of liquid sprays, up from 262 and 11 831 tonnes in 2021 respectively. Fertiliser rates have increased in 2022 due to an overall increase in land under cultivation, the inclusion of a late 2021 harvest which rolled over into the 2022 financial year, and a renewed focus on re-planting gaps in existing fields. We applied 340 tonnes of poultry manure (2021: 1,850 tonnes), 17 209 tonnes of CMS (14,460 tonnes in 2021), and 5,350 tonnes of filtered mud cake (2021: 2,965 tonnes). The application of CMS met 40% of our total nitrogen requirement for soil application, and 25% for foliar application. In fields where filtered mudcake was applied as a soil amendment, the application of synthetic granular fertiliser was reduced to 0.9 kg per tonne.

Terragri relies on diesel agricultural vehicles and machinery. Where possible, Terragri optimises the design of fields for greatest efficiency, and prioritises the purchase of fuel-efficient vehicles and machinery. Smart agricultural technologies offer unique opportunities for improving diesel use efficiency, and exploring some of these opportunities is a key focus in the migration of Terragri to precision agriculture. In 2022, the mechanical harvesting team piloted the use of a smart harvester engine, together with software solutions that enable enhanced digital monitoring and management of diesel consumption. Diesel consumption increased by 3% from 1,013 litres in 2021 to 1,040 litres in 2022, due to an increase in land under cultivation, as well as a late 2021 harvest that rolled over into the 2022 financial year.

Terra Milling receives sugar cane from Terragri, and makes use of chemical inputs, including Lime and Caustic Soda, as processing aids. While the increased sugar price bodes well for boosting sugar production on the island going forward, cane production was still low in 2022, following declines in production by small growers over the last five years, and continued drought conditions. In 2022, Terra Milling received 687,241 tonnes of sugar cane from Terragri, and used 787 tonnes of Lime and 265 tonnes of Caustic Soda (50%) for processing. The richness of the cane was higher in 2022 than in 2021, so despite lower cane volumes, higher sugar production was achieved in 2022. Use of Caustic Soda declined slightly, and Lime consumption was more efficient at 10.36 kgs per tonne against 10.41 kgs in 2021. 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)

Renewable Materials	2022	2021	2020	2019	2018
Organic Fertilisers (CMS) (tonnes)	17,209	14,460	18,738	13,917	14,117
Filtered Scums (tonnes)	5,350	2,965	6,552	4,328	4,346

Non-Renewable Materials	2022	2021	2020	2019	2018
Liquid Mineral Fertilisers (tonnes)	55,156	11,831	2,082	15,464	15,685
Solid Fertilisers (tonnes)	295	262	365	457	1,043
Herbicide (tonnes)	13.8	9.5	10.7	13.8	29.4
Herbicide (m^3)	31.7	29.1	22.3	30.3	32.4
Diesel (m^3)	1,040	1,013	898	1,085	1,354

Cane (Cont'd)

Direct Raw Materials (Terra Milling)

Renewable Materials	2022	2021	2020	2019	2018
Sugar Cane (tonnes)	687,241	718,969	704,729	918,923	751,122
Lime (tonnes)	787	749	735	821	763
Caustic Soda -50% (tonnes)	265	292	311	282	325

Energy and climate change

Sugar cane is highly effective at absorbing carbon dioxide from the atmosphere during growth cycles, and this makes the crop valuable as a source of biomass for renewable energy production. Carbon dioxide emissions from cane combustion and ethanol fermentation are considered zero, because the CO_2 emitted through these processes is taken-up again relatively quickly and uniformly during sugar cane growth. Terragri produces cane straw as a co-product from sugar cane fields, and Terra Milling produces *bagasse* as a co-product from sugar processing, both of which are used by Terragen to produce renewable energy (see page 10 – Our Industrial Ecosystem and 46 - Power). Terragri further supports renewable energy production at Terragen by providing marginal lands for the planting of Eucalyptus as a future source of renewable biomass (see page 46- Power).

Terragri's direct (scope 1) GHG emissions from the use of diesel declined between 2017 and 2020 as a result of declining sugar production and land area under cultivation. Covid-19 restrictions also had an impact in 2020. Since 2021, our emissions have started to rise, initially as a result of increased agricultural activity post-Covid, and now as a result increasing sugar production and land under cultivation in response to strengthened sugar prices. In 2022, Terragri's direct (scope 1) GHG emissions were 1,040 t/CO_2e, up from 1,013 t/CO_2e in 2021. Terragri's adoption of smart agricultural technologies will improve resource efficiency across the agricultural operations, including in respect to diesel consumption and the associated carbon emissions. Yet, currently this is insufficient to offset the increase in diesel emissions resulting from increases in agricultural activity and land under cultivation.

GHG Emissions (Terragri)

Direct (Scope 1) Emissions	2022	2021	2020	2019	2018
Diesel (tCO_2)	1,040	1,013	898	1,085	1,354

Terra Milling typically sources all its energy from Terragen in the form of renewable and non-renewable electricity and steam. Yet, in 2022, Terra Milling was forced to source electricity from the Central Electricity Board (CEB) outside of the crop season (during December, May and June 2022), due to the force majeure closure of Terragen (see page 12 – Chairman/MD Statements and 46 – Power). Terragen was able to resume supplying electricity and steam to Terra Milling once the crop season started, and *bagasse* became available for combustion at the power plant. The interruption of Terragen's coal operations posed a significant challenge for maintaining consistent steam pressure at the mill. Special arrangements were made at the power plant to manage the stock and flow of *bagasse* for combustion, and new channels of communication were established between Terragen and Terra Milling, to ensure that the key parameters for production and quality were maintained at the mill.

Terra Milling continuously monitors energy consumption (electricity and steam) with the help of smart sensors. In recent years, energy consumption at the mill has declined due to declines in sugar cane production and gains in efficiency. In 2022, energy consumption increased from 832,523 GJ in 2021 to 988,551 GJ. The increase in energy consumption was largely as a result of inefficiencies brought about by the closure of Terragen's coal operations, and adjustments made at the mill to increase sugar extraction. Drops in steam pressure impacted operations, causing inefficiency of evaporators, increased boiling times, and higher steam consumption. The richness of the cane was higher in 2022 than in 2021, requiring more energy to boil the massecuites, and despite lower cane volumes, we produced a higher volume of sugar. Electricity consumption decreased from 78,191 GJ in 2021 to 77,841 GJ in 2022, and steam consumption increased from 754,332 GJ in 2021 to 910,710 GJ in 2022. The share of renewable energy consumed increased as a result of the interruption to Terragen's coal operations, and an almost sole reliance on *bagasse* during the crop season. We continue to identify inefficiencies and drive improvements. In 2022, a new vacuum pump was installed, and vacuum pipes refurbished, to improve efficiencies in boiling massecuite.

Energy Consumption (Terra Milling)

Renewable Energy (Biomass)	2022	2021	2020	2019	2018
Renewable Electricity (GJ)	73,488	53,407	55,102	52,439	45,896
Renewable Steam (GJ)	808,883	410,950	462,781	598,993	522,139

Non-Renewable Energy (Coal)	2022	2021	2020	2019	2018
Non-Renewable Electricity (GJ)	4,353	24,784	26,259	40,677	37,107
Non-Renewable Steam (GJ)	101, 827	374,066	402,256	332,474	285,579

Water and effluent

Terragri receives treated effluent from Terra Milling, Terragen and Topterra for irrigation, as a supplement to bulk water supplied through the Irrigation Authority (see page 10 – Our Industrial Ecosystem). 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. Improving the water-use efficiency of our agricultural operations remains a priority, and we continue to optimise our irrigation systems and practices for both bulk water and treated effluent.

Infrastructure work was carried out on 511 hectares to improve the efficiency of coilers. This included creating field tracks, installing new irrigation pipes for expanded water supply, and installing water hydrants. Additionally, five centre pivots (Solitude, Beau-Plan, St André, Ferret, Mauricia) were replaced with new ones, and one centre pivot at Ferret was refurbished. As part of our adoption of smart agricultural technologies, we are using digital software to better schedule and more accurately direct our irrigation through real-time assessments of soil water balance. We are also using Digital Terrain Modelling to better design the waterways and drains in our fields to mitigate loss of topsoil during heavy rainfall events.

In 2022, drought-related interruptions to water supply, and restriction of irrigation activities, continued to affect agricultural operations and the productivity of cane fields. Terragri's water consumption increased by 98% in 2022, largely as a result of returning to pre-drought irrigation levels. The closure of Terragen's coal operations also brought about inefficiencies that impacted water consumption. Drops in steam pressure caused inefficiency of evaporators, and increased boiling times, which led to higher steam consumption. Excluding treated effluent, Terragri used 6,002,260 m^3 of surface water, up from 3,032,101 m^3 in 2021. Treated effluent consumption for irrigation decreased from 610,966 m^3 in 2021 to 589,085 m^3 in 2022.

Cane (Cont'd)

Water Consumption (Terragri)

Water Consumption	2022	2021	2020	2019	2018
Surface Water (m^3)	6,002,260	3,032,101	1,622,443	5,051,600	4,957,518
Treated Effluent (Used For Irrigation)[1] (m^3)	589,085	610,966	536,430	509,400	850,000

[1] *Figures account for the treated effluent used by Terragri, not the total amount of treated effluent received by Terragri from Terra Milling, Terragen and Topterra.*

Terra Milling prioritises water optimisation and has established systems for continuous monitoring, reporting, investigation, and resolution of water consumption, leaks, and other inefficiencies. The milling process of sugar cane generates wastewater from raw utility water and condensate water as a by-product of sugar evaporation. This wastewater is divided into clean water and contaminated effluent. The clean water is reused internally for cooling and in air- and water-pumps, while the contaminated effluent undergoes treatment for reuse by Terragri (see page 10 - Our Industrial Ecosystem). The treatment process involves separating oil/grease and removing solid particles such as trace *bagasse* and sugars. The treated effluent is tested against standards for total suspended solids (TSS) and chemical oxygen demand (COD), and is then cooled and stabilised in settling ponds before discharge. In 2021, upgrades were made to the oil/grease separation process, and in 2022, an automatic control system was installed for the mill's raw water tank.

In 2022, water consumption at Terra Milling increased to 510,416 m^3, up from 461,785 m^3 in 2021, primarily due to processing a late 2021 sugar cane crop in the 2022 financial year. Raw water consumption for the 2022 crop alone totalled 404,619 m^3, with a water-use intensity of 0.59 m^3 per tonne, compared to 0.66 m^3 per tonne in 2021. The volume of treated effluent sent to Terragri for irrigation was 587,473 m^3 in 2022, slightly lower than the 589,869 m^3 sent in 2021.

Water Consumption (Terra Milling)

Water Consumption	2022	2021	2020	2019	2018
Surface Water (m^3)	510,416	461,785	506,015	509,413	392,482

Effluent Production (Terra Milling)

Effluent Production	2022	2021	2020	2019	2018
Treated Effluent (To Terragri) (m^3)	587,473	589,869	536,430	509,400	850,000

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. Both entities engage with the Mauritius Chamber of Agriculture, and the Food and Agricultural Research and Extension Institute, towards addressing integrated waste management challenges.

Terragri maintained waste segregation and recycling practices at its operations. Empty herbicide containers are properly rinsed to remove chemical residues before being recycled or disposed of. In 2022, 19 tonnes of tyres and 13.1 m^3 of used oil were sent for recycling. Terragri transitioned to paperless procurement processes in 2020.

In 2022, Terra Milling made further progress in waste segregation and recycling efforts. Plastics, metals, and used oil were separated and sent for recycling, while other types of refuse, yard waste, paper, and textiles were treated as a single waste stream and sent to landfill. Recycling rates were improved, with 17.2 tonnes of plastics, 290 tonnes of scrap metal, and 1.5 m^3 of used oil being recycled. The volume of organic waste sent to landfill was reduced from 450 tonnes in 2021 to 393 tonnes in 2022. New bins were installed in the yard specifically for plastic bottles, all of which were sent for recycling. And 22,618 tonnes of filtered mudcake was sent to Terragri for use as a soil amendment during the planting of cane fields (see page 10 – Our Industrial Ecosystem).

Waste Generation (Terragri)

Hazardous Wastes	2022	2021	2020	2019	2018
Used Tyres (Recycling) (tonnes)	19.0	11.0	8.3	15.0	17.6
Used Oil (Recycling) (m^3)	13.1	6.5	15.3	4.0	13.5

Waste Generation (Terra Milling)

Hazardous Wastes	2022	2021	2020	2019	2018
Used Oil (Recycling) (m^3)	1.5	2.8	2.2	1.1	-

Non-Hazardous Wastes	2022	2021	2020	2019	2018
Organic Waste (Landfill) (tonnes)	393	450	478	446	589
Filtered Mud Cake (Terragri) (tonnes)	22,618	23,583	20,932	28,064	21,751
Scrap Metal (Recycling) (tonnes)	290	221	222	155	104
Plastics (Recycling) (tonnes)	17.2	6.4	-	-	-

Cane (Cont'd)

Investing in employees

Culture and engagement

The Cane cluster continues to actively work on building a learning, caring, and results-driven culture, and we have observed improved interaction between colleagues as a result of this effort. In 2022, the executive team participated in facilitated workshops to reflect on progress and identify opportunities to align the cluster's vision, mission, and purpose. The impact of culture and engagement initiatives undertaken in the Cane cluster over the years was evident in the significant increase in the cluster's employee engagement score, which rose from 33% in 2017 to 85% in 2022. To further support performance, we implemented a new continuous performance management system called PCR (Performance Coaching for Results) in Terragri in 2021, and it was successfully executed for the first time in 2022. This system promotes meaningful conversations between managers and staff, focusing on measurable outcomes.

Learning and development

With the support of Group HR, Terragri and Terra Milling expanded the range of training modules available to staff through the Group's eLearning platform (see page 21 - Investing in Employees > Learning and Development). Terra Milling prioritised the support of Quality circles, which fostered collaboration among employees to uphold and enhance food safety and quality practices, as well as on-the-job training. Additionally, Terra Milling conducted training sessions to facilitate the implementation of ISO 45001, and to enhance awareness on pest control and housekeeping protocols. Health and safety remained a crucial component of the annual training program for the Cane cluster, with regular refresher courses and sensitizing sessions conducted for key risks and core competencies. In 2022, Terragri spent MUR 2,450,390 on employee training, averaging 11 hours per employee, while Terra Milling spent MUR 1,914,650, averaging 16 hours per employee.

Health and safety

The Cane cluster recorded a total recordable incident rate (TRIR) of 22.7 in 2022, slightly higher than the rate of 18.4 in 2021. This increase was primarily due to an upswing in minor incidents at Terragri. While this highlights the need to focus on preventative measures at Terragri, it's worth noting that Terra Milling performed well with no major incidents, and the overall incident rate remains low compared to previous years, indicating progress in strengthening health and safety in the cluster. Notably, the cluster participated in the relaunch of the Group's Health month, which was a key highlight (see page 22 - Investing in Employees > Health and safety). Looking ahead to 2023, the cluster is committed to enhancing general training and learning from incidents, improving operating procedures and risk categorisation, and prioritising upgrades of control measures and prevention of key risks to further strengthen health and safety performance.

Terragri experienced an increase in health and safety incidents in 2022, with recorded accidents tripling and man-days lost increasing by 32%. Although most of these accidents were minor and related to lacerations or injuries from slips, trips, and falls, there were also three major accidents, for which remedial action has been taken. For instance, one of our security officers slipped and fell while performing rain measurement, leading to modifications of the platform to reduce slipping risk. Another incident involved an irrigation worker getting his leg stuck between the hooking point of a tractor during trailer hooking operations, resulting in the reinforcement of safety procedures for this task. Additionally, one of our bell loader helpers fell from a trailer while assisting with loading operations in the cane fields, prompting a reiteration of the annual refresher training for bell loader helpers. Health and safety training and awareness remain a top priority, and various training programs are provided annually to staff to establish and maintain safe systems of work for key occupations, tasks, competencies, and contexts. The focus in 2023 will be on robust risk assessment and accident prevention measures.

Terragri also accomplished several positive initiatives throughout the year, including a task-based risk assessment, achieving fire certification for the workshop, upgrading workshop electrical safety, and providing safety awareness training for workshop mechanics to address minor injuries caused by lifting heavy loads with improper posture. All drivers and helpers involved in mechanical harvest and plantation operations were refreshed on defensive driving and road safety, resulting in no major accidents in this department. Strong relationships were maintained with local authorities to ensure the mutual safety of employees and the public, particularly in areas such as road safety and potential electrical hazards in cane fields.

Terra Milling delivered a commendable health and safety performance, with no major incidents and a 17% decrease in injuries recorded, along with a 22% reduction in man-days lost. This improvement was attributed to active investments in health and safety, including training, equipment, and visible management interventions. Noteworthy initiatives included the acquisition of a boom lift to support safer work at heights, training of new first aiders, and equipping all electricians with high voltage protective equipment. A major highlight for Terra Milling was aligning its operations with ISO 45001, an international occupational health and safety standard aimed at protecting employees and visitors from work-related accidents and diseases. Terra Milling successfully completed its ISO 45001 certification audit in December 2022.

Health and Safety (Cane)

Health and Safety	2022	2021	2020	2019	2018
Total Recordable Incident Rate (TRIR)[1]	22.7	18.4	19.5	41.5	30.2
Lost Time Incident Rate (LTIR)[1]	19.6	17.6	17.1	41.5	30.2
Severity Rate (SR)[1]	45.2	42.3	32.7	56.8	49.7

[1] *The method for calculating these indicators was updated in 2021.*

Brands

Our purpose is to bring pleasure to life.

Highlights	Challenges	Outlook
- Established carbon footprint committee - Installed solar power to meet 50% of Grays Inc. energy use - Installed rainwater tanks to meet 20% of Grays Inc. water use - Upgraded waste segregation and improved plastics recycling at Grays Inc. - Improved fire safety in warehouses - Assessed environmental risks in line with ISO 14001 - Expanded responsible drinking campaign - Improved leadership and teamwork	- Low availability of molasses - Reduced operational and resource efficiency as a result of smaller production volumes - Limited number of approved recyclers in Mauritius - Reducing minor incidents and injuries - Reusing condensate water due to high water temperature	- Implement customer service improvement plan - Further strengthen waste management and employee awareness - Strengthen water and energy efficiency practices - Explore renewable energy options for boiler at Grays Distilling

Supplying world class products

Grays Inc. and Grays Distilling collaborate to supply high-quality products, emphasising food safety, customer satisfaction, and resource-efficient manufacturing. Grays Inc. receives alcohol for branding and distribution from Grays Distilling, which, in turn, obtains molasses for distilling alcohol from Terra Milling. *Vinasse* effluent from Grays Distilling is sent to Topterra, where it is processed into Concentrated Molasses Stillage (CMS) and treated effluent for use in cane fields by Terragri (see page 10 - Our Industrial Ecosystem).

We comply with legal requirements for the production, sale, and advertisement of food-safe alcohol products. Pre-market approval is obtained for food items to ensure compliance with national food safety standards. Pharmaceutical and para-pharmaceutical products require approval from the Pharmacy Board. Alcoholic products are labelled with health warnings, tax stamps, and recycling labels. Our operations are governed by key regulations such as the Custom Act 1988, Excise Act 1994, Food Act 1998, Food Regulations 1999, Public Health Act 2009, and Public Health Regulations 2008. In 2022, Grays Distilling had no incidents or instances of non-compliance with laws and regulations. Grays Inc. had a stock of expired imported pharmaceuticals, which were promptly segregated and labelled for safe disposal, while the required license for hazardous waste disposal was applied for through the Ministry of Environment - Solid Waste Management Division.

All new products undergo appraisal measures to meet legal requirements and customer needs. Our integrated management system, based on ISO 9001:2015, FSSC 22000, ISO 14001:2015, and ISO 45001:2018 standards, enhances production, sales, product quality and safety, environmental management, and employee health and safety. Our potable alcohol is Kosher certified, and we are pursuing Fairtrade certification. In 2022, we reviewed and implemented new internal operational procedures for compliance with quality, safety, and environmental objectives. An environmental risk assessment was conducted to progress our ISO 14001:2015 implementation and identify priority areas for environmental performance improvement. Internal audits were performed based on ISO 9001:2015, ISO 45001:2018, and ISO 14001:2015 standards to address non-conformities and improve our integrated management system. Key areas identified for improvement included water, effluent, waste, and emissions management, and steps were taken to improve performance, including the establishment of a committee for carbon footprint management and coordination of sustainability projects such as solar photovoltaic panel installation.

To address food safety concerns, we closely monitor "best before" dates on imported food products in the warehouse and prioritise delivery on a first-expiry first-out basis. Quality control is conducted during the manufacturing and bottling of alcoholic beverages, using approved preservatives and Cleaning-in-Place (CIP) processes to limit spoilage of low-alcohol content beverages. In 2022, we focused on improving yields in the distillery, in-line quality control, food hygiene, and manufacturing process monitoring. We strengthened our CIP process management and made improvements to our in-line quality control process for wine after a batch of wine for local sale was spoiled due to contamination with wild yeasts. As a corrective action, the sweet wine was sterile filtered in line prior to bottling.

Brands (Cont'd)

We are committed to continuously improving customer satisfaction and our management of customer feedback and complaints. All complaints related to product quality and food safety are recorded and addressed through our customer service department. In 2022, we conducted our annual customer satisfaction survey, finding that our customers were highly satisfied with the quality of our products. However, we did receive an increased number of complaints during the year, and our average score in the survey declined slightly from 4.4 out of 5 in 2021 to 3.6 out of 5 in 2022. In 2022, we received 109 complaints, up from 65 in 2021, with 52 complaints relating to product quality. We promptly addressed all complaints, providing refunds to customers and escalating issues to our suppliers as needed to prevent recurrence. To further improve our customer satisfaction performance, we have updated our complaint procedures and established a committee to address outstanding concerns and guide the development of a service improvement plan.

In addition, we are actively promoting responsible drinking and marketing of alcohol in Mauritius. In 2022, we expanded our #ForGoodMemories responsible drinking campaign via social media to enhance our interaction with customers and emphasise the positive contribution of our products to society. Several of our brands also ran responsible drinking campaigns during the year. These communication campaigns are supported by a growing number of low-no alcohol offerings in our product portfolio.

Protecting the environment

Raw materials

Grays Distilling relies on molasses as the primary raw material for alcohol production. In addition, small amounts of coal are used to fire a combustion boiler, along with minor quantities of other chemicals for production. Our main supplier of molasses, Terra Milling, sources cane from Terragri and other growers. We actively support the transition to more sustainable agricultural practices by these growers, particularly Terragri, with whom we have a close relationship. In 2022, we used 15,506 tonnes of molasses, a decrease from 21,520 tonnes in 2021. Our coal consumption increased to 3,102 tonnes, up from 2,948 tonnes in 2021.

In recent years, due to declines in sugar production, our supply of molasses has been limited, and we have sourced additional molasses from Alteo Group in Mauritius. Unfortunately, our molasses supply declined again in 2022, resulting in further declines in operational efficiency and increased coal consumption in the boiler. We are continuously working on improving operational efficiency and optimising the use of raw materials. To this end, we have recently implemented upgrades such as a new automated fermentation unit in 2021 and high-performance liquid chromatography (HPLC) equipment to prevent loss of unfermented sugar in our *vinasse* by-product. We have also added a CO_2 scrubber to collect escaping alcohol and are in the process of installing breather valves to further increase alcohol recovery. Additionally, we are currently conducting trials of a new slow feeding technique to optimise alcohol production.

Direct Raw Materials (Grays Distilling)

Renewable Materials	2022	2021	2020	2019	2018
Molasses (tonnes)	15,506	21,520	23,784	24,094	24,888

Non-Renewable Materials	2022	2021	2020	2019	2018
Coal (tonnes)	3,102	2,948	2,361	2,591	1,820

Grays Inc. sources alcohol from Grays Distilling and imports bulk wines and spirits for local bottling. Our other key raw materials include glass, aluminium, cork (recycled), and paper, which are used for bottling, sealing, labelling, and packaging our spirits and wines. We prioritise operational efficiency and closely monitor the supply and quality of these materials to support responsible consumption. Our waste management practices focus on reducing, reusing, and recycling these materials. We are also working with our suppliers to source packaging materials with recycled content. For instance, the glass bottles we purchase now contain at least 25% recycled material, and cardboard boxes contain at least 60% recycled material. In 2022, we processed 522 m^3 of alcohol (100%) from Grays Distilling, an increase from 420 m^3 in 2021. Additionally, we imported 784 m^3 of bulk wines and spirits, up from 334 m^3 in 2021.

Direct Raw Materials (Grays Inc.)

Renewable Materials	2022	2021	2020	2019	2018
Alcohol (100%) (m^3)	522	420	746	729	817
Wines And Spirits (65%) (m^3)	784	334	355	734	630

Energy and climate change

Grays Distilling procures electricity from the Central Electricity Board (CEB) and utilises a coal-fired boiler. We actively monitor our energy consumption and have made investments in new equipment to improve the efficiency of boiler combustion and steam production. Additionally, we are actively researching renewable energy options to power our boiler. However, our energy consumption increased in 2022 due to the rising prices of coal, forcing us to purchase lower quality coal with a reduced calorific value. This in turn reduced the efficiency of our boiler. In 2022, our energy consumption reached 80,184 GJ, up from 76,897 GJ in 2021.

Grays Inc. procures electricity from the CEB and operates a boiler that produces one tonne of water vapour for our bottle washer and pasteuriser machine. We also have a diesel-powered internal generator with a capacity of 330 kVA for backup when needed. To reduce emissions, we operate a burner that runs on non-potable alcohol obtained as a by-product from Grays Distilling, instead of heavy fuel oil. Our warehouses use electric forklifts, and we are gradually implementing energy-efficiency initiatives such as replacing existing lighting and air-conditioning with more efficient technologies. We also promote smart energy-use practices among our staff. In 2022, we installed photovoltaic solar panels that now cover up to 50% of our electricity needs. As a result of reduced levels of operation and remote work arrangements, along with the installation of new solar panels, our energy consumption has slightly decreased from 8,307 GJ in 2021 to 4,396 GJ in 2022. Moving forward, we plan to enhance our monitoring and reporting on vehicle carbon emissions.

Energy Consumption (Grays Distilling)

Non-Renewable Energy[1]	2022	2021	2020	2019	2018
CEB (GJ)	3,353	3,197	3,276	3,640	3,697
Coal (GJ)	76,831	73,700	59,023	64,783	45,506

Brands (Cont'd)

Energy Consumption (Grays Inc.)

Renewable Energy[2]	2022	2021	2020	2019	2018
Alcohol (GJ)	2,423	5,500	2,500	-	-

Non-Renewable Energy[1]	2022	2021	2020	2019	2018
CEB (GJ)	1,973	2,807	1,497	-	-

[1] *Energy production of the Central Electricity Board (CEB) is 20% renewable.*
[2] *Grays Inc.'s 2021 and 2020 figures for renewable energy (alcohol) have been restated in 2022.*

Water and effluent

Grays Distilling carefully manages its water usage in both direct and indirect processes involved in alcohol production, including cooling and steam generation. Water consumption is closely monitored and recycled in closed circuits wherever feasible. Steam flowmeters and totalisers are employed to track water consumption during steam production. Canal water is used for cooling condensers, and the post-use water is returned to the canal. *Vinasse*, a by-product of the distillation process, is sent to Topterra for treatment, where it is processed into effluent water and Concentrated Molasses Stillage (CMS), both of which are utilised by Terragri in sugar cane fields. Grays Distilling is actively exploring additional opportunities to enhance water efficiency and effluent management, including investigating the re-use of effluent from wine fermentation. Despite a general decline in our water consumption in recent years due to reduced production levels, there was a slight increase in water consumption in 2022. Specifically, Grays Distilling consumed 59,204 m^3 of water in 2022, up from 54,059 m^3 in 2021, and sent 46,273 m^3 of *vinasse* to Terragri, down from 49,267 m^3 in 2021.

Grays Inc. utilises water primarily for boiler operations, bottle washing, and alcoholic beverage blending. Our water management strategy focuses on two key objectives. Firstly, we aim to reduce the strain on the central water supply in Mauritius by improving water-use efficiency and utilising alternative sources such as rainwater and treated effluent. Secondly, we prioritise the safe discharge of industrial effluent from bottling operations while adhering to permissible limits of pollutants. Effluent is held in sedimentation tanks prior to discharge to minimise suspended solids released into waterways. In 2022, we continued our efforts to optimise water-use, reduce wastewater volume, and promote responsible water-use practices among our staff. We implemented rainwater harvesting infrastructure to cover up to 20% of our annual water 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 effluent ph. Grays Inc.'s water consumption increased by 15% from 18,104 m^3 in 2021 to 20,750 m^3 in 2022 due to increased use of recycled bottles requiring washing. Wastewater production also showed a similar increase from 6,600 m^3 in 2021 to 7,457 m^3 in 2022, with no exceedances of effluent quality standards.

Water Consumption (Grays Distilling)

Water Consumption	2022	2021	2020	2019	2018
Surface Water (m^3)	57,288	53,088	64,680	74,248	72,761
Public Water Utility (m^3)	1,916	971	2,350	943	1,480

Water Consumption (Grays Inc.)

Water Consumption	2022	2021	2020	2019	2018
Surface Water (m^3)	5,980	5,087	4,740	5,580	5,620
Public Water Utility (m^3)	14,770	13,017	10,088	-	-

Effluent Production (Grays Distilling)

Effluent Production	2022	2021	2020	2019	2018
Vinasse (to Topterra) (m^3)	46,273	49,267	40,927	40,094	62,153
Wastewater (m^3)	14,865	15,167	9,900	-	-

Effluent Production (Grays Inc.)

Effluent Production	2022	2021	2020	2019	2018
Wastewater (m^3)	7,457	6,600	4,740	-	-

Air emissions

Grays Distilling operates a coal-fired boiler on-site, while Grays Inc. utilises a burner that runs on non-potable alcohol obtained as a by-product from Grays Distilling. Both entities conduct annual air quality monitoring to ensure compliance with legal limits for air emissions from the boiler stack and burner flue. In 2022, no exceedances were recorded, and Grays Inc.'s results indicated that emissions of particulate matter and ambient air pollutants were well below the Mauritian Environmental Protection Standards for Air.

Brands (Cont'd)

Waste management

Grays Distilling has an established waste management system in place that involves the separation and recycling or safe disposal of solid waste. Through the use of high-performance liquid chromatography (HPLC) equipment in our fermentation process, we have been able to eliminate the need for certain chemicals in our testing laboratory, and we safely disposed our remaining stock of these chemicals in compliance with legislative requirements. Additionally, our coal-fired boiler generates bottom ash, which is sent to landfill. In 2022, we produced 769 tonnes of coal bottom ash, slightly higher than the 714 tonnes produced in 2021, due to reduced combustion efficiency resulting from poor coal calorific value.

In 2022, Grays Inc. took proactive steps to enhance waste management practices. This included conducting an internal audit based on the ISO 14001:2015 Standard for environmental management, implementing structured waste management and disposal procedures, and improving monitoring and record-keeping. We also fostered positive relationships and collaboration with key waste management stakeholders to further improve recycling rates and overall waste management efficiency. Our specific focus was on managing packaging materials effectively, with a strong emphasis on reducing and recycling plastic and other packaging waste, such as carton.

In recent years, Grays Inc. has made strategic changes to packaging materials. For instance, we have substituted cardboard boxes with reusable plastic crates, made with recycled content, for stacking and transporting some of our branded products, such as Seven Seas. This transition has been supported by an increase in the number of SKUs (stock keeping units) sold in crates, promoting recycling and reducing cardboard usage. Currently, we have 138,628 returnable crates in circulation, a significant increase from 49,000 in 2018. To further encourage recycling, we incentivise the return of glass bottles at the consumer-end by offering remuneration for all locally produced cane spirits, including Seven Seas, Deluxe, Dukes, and King Cane brands.

In 2022, we continued our commitment to recycling efforts by increasing the number of carton and paper recycling bins on our premises. We also designated a dedicated bin for the collection and recycling of spent LED bulbs, and established new collection points for used batteries and ink cartridges. We were able to recycle 56% of the glass bottles from the units we produced (compared to 57% in 2020), and recover and recycle 56% of our cane spirit and fruit wine bottles (compared to 81% in 2021 and 60% in 2020). While our recycling rate for plastics increased from 5.5% to 7%, our recycling rate for cardboard decreased by 49% due to the increased use of reusable plastic crates. The production of general domestic waste, which is sent to landfill, has stabilised after a 25% decrease during the Covid-19 pandemic when many employees worked from home.

Waste Generation (Grays Distilling)

Non-Hazardous Wastes	2022	2021	2020	2019	2018
Coal Bottom Ash (Landfill) (tonnes)	769.0	714.0	707.0	615.0	993.0

Waste Generation (Grays Inc.)

Non-Hazardous Wastes	2022	2021	2020	2019	2018
Glass Bottles (Recycling) (tonnes)[1]	46.0	62.2	50.9	30.0	30.0
Plastic (Recycling) (tonnes)	7.0	5.5	5.7	5.0	9.0
Cardboard (Recycling) (tonnes)	15.0	29.5	22.4	19.0	28.0

[1] *Grays Inc.'s 2021 and 2020 figures for glass bottles recycled have been restated in 2022.*

Investing in employees

Learning and development

Grays Distilling and Grays Inc. prioritised leadership development at middle and top management levels, and strengthened strength-based teams through the Gallup coaching method. Our focus areas included leadership skills, emotional intelligence, aligning individual and team strengths, culture change, understanding Generation-Z, and driving efficiency. Health and safety training remained a high priority, with annual refresher courses and sensitising sessions on key risks and core competencies, including fire emergency protocols. Feedback on training has been positive, resulting in improved leadership practice, communication, smoother workflows, collaboration, and impactful teamwork. In 2022, Grays Distilling spent MUR 27,500 on employee training, averaging 0.8 hours per employee, while Grays Inc. spent MUR 3,882,000, averaging 5.6 hours per employee.

Health and safety

The Brands cluster had a total recordable incident rate (TRIR) of 34.0 in 2022, slightly higher than the rate of 30.8 in 2021. Grays Distilling and Grays Inc. both experienced slight increases in incident rates in 2022, mainly due to minor injuries from broken bottles and moderate injuries from improper lifting techniques. Fortunately, there were no serious incidents in 2022, and all incidents were thoroughly investigated and followed-up according to our formal procedures. We continuously learn from these incidents and are taking additional steps to prevent and mitigate risks, including refresher training on proper lifting techniques and more frequent visible onsite inspections.

Grays Distilling and Grays Inc. take a proactive approach to managing wellbeing, health, and safety. Our policies and protocols comply with legal requirements, support continuous improvement, and establish safe systems of work for each operation. In 2022, the cluster focused on reinforcing onsite fire safety, including upgrading firefighting equipment, installing ventilation spill retaining walls in warehouses, and ensuring up-to-date fire certificates. Consulting with employees on health and safety matters has proven to be effective in motivating employees to suggest improvements for a safer workplace. We re-established our monthly health and safety committee, which has led to improved communication and awareness of health and safety, supporting a proactive safety culture.

Health and Safety (Brands)

Health and Safety	2022	2021	2020	2019	2018
Total Recordable Incident Rate (TRIR)[1]	34.0	26.1	21.8	25.8	21.0
Lost Time Incident Rate (LTIR)[1]	34.0	30.8	29.0	31.4	21.0
Severity Rate (SR)[1]	36.4	32.6	22.2	28.9	26.0

[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
- Maintained excellent safety performance; zero accidents and no lost time injuries - Maintained renewable energy production and steam for Terra Milling, despite challenges - Recorded no exceedance in stack emissions - Continued biomass trials with woodchips - Improved waste segregation and recycling rates	- Force majeure suspension of coal-fired operations, leading to financial loss - Low operating loads and reduced production efficiencies - Lower cane harvest and reduced *bagasse* volumes - National biomass framework not yet finalised - Two minor exceedances of oil/grease limits in effluent	- Engage with Government on resuming coal operations, biomass framework and renewable energy development - Continue biomass trials, and optimise cane straw processing - Increase renewable energy production and improve water-use efficiency - Continue to strengthen waste management

Promoting renewable energy

Terragen is a leading supplier of electricity to the Central Electricity Board (CEB) for distribution across the national grid in Mauritius. Our power operations play a crucial role in enhancing the value created by our Group's sugar production, as we generate renewable energy by utilising all the *bagasse* from Terra Milling, along with a portion of the cane straw from Terragri and other growers in the northern region of the island.

In 2021, the value of sugar cane as a source of biomass for renewable energy production was strengthened with the Government granting a higher price for sugar, inclusive of remuneration for bagasse, and announcing the development of a national biomass framework. The biomass framework has been approved by Government. We are currently waiting for the details of the measures that would be adopted. Ongoing discussions with authorities are also underway to secure a sustainable price for the production of other local biomass in addition to *bagasse* as part of the new biomass framework. These developments present new opportunities for the sugar cane industry on the island and align with our commitment to contribute to national energy security and decarbonisation.

As part of our efforts to decarbonise the energy mix of the Group and the island, we have submitted a new energy business model to the CEB that supports the full transition of our plant to renewable energy, following the remuneration of *bagasse* and the Government's commitment to phase out coal and achieve a national renewable energy target of 60% by 2030. We are actively engaging with the Government and the CEB to explore ways forward in this direction.

Moving in this direction, we continued our trials for electricity generation using locally produced woodchips, with promising results. We also expanded our own source of renewable biomass by planting an additional four hectares of Eucalyptus, bringing the total area under plantation to 32 hectares. Although we did not meet our initial target of planting 50 hectares by 2022, we will continue to expand the plantation annually towards this goal in alignment with the growth opportunities for power generation from renewable biomass.

However, we faced a significant challenge in 2022 due to a contractual dispute related to the pricing model for our power and the impact of surging coal prices on our business, which led us to declare Force Majeure under our Power Purchase Agreement (PPA) and suspend our coal-fired operations. Fortunately, we finally reached an agreement with the CEB to resume operations as from 29 April 2023 in accordance with the PPA. Despite this setback, contributing to national energy security and decarbonisation remains a key priority for Terragen, and we aim to collaborate strategically with the CEB to align with the national renewable energy target of 60% by 2030.

In 2022, Terragen's contribution to total electricity consumed in Mauritius decreased to 8.2% from 15.5% in 2021 due to the closure of our coal-fired power operations. The share of renewable energy in our production mix increased from 19% in 2021 to 24% in 2022, as we relied on *bagasse* and cane straw for power generation during the year. Our national renewable energy contribution declined from 12.8% to 9.4% as we used more of our renewable energy internally within the Group.

Power (Cont'd)

Protecting the environment

Raw materials

Terragen's energy production relies on the combustion of coal and biomass. In 2022, due to high coal prices and the suspension of our coal-fired operations due to force majeure, our coal usage decreased significantly to 96,572 tonnes, down from 216,355 tonnes in 2021. Additionally, our use of *bagasse*, a biomass fuel, decreased from 241,997 tonnes in 2021 to 221,953 tonnes in 2022, as there was less *bagasse* produced by Terra Milling due to a smaller cane harvest. However, our usage of cane straw, another type of biomass, increased from 5,735 tonnes in 2021 to 7,587 tonnes in 2022, as additional supply is procured from external growers.

Direct Raw Materials (Terragen)

Renewable Materials	2022	2021	2020	2019	2018
Bagasse (tonnes)	221,953	241,997	259,850	311,544	252,940
Cane Straw (tonnes)	7,587	5,735	4,171	9,639	8,247

Non-Renewable Materials	2022	2021	2020	2019	2018
Coal (tonnes)	96,572	216,355	180,883	188,085	192,798

Energy and climate change

Despite the force majeure suspension of Terragen's coal-fired power operations, we successfully maintained renewable energy production during the 2022 crop season using cane straw and *bagasse*. This allowed us to continue supplying Terra Milling with electricity and steam for most of the year. We also conducted trials for using woodchips as an additional source of renewable biomass and expanded our Eucalyptus plantation to secure our own supply of woodchips. However, the absence of coal as a complementary combustible, along with lower yields of cane and reduced volumes of *bagasse*, resulted in lower operating loads, decreased energy output, and decreased efficiencies at the power plant.

In 2022, our electricity exports to the grid amounted to 211 GWh, which included 50 GWh of renewable electricity. This was a decrease from 443 GWh and 83 GWh in 2021, respectively. Our total energy production, which includes both electricity and steam, declined from 2,647,332 GJ in 2021 to 1,878,656 GJ in 2022. Specifically, our electricity production (excluding steam) also decreased from 1,871,316 GJ in 2021 to 967,946 GJ in 2022. Renewable electricity production from biomass decreased from 395,492 GJ in 2021 to 315,864 GJ in 2022, while our renewable steam production increased significantly from 401,950 GJ in 2021 to 808,883 GJ in 2022. This increase in renewable steam production was due to our sole reliance on biomass for steam production in 2022, and lower operating efficiencies at both Terragen and Terra Milling due to lower operating loads, which resulted in increased steam production needed to process sugar at Terra Milling.

Terragen optimises its internal energy consumption through efficient use of auxiliary equipment, which is shut down whenever possible. In 2022, our electricity consumption decreased from 199,106 GJ in 2021 to 129,696 GJ in 2022. This decrease was due to the suspension of our coal-fired operations and lower operating loads, as we relied solely on *bagasse* and cane straw during the crop season.

Energy Production and Consumption (Terragen)

Non-Renewable Energy (Coal) (GJ)	2022	2021	2020	2019	2018
Total electricity production (non-renewable)	652,082	1,475,824	1,221,442	1,279,762	1,319,800
Electricity supplied to Terra Milling	4,353	24,784	26,259	40,677	37,107
Electricity sold to CEB	576,516	1,297,303	1,053,324	1,107,985	1,142,525
Electricity consumption within Terragen	71,414	153,737	141,859	131,100	151,420
Steam supplied to Terra Milling	101,827	374,066	402,256	332,474	285,579

Renewable Energy (Biomass) (GJ)	2022	2021	2020	2019	2018
Total electricity production (renewable)	313,790	395,492	405,949	542,854	472,147
Electricity supplied to Terra Milling	73,488	53,407	55,102	52,439	45,896
Electricity sold to CEB	182,020	296,715	301,275	428,313	371,702
Electricity consumption within Terragen	58,282	45,369	49,572	62,103	43,294
Steam supplied to Terra Milling	808,883	401,950	462,781	598,993	522,139

Terragen's aims to gradually reduce coal in its energy mix, and thereby reduce greenhouse gas (GHG) emissions. With the suspension of our coal-fired operations, our direct GHG emissions from coal decreased by over 50%, from 500,097 t/CO_2e in 2021 to 221,265 t/CO_2e in 2022. In 2022, coal consumption accounted for 52.6% of Terragen's direct GHG emissions, compared to 70.3% in 2021, while biomass accounted for 47.4% of emissions, compared to 29.6% in 2021. Emissions from the combustion of sugar cane biomass are considered biogenic, as they are captured during the cyclical regrowth of the cane, further contributing to our efforts in reducing GHG emissions.

Power (Cont'd)

GHG Emissions (Terragen)

Direct (Scope 1) Emissions	2022	2021	2020	2019	2018
Cane Straw, tCO_2 (Biogenic)	11,528	8,622	6,274	14,104	12,289
Bagasse, tCO_2 (Biogenic)	187,913	202,018	218,575	263,525	213,816
Coal, tCO_2	221,265	500,097	421,714	436,637	449,973

Water and effluent

At Terragen, we place a high emphasis on monitoring and managing our water consumption to maintain efficiency. Our plant is equipped with water meters that are monitored daily, and we have controls in place to ensure compliance with prescribed water-use limits. We prioritise water recirculation and reuse, including the reuse of water for use in our firefighting system, and proactively address leaks to minimise raw water consumption. While we are actively exploring options to improve our water-use efficiency in the future and aim to keep water use at or below 3.65 m^3/MWh, we encountered challenges in 2022 that hindered us from achieving this target. The suspension of our coal-fired operations and subsequent low operating loads significantly impacted the resource efficiency of our electricity production and boiler operation, making it impossible to meet our efficiency goals. As a result, our 2022 figures are not comparable to previous years. Although we used less water due to reduced electricity production, our water-use efficiency declined for the electricity we did generate. Specifically, our total water consumption decreased from 1,604,584 m^3 in 2021 to 897,741 m^3 in 2022, and our water-use efficiency declined from 3.6 m^3/MWh in 2021 to 4.3 m^3/MWh in 2022.

Water Consumption (Terragen)

Water Consumption	2022	2021	2020	2019	2018
Total Water Consumption (Surface Water) (m^3)	897,741	1,604,584	1,494,788	1,522,596	1,578,574
Water-Use Efficiency (m^3/MWh)	4.3	3.6	3.7	3.4	-

By recirculating and reusing water within our plant, we are able to reduce the volume of effluent generated. The majority of our effluent is treated and sent to Terragri for irrigation. Before being sent to Terragri, the treated effluent undergoes thorough testing to ensure water quality standards are met. If the water quality falls below standard, it is rerouted to a local wastewater treatment facility for final processing and discharge. In 2022, we produced 280,000 m^3 of effluent for Terragri, down from 380,000 m^3 in 2021 due to reduced energy production and low operating loads, which reduced water consumption.

We conduct regular monitoring and testing of our effluent water for pH, conductivity, temperature, and turbidity. The Water Management Authority (WMA) conducts monthly tests to assess compliance with effluent standards, and the Laboratoire International de Bio Analyse (LIBA) conducts quarterly tests to assess compliance with irrigation standards. Our utilisation of PURATE™ technology has improved the efficiency of our cooling-water treatment process, allowing us to eliminate the use of sodium hypochlorite, reduce overall chemical usage, and improve the quality of our effluent. Additionally, we have installed a new sulphuric acid dosing station to enhance the efficiency of neutralising the alkaline pH of our effluent.

Despite intensifying our screening for "oil and grease" at various water sampling points within the plant in response to limit exceedances in 2022, we still recorded limit exceedances for this parameter at our effluent outlet in 2022. Specifically, two limit exceedances were recorded for "oil and grease", and we are actively investigating these incidents to determine the root cause of the issue.

Effluent Production (Terragen)

Effluent Production	2022	2021	2020	2019	2018
Treated Effluent (to Terragri) (m^3)	280,000	380,000	373,697	380,649	394,643

Air emissions

Terragen ensures full compliance with its Environmental Impact Assessment (EIA) license and the Standards for Air (1998) under the Environment Protection Act (2002). We use an online continuous automatic system to monitor combustion parameters in the power plant. Additionally, our air emissions are independently monitored on a quarterly basis by a laboratory operating under the Mauritius Cane Industry Authority (MCIA). To control dust emissions, we utilise electrostatic precipitators at each boiler unit and dust suppression equipment on the fuel handling systems. In 2022, we had no exceedances in stack emissions and saw improved values across all emissions parameters.

However, we did encounter some absent values in our stack emissions recording due to minor disruptions in our continuous monitoring system. We are actively working on resolving this issue and have taken several actions, including working with a specialised foreign company to improve the reliability of our continuous monitoring system and sourcing replacement parts.

Air Emissions (Terragen)

Air Emissions	2022	2021	2020	2019	2018	EPA Standards
NO_x Emissions (MG/Nm^3)	304	469	537	548	553	1000
SO_2 Emissions (MG/Nm^3)	377	1,304	1,151	910	836	None
PM_{10} Emissions Biomass (MG/Nm^3)	17	19	25	42	22	400
PM_{10} Emissions Coal (MG/Nm^3)	29	52	59	76	45	200

Waste management

Terragen manages both non-hazardous and hazardous wastes, directing them to registered recyclers and waste disposal facilities. In 2022, we emphasised waste separation and recycling, increased the number of waste segregation bins on site and conducted training sessions with personnel and contractors to ensure effective use. Our solid waste production decreased from 118 tonnes in 2021 to 94 tonnes in 2022, and our recycling rate improved from 46% to 60%. Of the total waste, 37 tonnes were non-recyclable domestic and industrial solid wastes, 29 tonnes were recyclable waste such as paper, plastic, cardboard, WEEE (Waste Electrical and Electronic Equipment), and scrap metal, and 27 tonnes were used oil, which is also recycled. There were no waste-related incidents or instances of non-compliance in 2022.

Our main waste stream is ash generated from the combustion of coal and biomass (*bagasse* and cane straw). In 2022, we produced 14,763 tonnes of coal bottom ash, 11,849 tonnes of *bagasse* fly ash, and 8,333 tonnes of coal fly ash, all of which decreased due to reduced energy production and low operating loads. We redirect coal fly ash to Omnicane for thermal valorisation into a cement additive, and in 2022, we redirected 2,634 tonnes (35%) compared to 6,471 tonnes (44%) in 2021. Currently, all *bagasse* fly ash, coal bottom ash, and the remaining non-valorised coal fly ash are disposed of as backfill in Terragri's de-rocking site at Mount.

Power (Cont'd)

Waste Generation (Terragen)

Non-Hazardous Wastes	2022	2021	2020	2019	2018
Total Coal Bottom Ash (tonnes)	14,763	28,714	25,019	24,832	25,414
Total *Bagasse* Fly Ash (tonnes)	11,849	16,537	11,708	13,308	12,815
Total Coal Fly Ash (tonnes)	8,333	14,862	11,368	10,506	16,388
Coal Fly Ash (Valorised) (tonnes)	2,634	6,471	7,140	N/A	N/A

Investing in employees

Learning and development

At Terragen, we prioritise the development of our employees' skills and capabilities to ensure safe and efficient operations and foster a high-performance learning culture. In 2022, our focus was on quality, safety, and environmental training, while also addressing tactical and soft skills. Health and safety training remained a key aspect of our annual program, including regular refresher courses and sensitisation sessions on key risks and core competencies. We have implemented a new approach, based on the Kirk Patrick methodology, to evaluate the effectiveness of our training programs. Throughout 2022, we conducted various trainings and internal briefings, investing MUR 872,386 in employee learning and development, with an average of 28.9 training hours per employee.

Health and safety

The Power cluster maintained a total recordable incident rate (TRIR) of 0 for the second consecutive year in 2022 (2021: 0), meeting all internal targets. There were no lost time incidents for employees or external workers, but 53 near-misses were recorded, providing valuable insights for continuous learning and improvement. Health and safety remain a top priority at Terragen, with ongoing efforts to strengthen our safety culture at all levels. In 2022, we successfully implemented and maintained all best practices and safety routines, including annual medical surveillance for employees. Additionally, our employees participated in the Group's health month, which was reintroduced after being on hiatus during the Covid-19 pandemic (see page 22 - Investing in Employees > Health and safety).

To enhance employee safety, we conducted additional training on our lockout/tagout (LOTO) procedure for isolating and controlling hazardous energy during maintenance. We also reinforced our confined space procedure and implemented a confined space work permit, along with the purchase of new confined space gas meters to ensure proper air monitoring in confined areas requiring maintenance. These measures are crucial for employee safety and improving their response to hazardous situations. Furthermore, we updated our Fire Emergency Plan to ensure employees have the necessary equipment and knowledge to effectively respond to emergencies. Other initiatives included the completion of safety upgrades for all non-conforming ladders and a forklift licensing program for relevant employees. During its triple recertification audit, Terragen did not encounter any non-conformities, underscoring our strong safety culture.

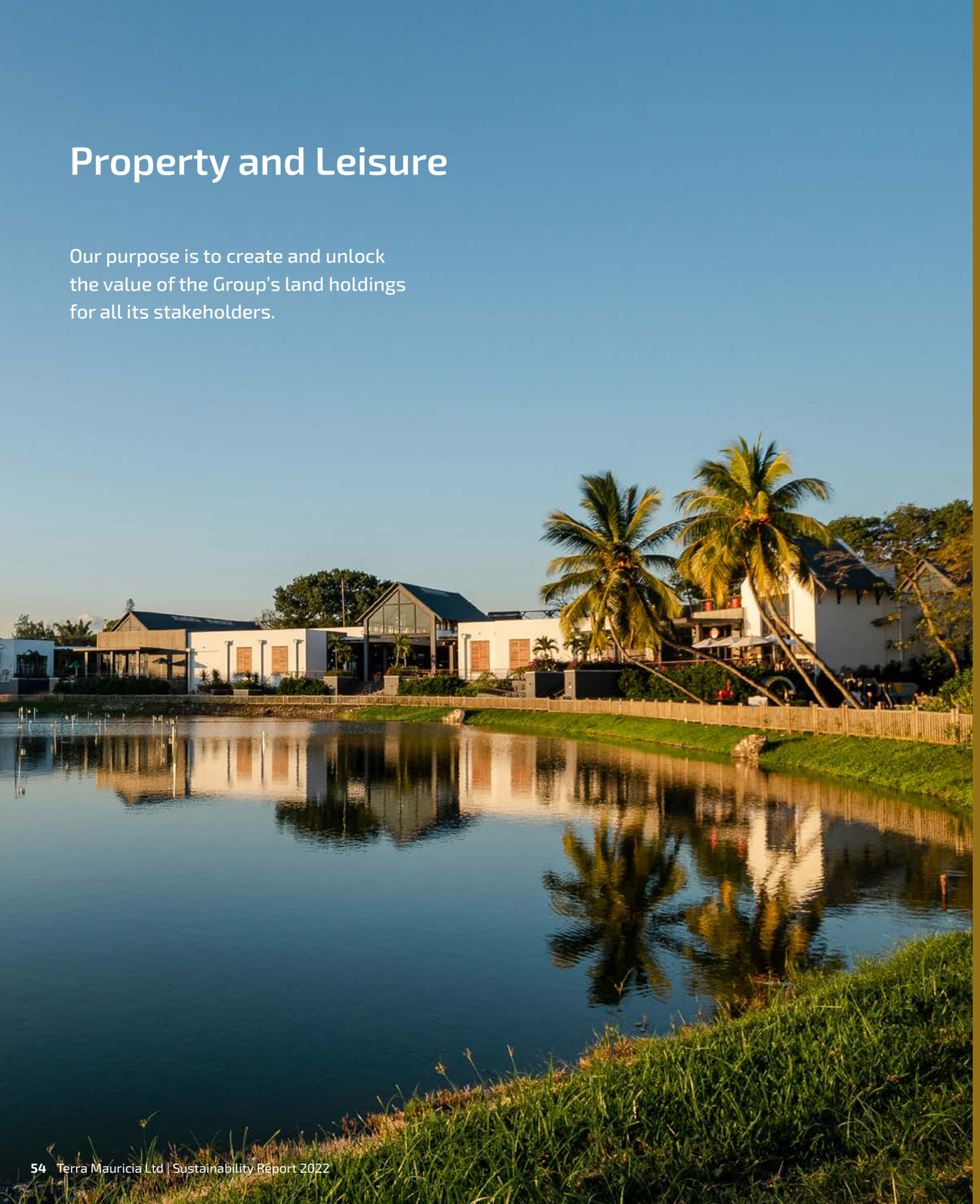
Health and Safety (Power)

Health and Safety	2022	2021	2020	2019	2018
Total Recordable Incident Rate (TRIR)[1]	0.0	0.0	19.9	9.9	0.0
Lost Time Incident Rate (LTIR)[1]	0.0	0.0	19.9	9.9	0.0
Severity Rate (SR)[1]	0.0	0.0	55.6	27.6	0.0

[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
- Progressed smart systems for managing energy, water and waste at Beau Plan Smart City - Invested in development of sports complex at Bois Rouge - EDGE certification for The Strand at Beau Plan Smart City - Renewed sustainability initiative at Sugarworld	- Covid-19 management for visitors to *L'Aventure du Sucre*	- Advance green design at Beau Plan Smart City - Plant tiny indigenous forest and launch sports complex in Bois Rouge - Finalise *L'Aventure du Sucre*'s Made in Moris label - Continue move to paperless systems - Host events and exhibitions - Improve health and safety performance

Advancing greener development

Novaterra's goal is to create long-term value for stakeholders, society, and the environment by unlocking the potential of our landholdings on the island of Mauritius. We are committed to supporting net zero aspirations and driving climate resilient development. In 2022, we launched a new strategy to integrate social and environmental aspects into all our property developments starting from 2023. The strategy focuses on four pillars: decarbonisation, energy efficiency, stakeholder engagement, and offsets. Our priorities in 2022 included effective engagement with neighbouring communities, increased focus on the environmental footprint of products and services, energy efficiency modelling in project design, and stronger engagement with Novaterra employees. Moving forward to 2023 and beyond, our goals are to measure and disclose carbon emissions, reduce energy demand, generate renewable energy, and improve the verification and rigor of our environmental practices.

We fully comply with all legislative requirements related to development in Mauritius. During the construction phase of our projects, contractors are required to follow an Environmental Management Plan as mandated by the Ministry of Environment and the Environment Protection Act 2002. We are also fully compliant with the new Financial Intelligence and Anti-Money Laundering Act 2002, and Terra Finance has a dedicated reporting officer to conduct compliance reviews for all prospective tenants and clients. Looking ahead, as the Government revisits the National Environmental Impact Assessment (EIA) process, we will engage and ensure compliance with any new requirements.

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

Property and Leisure (Cont'd)

Greener development in Beau Plan Smart City:

- Green design for reduced air conditioning at Greencoast, Mahogany Shopping Promenade, and The Strand.
- Smart-ready lamp posts in the city centre.
- Recycling system for used cooking oil at Mahogany Shopping Promenade.
- Dedicated waste separation bins in the heart of the Smart City for plastic, paper, aluminium, and glass recycling.
- Wastewater treatment plant connected to Mahogany Shopping Promenade and commercial serviced plots.
- Greywater infrastructure for irrigation reuse.
- Planting 27,000 trees in Beau Plan Smart City and specifying LEDs in Mahogany's lake lighting displays.
- 4.6km of foot- and bike-paths for smart mobility and liveability.
- EDGE Certification for energy-saving design in The Strand office block.
- Permission to develop a 1.6 MW photovoltaic solar plant for smart city developments.
- Effective land drainage systems to mitigate flood risk from cyclones and extreme weather.
- Service providers appointed for smart ICT infrastructure, integrated waste management, and smart mobility planning.
- AI and smart technology for smart security solutions in the Smart City.
- Tiny Forest projects.
- Groundwater exploitation through boreholes for water demand resilience.

L'Aventure du Sucre fully resumed its operations in 2022 after being closed during much of the Covid-19 pandemic. As a museum with an inherent sustainability ethic since its opening in 2002, our business is focused on education and serving visitors and the public. These values align with the sustainability ethos of the Group, and we strive to improve the sustainability of our operations to raise awareness among our customers and visitors and support a local tourism industry that respects the social and natural history of the island. Each part of our business, including the Museum, Village Boutik, and *Le Fangourin* restaurant, promotes local culture, supports the local economy, and continuously works on improving environmental practices. By operating more sustainably, we showcase and promote the ethics of sustainability to a wider audience, as our site is physically experienced by visitors.

At *L'Aventure du Sucre*, we have implemented systems to monitor and manage water, electricity, and waste. In recent years, we have taken steps to become more environmentally responsible, including gradually replacing lamps with energy-efficient LEDs, sending key waste streams to recyclers, promoting smart water and energy use, and adopting a zero-waste approach among our staff. In the restaurant, we prioritise local sourcing, including from our own kitchen garden, and take measures to minimise packaging, such as banning plastic straws, serving filtered tap water, using biodegradable takeaway containers and cutlery, and recycling used kitchen oil. Our office and marketing activities also prioritise paperless approaches and digital channels, and we are expanding our paperless approach to our finance department.

We relaunched our sustainability programme in 2022 after many of our actions were put on hold during the Covid-19 shutdown. Our priorities for the year included clarifying our sustainability management approach and key metrics, obtaining certification under the Made in Moris label, launching a project to go paperless in our finance department, and raising team awareness around our sustainability goals and initiatives. Our key activities during the year included hosting creative and environmentally themed workshops and exhibitions in partnership with Terra Foundation (see page 24 – Supporting Neighbouring Communities), resuming waste segregation and recycling in collaboration with local recycling partners, monitoring energy and water use, and running environmental awareness campaigns on-site for visitors and staff, and undertaking an audit for the Made in Moris label.

Prior to 2020, we tracked our water, energy, and food waste figures, and we reaffirmed our focus on these key issues in 2022. Due to the significant decline in our operations during the Covid-19 pandemic, we paused reporting these figures. However, as the restaurant remained open for much of the Covid-19 period, we continued to report our food waste volumes. In 2022, we resumed our full monitoring and reporting program and recorded a 59% increase in electricity consumption, a 96% increase in water consumption, and a 277% increase in food waste. These increases reflect the reopening of *L'Aventure du Sucre* and the return to busy operations after a period of near standstill.

Environmental Performance at L'*Aventure du Sucre*	2022	2021	% Change
Electricity consumption (non-renewable, CEB) (KWh)	220,769	138,583	+ 59%
Water consumption (surface water) (m^3)	7,485	3,818	+ 96%
Food waste (landfill) (kg)	2,714	720	+ 277%

Property and Leisure (Cont'd)

Collaborating for community resilience

In the Property and Leisure cluster, we prioritise proactive engagement and productive partnerships with Government authorities, industry peers, tenants, and neighbouring communities to ensure the successful delivery of sustainable infrastructure, services, and property developments. Despite the challenges and delays experienced on projects due to Covid-19, our strong stakeholder relationships have helped us weather the storm. As an active member of the Real Estate Committee at Business Mauritius, Novaterra participates in dialogue that opens up sustainable development opportunities on the island.

The Beau Plan Smart City, a key development for Novaterra, aims to create a popular and highly liveable place that is accessible, relevant, and vibrant for both local and international people. The sustainability credentials of the smart city align with national development objectives and reflect contemporary urban trends, acting as a drawcard for tenants, tourists, and local communities. We have actively engaged with Government Authorities on land-drainage, renewable energy development, and local waste management during the development of the Smart City. We have also worked closely with tenants to better understand their needs, promote greener practices, and support local employment opportunities in the retail and residential sectors.

Diversity, equity, and inclusion are fundamental to Novaterra's ethos and business model, as well as that of the Beau Plan Smart City. We also prioritise employee engagement and supply chain poverty alleviation as strategic actions to support our sustainable development aims. We have prioritised engaging with neighbouring communities through various initiatives facilitated by the Terra Foundation. These initiatives include guided tours of the city, events celebrating local art and craft, investments in NGOs supporting under-resourced households, publishing a community newspaper and magazine, and building a platform to facilitate local employment. However, due to Covid-19 restrictions, some of these community engagement activities were limited in 2020 and 2021.

In recent years, we have invested significantly in social projects with neighbouring communities, and we have seen progress on key developments in 2022. One notable project has been our investment in the nearby village of Bois Rouge, where we have built a sports complex, undertaken extensive urban refurbishments, and supported street art in partnership with the local municipality. Despite some challenges related to drought-related water restrictions, we plan to officially launch the sports complex in 2023. Additionally, we have plans for a small indigenous reforestation project in Bois Rouge in the same year.

Novaterra's key social initiatives:

- Infrastructure investment in Bois Rouge: Sports complex and urban refurbishments.
- Support for street art initiatives.
- Creation and dissemination of the 3rd edition of Beau Plan Journal to inform the region about project development and opportunities.
- Sponsorship of social and green activities for stakeholders in the region.
- Christmas day event for NGO and Social Register kids.
- Major infrastructure works in Bois Rouge: Road enlargement, roundabout creation, and green space development.
- Continued sponsorship of a Medical Clown at SSR Hospital for children in need.
- Organisation and sponsorship of drama classes for NGO's children, culminating in a public play in December.
- Participation in CSR activities.

Maintaining high standards of hygiene and food safety is a top priority for the restaurant and boutique at *L'Aventure du Sucre* to ensure exemplary customer service. We have implemented systematic management measures, including 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. Our procurement practices prioritise local growers, producers, and crafters for the restaurant and boutique supplies, and all staff are trained as certified food handlers. Clear signage at workstations helps maintain health and safety awareness, and compliance is closely monitored. Customer complaints are recorded and addressed promptly. In 2022, *L'Aventure du Sucre*, including the boutique and restaurant, received positive customer reviews and was included in the TripAdvisor Travellers' Choice 2022 list. No complaints concerning food quality were recorded in 2022, and there were no instances of non-compliance with legal requirements.

In addition to maintaining high standards of hygiene and food safety, *L'Aventure du Sucre* also regularly hosts and supports public events aimed at raising public awareness for sustainability and promoting local heritage, food, art, and craft. The key events hosted in 2022 are listed below.

Public events at *L'Aventure du Sucre*:

- Organised craft workshops in partnership with Terra Foundation, engaging local youth and women to create exhibitions of textile chandeliers, painted glass bottles, and driftwood sculptures.
- Conducted nine free movie screenings in collaboration with L'Institut Français de Maurice, promoting community engagement and cultural awareness.
- Hosted a Festival of Ideas in partnership with L'Institut Français de Maurice and Lepok Studio, bringing together thought leaders, artists, and the public to discuss relevant social and cultural topics.
- Presented a jazz evening featuring local musicians Nel Bucktowar, Dean Nookadu, Denis Serret, and Matsonic, showcasing local talent and supporting the arts community.
- Curated a photography exhibition by artist Ashok Kalloa, showcasing black and white stills of sugar workers and old trades around the sugar mill, promoting local cultural heritage.
- Hosted a culinary festival with 1,500 guests, celebrating local cuisine and promoting community engagement through food and cultural experiences.

Investing in employees

Culture and engagement

Novaterra, with the support of Group HR, has continued its journey to foster a positive culture with high levels of employee engagement. As a new and rapidly growing business, we have the freedom to create the culture we desire, focusing on an ethos of continuous learning and converting it into tangible results. In 2022, we achieved an outstanding score of 94% in the Group employee engagement survey conducted this year. These results signify robust levels of trust, engagement, and confidence within our teams, while also identifying areas for further improvement. As a result of the survey, we have established "Nova Teams" to drive employee engagement, gather input from employees, and develop action plans to implement initiatives that will further enhance our culture.

Property and Leisure (Cont'd)

Learning and development

Novaterra and Sugarworld prioritise employee development, fostering a high-performance learning culture with strong leadership and cohesive teams. In 2022, Novaterra focused on strengthening technical and interpersonal skills, investing MUR 1,862,181 in employee learning and development, averaging 8.1 training hours per employee. *L'Aventure du Sucre* conducted on-site training sessions to refresh our sustainability approach and raise awareness among employees about key initiatives and goals. Topics included waste segregation, recycling, food waste composting, sustainability management, and site initiatives. Department heads also underwent online sustainability training by the United Nations World Tourism Organization (UNWTO). Additionally, we provided refresher training on first aid, health and safety, customer experience, and wine knowledge for restaurant employees. In 2022, we invested MUR 313,186 in employee learning and development, averaging 5 training hours per employee.

Health and safety

The Property and Leisure cluster recorded a total recordable incident rate (TRIR) of 16.3 in 2022, up from 12.4 in 2021. Novaterra and Sugarworld prioritise the health and safety of all stakeholders, including employees, contractors, tenants, and visitors. The slight increase in TRIR was mainly due to minor injuries, for which refresher training was conducted.

Novaterra conducts health and safety risk assessments every two years and carries out regular inspections with corrective measures implemented. Ensuring the health and safety of tenants and visitors at Mahogany Shopping Promenade, which opened in June 2021, was a top priority. The Centre Management Office (CMO) conducted regular site inspections to ensure compliance with health and safety requirements by all tenants. Local authorities also audited our Mahogany operations in 2022 and provided minor recommendations for tenants to improve their health and safety procedures. Electrical safety was a key focus area for the CMO, with testing of all electrical protective devices within the mall to identify faulty circuits and take corrective action. CMO Supervisors received training on the proper use of scissor lifts for safe work at heights. Additionally, a fire drill was conducted and an emergency response team, including tenants, was set up.

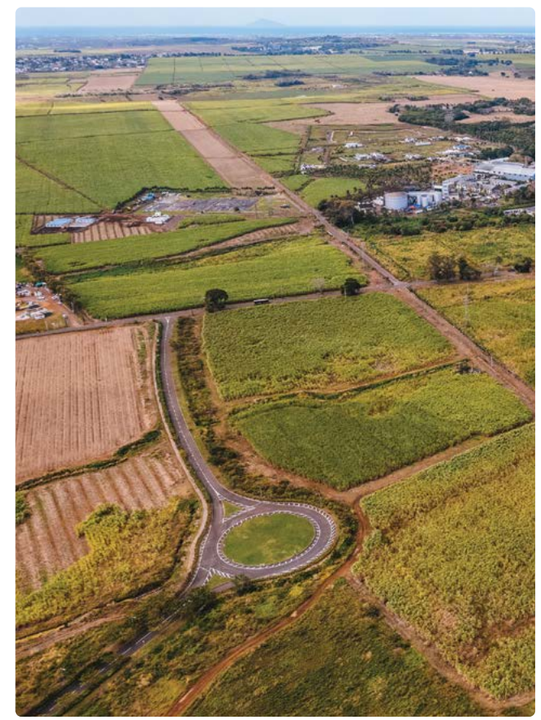
L'Aventure du Sucre undergoes regular third-party audits for food hygiene, packaging, labelling, health and safety, cleanliness, and staff training. These audits are overseen by a steering committee to ensure timely resolution of any identified issues, in compliance with international health and safety and food safety standards. In 2022, we successfully passed all audits with no instances of non-compliance and retained all necessary certifications. Strengthening fire prevention and readiness was a key focus, and we achieved certification for our fire detection system and firefighting system by the Fire and Rescue Services through fire drills and other measures.

As we welcomed foreign visitors from around the world, managing the challenges posed by Covid-19 remained a top priority for *L'Aventure du Sucre*. We made various improvements to onsite health and safety based on employee input through our health and safety committee. These included providing more visible clothing for onsite personnel, identifying and addressing tripping hazards, strengthening accident response procedures, providing training on road safety awareness, and implementing new museum sanitary protocols for visitors. During the year, only minor injuries were recorded, mainly minor cuts from handling sharp objects, particularly in the restaurant.

Health and Safety (Property and Leisure)

Health and Safety	2022	2021	2020	2019	2018
Total Recordable Incident Rate (TRIR)[1]	16.3	12.4	6.4	18.3*	29.6
Lost Time Incident Rate (LTIR)[1]	16.3	9.3	6.5	18.3*	29.6
Severity Rate (SR)[1]	14.1	5.6	15.6	18.0*	6.0

[1] *The method for calculating these indicators was updated in 2021.*
** Includes temporary employees.*



Other Business Units

Topterra

Topterra collaborates closely with Grays Distilling to convert the *vinasse* produced by the distillery into a more environmentally friendly and valuable product. We process a contracted volume of *vinasse* and transform it into Concentrated Molasses Stillage (CMS), which has properties similar to potash used in fertilizer production. The CMS is then delivered to Intego, where it is combined with other additives to create a potassium-rich soil conditioner utilised by Terragri and other growers.

During the concentration of *vinasse* into CMS, we also generate acid condensate, a liquid waste that undergoes treatment at our on-site wastewater treatment station to become suitable for irrigation by Terragri. In 2022, we supplied Terragri with 25,684 m^3 of treated acid condensate for irrigation (compared to 26,442 m^3 in 2020). Throughout this process, we generate a small amount of untreated acid condensate waste and cleaning wastewater, both of which are disposed of safely.

In 2022, our focus was on improving operational efficiencies, resulting in a significant reduction in the volume of excess *vinasse* sent for disposal. We successfully decreased the amount from 15,720 tonnes in 2021 to 8,856 tonnes in 2022, marking an improvement of nearly 40%.

In recent years, our business model faced challenges due to the lack of a competitive price for CMS. However, the landscape changed in 2022 with Russia's war in Ukraine, disrupting global fertilizer supply chains and driving up the price and demand for potash. This shift greatly facilitated CMS sales, with nearly 100% of the CMS produced in 2022 being sold. Although the increased price for potash in 2022 provided a temporary competitive advantage for CMS sales, its longevity is uncertain. To increase our CMS market share, we are targeting new segments, particularly small and medium non-sugar crop producers. Ongoing discussions with local agricultural institutions and the government's Small Planters Welfare Fund have led to a subsidised package promoting the use of liquid CMS among non-sugar small farmers. The aim is to reduce their reliance on imported fertilizers following the crisis of 2021-22.

We currently face two significant constraints that hamper our operations' productivity. Firstly, our CMS storage dam has experienced sedimentation build-up over the years, reducing its holding capacity to 50% of the original. This limitation hampers our CMS production and its application in the sugar cane growing season. Secondly, our evaporators are operating at maximum capacity, processing 13 m^3 of *vinasse* per day. Any *vinasse* volume exceeding this limit is transported to a registered disposal facility. Moreover, the aging of the evaporator has led to more frequent downtimes. To address these challenges, Topterra is undertaking major refurbishing works in 2023 to enhance operational efficiency and produce higher-grade CMS. We are also working on improving our effluents process through the existing treatment plant to further reduce wastewater disposal.

At our operations, the health and safety of our employees are of utmost importance. We adhere to the guidelines set forth in the Occupational Health and Safety Act and regularly conduct risk assessments and training sessions to enhance performance. In 2022, our primary focus was maintaining on-site monitoring to ensure a safe working environment. We are pleased to report that we recorded no significant health, safety, or environmental incidents during that period, and currently, none of our workers are unionised.

Topterra Sustainability Performance

Direct Renewable Materials	2022	2021	2020	2019	2018
Vinasse (from Grays Distilling) (m^3)	46,273	49,267	40,927	40,094	62,153

Energy Consumption	2022	2021	2020	2019	2018
Non-Renewable Electricity (from CEB)* (GJ)	2,485	1,807	2,218	2,185	3,236
Non-Renewable Steam (from Grays Distilling) (GJ)	26,487	19,690	23,088	22,825	43,628

** Energy production of the Central Electricity Board is 20% renewable*

Water Consumption	2022	2021	2020	2019	2018
Surface Water* (m^3)	16,000	15,000	12,200	14,095	21,850
Public Water Utility (m^3)	120	100	100	100	130

** These figures are estimates*

Effluent Production	2022	2021	2020	2019	2018
Treated Acid Condensate (to Terragri) (m^3)	25,684	26,442	24,651	23,105	37,138
Untreated Acid Condensate (Safe Disposal) (m^3)	907	251	234	225	540
Excess *Vinasse* (Safe Disposal) (tonnes)	8,856	15,720	18,644	23,105	37,138
Wastewater (Safe Disposal) (m^3)	537	899	479	868	475

Other Business Units (Cont'd)

Terrarock

Terrarock, managed by The United Basalt Products Ltd, enhances Terragri's field de-rocking operations by processing rocks and rubble from fields and land for development into aggregate, hollow concrete blocks, and rocksand for construction. Terrarock outsources energy management and environmental monitoring to external partners. Our main waste stream is non-hazardous solidified mud, used for backfilling at Terragri's de-rocking sites. Employee health and safety is a top priority, with onsite induction training for all new recruits, and regular safety briefings to refresh awareness and address any emerging issues. We also provide specific safety training as needed. In 2022, we focused on reducing dust emissions by installing sprinklers and planting a green barrier along roads adjacent to our de-rocking sites. No major health and safety or environmental incidents were recorded in 2022. We support freedom of association, with 48% of our workers being unionised.

Terrarock Sustainability Performance

Direct Renewable Materials	2022	2021	2020	2019	2018
Boulders (tonnes)	351,553	303,282	303,217	380,364	350,729

Energy Consumption	2022	2021	2020	2019	2018
Non-Renewable Electricity (from CEB) (GJ)	4,766	4,565	4,899	4,214	4,449
Renewable Electricity (from CEB) (GJ)	692	716	625	686	724

Water Consumption	2022	2021	2020	2019	2018
Surface Water* (m^3)	42,051	50,817	75,026	58,634	43,236
Public Water Utility (m^3)	5,644	6,493	7,381	50,905	39,559

** These figures are estimates*

Effluent Production	2022	2021	2020	2019	2018
Solidified Mud (tonnes)	14,131	14,882	19,184	21,525	28,176

Appendix

Group Material Sustainability Issues

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

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)

Appendix (Cont'd)

Group Performance Data 2022

People	2022	2021	2020	2019	2018
Permanent employees	1,178	1,134	1,144	1,289	1,397
Temporary/seasonal employees	322	291	299	422	414
Employee turnover	9%	17%	18%	21%	16%
Health and safety					
Number of injuries (work lost day > 24h)	60	57	347	129	111
Work-related fatality	0	0	0	0	0
Total Recordable Incident Rate (TRIR) (average across clusters)	18.0	15.4	16.9	23.9	18.8
Lost Time Incident Rate (LTIR)	17.0	14.4	18.1	25.3	18.8
Severity Rate	24.0	20.1	31.5	32.8	18.9
Spend on employee training and development (MUR million)	9.5	7.7	3.6	7.8	8.7
New jobs provided	79	33	12	13	23
Salaries wages and other benefits (MUR million)	1,133.2	1,060.6	965.4	1,030.7	842.4

Society	2022	2021	2020	2019	2018
CSR projects sponsored in communities	50	30	32	34	33
CSR sponsorship (MUR million)	3.6	1.7	2.9	2.4	2.7
Taxes paid to Mauritian Government (MUR million)	48.7	50.4	22.3	67.1	61.7
Customs and excise duty paid to Mauritian Government (MUR million)	569.9	550.3	564.3	651.4	679.3
Procurement of goods and services from suppliers (MUR million)	3,288.6	3,124.5	2,566.6	2,679.2	2,931.5

Environment	2022	2021	2020	2019	2018
Total water consumption[1] (m^3)	7,554,186	5,237,956	3,784,983	7,308,806	7,983,941
Effluent reused for irrigation[2] (m^3)	589,085	610,966	536,430	509,400	850,000
Total renewable energy produced (electricity and steam)[3] (GJ)	1,122,673	797,442	868,730	542,854	472,147
Total energy consumption[4] (GJ)	1,236,565	1,053,313	1,364,785	1,359,265	1,205,870
Total renewable energy consumption[5] (GJ)	943,076	500,726	767,655	715,036	613,097
Total non-renewable energy consumption[6] (GJ)	293,489	552,587	597,130	644,229	592,773
Direct GHG emissions (scope 1) - Biogenic[7] (tCO_2e)	199,441	210,640	224,849	277,629	226,105
Direct GHG emissions (scope 1) - Fossil fuels[8] (tCO_2e)	221,265	501,110	421,714	439,462	454,368
NO_x emissions[9] (mg/Nm^3)	304	469	537	548	553
SO_2 emissions[9] (mg/Nm^3)	377	1,304	1,151	910	836
PM_{10} emissions (*bagasse* and cane straw)[9] (mg/Nm^3)	17	19	25	42	22
PM_{10} emissions (coal)[9] (mg/Nm^3)	29	52	59	76	45

Environment (Cont'd)	2022	2021	2020	2019	2018
Waste - non-hazardous					
Total non-hazardous waste recycled[10] (tonnes)	375	325	301	-	-
Bagasse ash[11] (tonnes)	11,849	16,537	11,305	13,308	12,815
Coal fly ash[11] (tonnes)	8,333	14,862	11,368	10,506	16,388
Coal bottom ash[12] (tonnes)	14,763	29,428	25,019	24,832	26,407
Scrap metal[13] (tonnes)	290	221	222	263	194
Glass bottles (damaged)[14] (tonnes)	46.0	62.2	50.9	30.0	31.5
Plastic waste[14] (tonnes)	7.0	5.5	5.7	15.9	14.4
Paper and cardboard[14] (tonnes)	15.0	29.5	22.4	23.3	28.0
Coal fly ash (valorised)[11] (tonnes)	2,634	6,471	7,140	6,241	5,200
Waste recycled - hazardous					
Used tyres (tonnes)[15]	19.0	11.0	8.3	15.0	17.6
Used oil (m^3)[16]	14.6	9.3	15.3	14.3	21.7

[1] *Group total freshwater consumption, excluding reuse of treated effluent, and including the following entities and water sources only: Terragri (surface water); Terra Milling (surface water); Grays Distilling (surface water, public water utility); Grays Inc. (surface water, public water utility); Terragen (surface water); Sugarworld (public water utility); Topterra (surface water, public water utility); and Terrarock (surface water, public water utility).*
[2] *Terragri's partial use of the total treated effluent received from Terra Milling, Terragen, and Topterra.*
[3] *Terragen's production of renewable electricity and steam.*
[4] *Group total energy consumption, including only the entities and energy types/sources listed below for 'Group total renewable energy consumption' and 'Group total non-renewable energy consumption'.*
[5] *Group total renewable energy consumption, including the following entities only: Terra Milling (electricity, steam); Grays Inc. (alcohol); Terragen; and Terrarock (CEB). Excludes energy sourced from CEB, with the exception of Terrarock.*
[6] *Group total non-renewable energy consumption, including the following entities only: Terra Milling (electricity, steam); Grays Distilling (CEB, coal); Grays Inc. (CEB); Terragen; Topterra (CEB, steam); Terrarock (CEB). Excludes Terragri, Novaterra and Sugarworld.*
[7] *Terragen's direct (scope 1) GHG emissions from combustion of sugar cane biomass only (i.e., cane straw and bagasse)*
[8] *Group total direct (scope 1) GHG emissions, including Terragen's coal emissions and Terragri's diesel emissions only. Excludes Grays Distilling's coal emissions.*
[9] *Terragen's air emissions only.*
[10] *Group total non-hazardous waste recycled, including the following entities and waste streams only: Terra Milling (scrap metal, plastics) and Grays Inc. (glass bottles, plastics, paper/cardboard). Figures for 2021 and 2020 have been restated in 2022.*
[11] *Terragen's ash waste streams only (bagasse ash, coal fly ash, valorised coal fly ash).*
[12] *Group total coal bottom ash waste stream, including only: Terragen and Grays Distilling.*
[13] *Terragri's scrap metal only. Excludes Terragen.*
[14] *Grays Inc.'s non-hazardous waste streams only (glass bottles, plastics, paper/cardboard). Figures for 2021 and 2020 have been restated in 2022.*
[15] *Terragri's used tyres only.*
[16] *Group total used oil, including only: Terragri and Terra Milling. Excludes Terragen.*

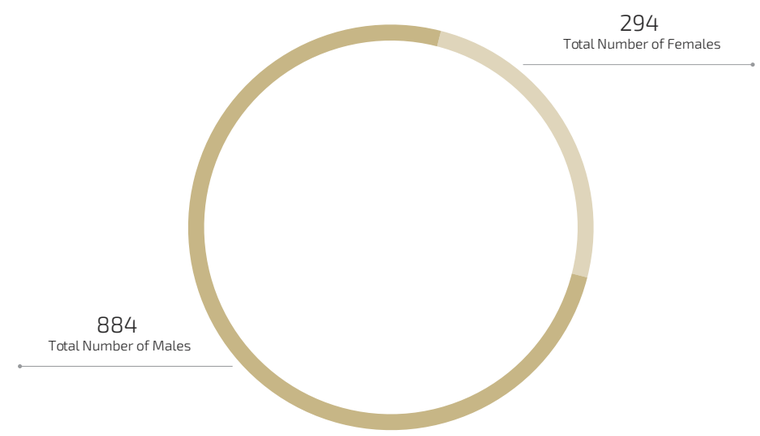
Appendix (Cont'd)

Employee information

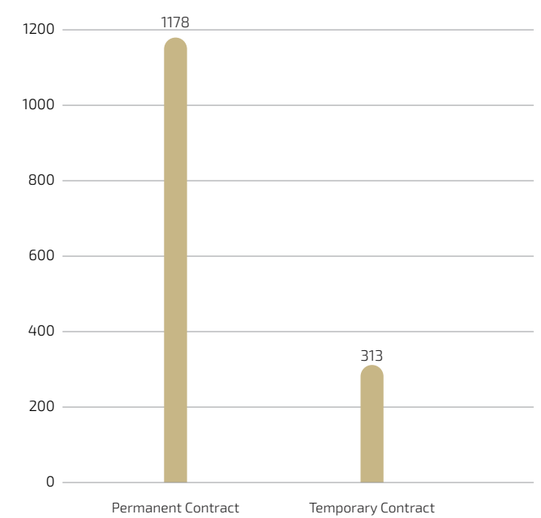
Table 1.1: Number of employees (by gender, employment type and contract)

	Grays Inc. Ltd	Grays Distilling Ltd	Terra Milling Ltd	Terragri Ltd (Agriculture)	Terragen Ltd	Novaterra	Sugarworld Ltd	Terragri Ltd (Corporate)	Terra Finance Ltd	Terrarock Ltd
Total employees (by category) (at the end of reporting period)										
Total employees (permanent)	513	37	127	218	47	106	51	32	4	43
Total Employees (inc. temporary)	513	37	367	282	49	108	55	33	4	43
Employees - Staff - Male	100	7	21	19	21	14	5	4	2	3
Employees - Staff - Female	135	1	2	11	1	18	1	10	1	1
Employees - Manager - Male	11	1	6	10	5	17	3	9	0	0
Employees - Manager - Female	5	0	0	2	4	1	4	4	1	1
Employees - Operatives - Male	199	28	97	169	16	50	25	4	0	38
Employees - Operatives - Female	63	0	1	7	0	6	13	1	0	0
Employees by employment contract										
Permanent - Male	310	36	124	198	43	81	35	17	2	41
Permanent - Female	203	1	3	20	4	25	16	15	2	2
Fixed term/temporary - Male	0	0	229	64	1	2	1	1	0	0
Fixed term/temporary - Female	0	0	11	0	1	0	3	0	0	0
Permanent employees by employment type										
Full-time - Male	310	36	124	198	44	83	35	18	2	41
Full-time - Female	203	1	3	20	5	25	16	15	2	2
Part-time - Male	0	0	229	64	0	0	0	0	0	0
Part-time - Female	0	0	11	1	0	0	0	0	0	0
Percentage of total employees covered by collective bargaining agreements	0%	18%	85%	75%	0%	8%	0%	0%	0%	60%

Number of employees by gender



Number of employees by employment types



Appendix (Cont'd)

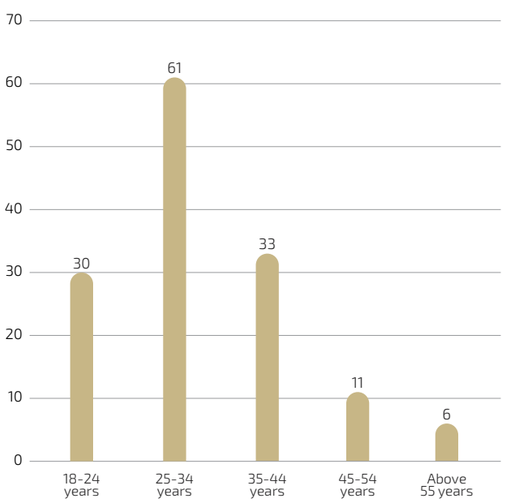
Table 1.2: Total number of new employee hires by age group and gender

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra		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	15	12	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0
25 - 34 yrs	29	17	0	2	2	0	1	1	0	0	4	3	0	1	0	1	0	0	0	0
35 - 44 yrs	10	4	0	0	0	0	0	1	0	1	8	3	5	0	0	0	1	0	0	0
45 - 54 yrs	2	2	0	0	1	0	1	0	0	0	5	0	0	0	0	0	0	0	0	0
55+	1	3	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0

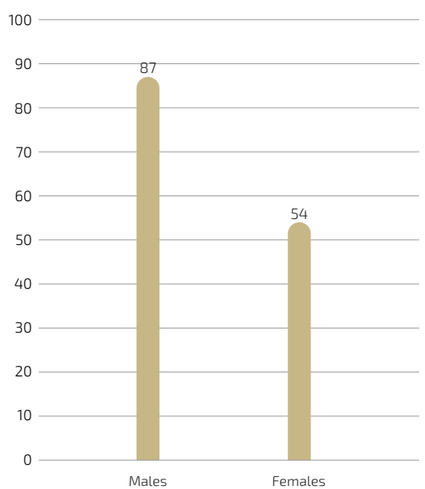
Table 1.3: Total number of employee turnover by age group and gender

	Grays Inc. Ltd		Grays Distilling Ltd		Terra Milling Ltd		Terragri Ltd (Agriculture)		Terragen Ltd		Novaterra		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	24	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 - 34 yrs	29	6	0	2	2	1	3	0	1	0	1	1	1	4	0	0	0	0	0	0
35 - 44 yrs	15	5	0	0	0	0	0	0	0	0	2	2	4	4	0	1	0	0	0	0
45 - 54 yrs	6	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
55+	1	0	0	0	3	1	24	6	0	1	2	0	0	0	0	0	0	0	0	0

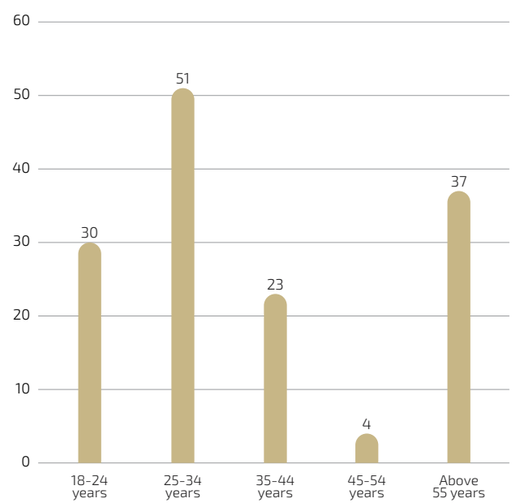
Total number of new employee hires by age group



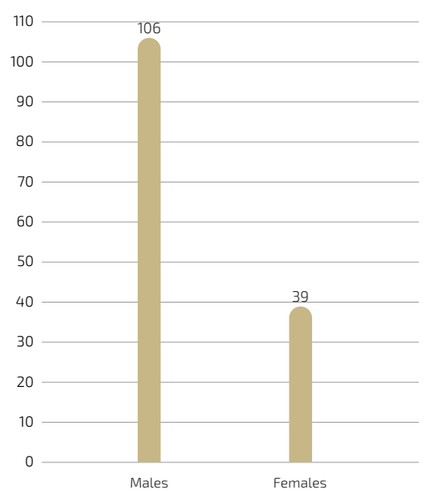
Total number of new employee hires by gender



Total number of new employee turnover by age group



Total number of new employee turnover 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		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	4.8%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	10.0%	0.0%	0.0%	0.0%	0.0%
25 - 34 yrs	9.4%	5.5%	0.0%	5.6%	1.6%	0.0%	0.5%	0.5%	0.0%	0.0%	4.9%	3.7%	0.0%	2.6%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
35 - 44 yrs	3.2%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	2.4%	9.9%	3.7%	12.8%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%
45 - 54 yrs	0.6%	0.6%	0.0%	0.0%	0.8%	0.0%	0.5%	0.0%	0.0%	0.0%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
55+	0.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%	2.6%	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		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	7.7%	1.9%	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%	0.0%	0.0%	0.0%	0.0%	0.0%
25 - 34 yrs	9.4%	1.9%	0.0%	5.6%	1.6%	0.8%	1.5%	0.0%	2.4%	0.0%	1.2%	1.2%	2.6%	10.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
35 - 44 yrs	4.8%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	2.5%	10.3%	10.3%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
45 - 54 yrs	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
55+	0.3%	0.0%	0.0%	0.0%	2.4%	0.8%	12.1%	3.0%	0.0%	2.4%	2.5%	0.0%	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	Sugarworld Ltd	Terragri Ltd (Corporate)	Terra Finance Ltd	Terrarock Ltd
Staff	Male	6.1	2.5	60.4	32.2	51.0	15.0	23.0	3.5	0.9	0.0
	Female	6.3	0.0	22.0	46.8	2.0	20.0	5.0	8.7	0.4	0.0
Management	Male	7.9	2.5	3.0	13.8	12.0	18.0	14.0	7.8	1.0	0.0
	Female	6.5	0.0	0.0	0.0	10.0	1.0	18.0	3.5	0.4	0.0
Operatives	Male	6.5	2.5	2.8	2.4	39.0	54.0	115.0	3.5	0.0	0.0
	Female	0.0	0.0	0.0	0.0	0.0	7.0	60.0	0.9	0.0	0.0

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.

Lost Time Incident 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).

Total Recordable Incident Rate (TRIR)

A safety metric that indicates the total number of incidents 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).

Appendix (Cont'd)

List of Acronyms

AI	Artificial Intelligence
ALC	African Leadership College
B2B	Business to Business
B2C	Business to Consumer
BRC	British Retail Consortium
BRCGS	Brand Reputation through Compliance of Global Standards
CEB	Central Electricity Board
CMS	Concentrated Molasses Stillage
CH_4	Methane
CIP	Cleaning-in-Place
CO_2	Carbon Dioxide
CSR	Corporate Social Responsibility
CWA	Central Water Authority
EIA	Environmental Impact Assessment
EPA	Environment Protection Act
ESG	Environmental, social and governance
GHG	Greenhouse Gas
GJ	Giga Joules
GRI	Global Reporting Initiative
GWh	Giga Watt per hour
HR	Human Resources
HSEQ	Health, Safety, Environment, Quality
IIRC	International Integrated Reporting Council
ILO	International Labour Organization
IR	Integrated Report
ISO	International Organization for Standardization
IT	Information Technology
kWh	Kilo Watt per hour
LTIR	Lost Time Incident Rate
LIBA	*Laboratoire International de Bio Analyse*
MCIA	Mauritius Cane Industry Authority
MRA	Mauritius Revenue Authority
MSS	Mauritius Sugar Syndicate
MUR	Mauritian Rupee
MW	Mega Watt
NGO	Non-Governmental Organisation
NO_x	Nitrogen Oxides
N_2O	Nitrous Oxide
NPCC	National Productivity and Competitiveness Council
NSIF	National Social Inclusion Foundation
OSH	Occupational Safety and Health
PM	Particulate Matter
QSE	Quality, Safety, Environment
SAFIRE	*Service d'Accompagnement, de Formation, d'Intégration et de Réhabilitation de l'Enfant*
SDG	Sustainable Development Goal
SEDEX	Supplier Ethical Data Exchange
SEMSI	Stock Exchange of Mauritius Sustainability Index
SKU	Stock Keeping Unit
SMETA	*SEDEX Members Ethical Trade Audit*
SO_2	Sulphur Dioxide
SSRN	Sir Seewoosagur Ramgoolam National
TRIR	Total Recordable Incident Rate
ZEP	*Zone d'Education Prioritaire*

Terra Foundation: Key projects sponsored in 2022

	NGO	Project
Education and Training	*Autisme Maurice*	Supported for nine years, sponsoring an educator for autistic children in their North branch. Organised a community day in 2022 with Terra employees, sponsoring repainting of their new branch and a new playground.
	H. Ramnarain Govt. School (ZEP school)	Supported for 18 years, sponsoring a remedial program reaching 82 students in 2022. Also supported three projects to address absenteeism and improve results, and sponsored a reward ceremony for best performers of the PSAC exams.
	Lizie dan la main	Helped fund a financial secretary and educator fees in support of visually impaired beneficiaries.
	Action for Integral Human Development	Supported the '*Les Amis de Zippy*' program for children's emotional development. Also sponsored three schools in the North, benefiting 319 pupils.
	Centre de Formation Canne en Fleurs	Contributed to the equipment of the new pastry training center.
	Association Amour sans Frontières	Helped provide meals for 51 physically and mentally disabled children.
	Action for Economic and Social Development	Supported one student from a low-income family to study at Collège Technique St Gabriel, and sponsored a pedagogical visit to the Museum of *L'Aventure du Sucre* for 28 first-year students.
	Association de Développement de Pamplemousses (ADP)	Sponsored the fees for tertiary studies of a football coach who was a former beneficiary of the football school of this same NGO.
	Fondation Cours Jeanne d'Arc for College St Patrick	Contributed to the studies of a vulnerable student in this NGO offering a second chance to students with learning difficulties.
	APEIM	Sponsored the school fees of one vulnerable student.
	Caritas Lakaz Lespwar	Sponsored the organisation of a training program, 'Ecole de technicienne de maison', for around 15 unemployed women in the region.

	NGO	Project
Poverty Alleviation	SAFIRE	Sponsored Cycling Academy, sports coach, educational activities, and a social worker to monitor and support 92 children.
	Caritas Lacaz Lespwar	Sponsored IT courses for youth, breakfast and lunch for students, and holiday activities including a workshop for Christmas decorations with recycled materials for 140 children and some women.
	APEA	Maintained contribution in replacement of their public collection activity.

Appendix (Cont'd)

Terra Foundation: Key projects sponsored in 2022 (Cont'd)

	NGO	Project
Health Care	T1 Diams	Contributed for specialised medical tools and materials for 364 vulnerable children with type 1 diabetes.
	Etoile d'Esperance	Sponsored 'Train the Trainer' sessions for representatives of NGOs in the North.

	NGO	Project
Environment	*Centre Frère René Guillemin (CFRG)*	Contributed for a gardening and agricultural programme for their beneficiaries.

	NGO	Project
Sports	*Association de Développement de Pamplemousses (ADP)*	Covered costs of transport for attendance at weekly football training sessions.

	NGO	Project
Culture	*Comité Quartier Cité de Pamplemousses*	Sponsored theatre classes at the PLP Academy at Beau Plan Creative Park, including weekly transport for attendance and a play entitled 'Gran Mama' performed at Beau Plan Creative Park and the French Institution (IFM).
	ADP	
	Caritas Pamplemousses	
	Association I Have a Dream	Sponsored musical instruments for their Music Class.

	NGO	Project
Other	SRM kids of Pamplemousses	Renewed Christmas Party offered to kids on the Social Register of Pamplemousses.
	Caritas Solitude	Sponsored Christmas activities.
	Jeunes Créatifs Paul & Virginie	
	Comité Quartier Cité de Pamplemousses	
	ADP	
	Caritas Pamplemousses	

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